

Manal Lilia NAIMI

**Territorial Marketing as a key tool to develop sustainable tourism in
Kabylie (Algeria’s North Mountains), using the strategy “Marca Peru”
used in Cusco as a benchmark**

Master’s Dissertation in Business Sciences



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degree in Business Sciences.

Signature of the student _____



ABSTRACT

The tourism sector is undoubtedly one of the most successful economic sectors of these last decades. It has enabled developing countries, such as Peru, to rise to the top of the world competition. Indeed, tourism generating major economic challenges, the territories, and in particular the developing countries, have had to develop tools for enhancing the territory and promoting the Destination. This is how Peru, through its country brand "Marca Peru", has been able to differentiate its offer from the competition. However, if the brand has allowed Peru to attract millions of visitors each year to Machu Pichhu, the country's main attraction, the country has deplored the damage in this ancient site caused by mass tourism. This has therefore led Peru to rethink its policy of promoting the territory, driven by the success of its brand, to create and develop other forms of more sustainable tourism in its territory. It is therefore from this significant example that this dissertation was inspired to analyze the comparative advantages of the Kabyle territory, a largely rural territory in the North-East of Algeria, which would justify the use of territorial marketing and promotion of the destination, with the objective of implementing sustainable forms of tourism. In addition, in 2020, the global coronavirus pandemic hit the tourism sector hard, and highlighted the dangerous dependence on this sector in developing countries. But on the other hand, industry experts see this crisis as an opportunity to rethink tourism in a more sustainable way after the pandemic.

Keywords : Territorial Marketing, Destination Marketing, Sustainable Tourism

RESUMO

O setor do turismo é, sem dúvida, um dos setores económicos de maior sucesso das últimas décadas. Permitiu que países em desenvolvimento, como o Peru, chegassem ao topo da competição mundial. Com efeito, como o turismo gera grandes desafios económicos, os territórios, e em particular os países em desenvolvimento, tiveram que desenvolver ferramentas para valorizar o território e promover o Destino. É assim que o Peru, por meio de sua marca-país "Marca Peru", conseguiu diferenciar a sua oferta da concorrência. No entanto, se a marca permitiu que o Peru atraísse milhões de visitantes todos os anos para Machu Pichhu, a principal atração do país, o país deplorou os danos causados pelo turismo de massa neste antigo local. Isso levou o Peru a repensar a sua política de promoção do território, impulsionada pelo sucesso de sua marca, para criar e desenvolver outras formas de turismo mais sustentáveis em seu território. É, portanto, a partir deste exemplo significativo que esta dissertação se inspirou para analisar as vantagens comparativas do território cabila, um território predominantemente rural no Nordeste da Argélia, justificando a utilização do marketing territorial e promoção do destino, com o objetivo de implementar formas sustentáveis de turismo. Além disso, em 2020, a pandemia global de coronavírus atingiu duramente o setor de turismo e destacou a perigosa dependência desse setor nos países em desenvolvimento. Mas, por outro lado, os especialistas do setor veem esta crise como uma oportunidade para repensar o turismo de uma forma mais sustentável após a pandemia.

Palavras-chave : Marketing Territorial, Marketing da Destinação, Turismo Sustentável.

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DEDICATIONS

In the name of God almighty who gave me strength and resilience to keep going on despite the hardships.

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TABLE OF CONTENT

CHAPTER I - INTRODUCTION	1
1.1. THE THEME	1
1.2. JUSTIFICATION OF THE THEME	5
1.3. THE PROBLEM	6
1.4. THE OBJECTIVES	7
1.5. THE METHODOLOGY	7
1.6. THE LIMITS	8
1.7. THE DISSERTATION'S STRUCTURE	9
CHAPTER II - LITERATURE REVIEW	10
2.1. INTRODUCTION	10
2.2. A DEFINITION OF SUSTAINABLE TOURISM	10
2.3. DIFFERENT FORMS OF SUSTAINABLE TOURISM	13
2.3.1. <i>Ecological tourism</i>	13
2.3.2. <i>Rural Tourism</i>	14
2.3.3. <i>Sustainable Cultural Tourism</i>	14
2.3.4. <i>Community-based tourism</i>	16
2.4. SUSTAINABLE TOURISM MARKETING	17
2.4.1. <i>Profile of Clients of sustainable tourism</i>	18
2.4.2. <i>The offer and the market</i>	20
2.4.3. <i>Evaluating the potential needs for developing sustainable tourism strategies</i>	20
2.4.4. <i>Building a feasibility study to implement a sustainable tourism project</i>	22
2.4.5. <i>Studying the impacts</i>	22
2.4.6. <i>Ensuring decision-making in sustainable tourism marketing</i>	23
2.4.7. <i>The marketing-mix of sustainable tourism</i>	25
2.5. THE CONCEPT OF DESTINATION MARKETING COMBINED WITH TERRITORIAL MARKETING	29
2.5.1. <i>Destination Marketing</i>	29
2.5.2. <i>Territorial Marketing: a general definition</i>	32
2.5.3. <i>The territorial marketing approach</i>	33
2.5.4. <i>The key tools of territorial marketing</i>	36
2.5.5. <i>The territorial marketing-mix</i>	37
2.6. CONCLUDING NOTES	39
CHAPTER III - TERRITORIAL MARKETING APPLIED IN PERU	41
3.1. INTRODUCTION	41
3.2. TERRITORIAL MARKETING AS A KEY STRATEGY FOR ENHANCING TOURISM IN PERU	41
3.2.1. <i>Importance of the tourism sector in Peru</i>	41
3.2.2. <i>Marca Peru: a territorial marketing strategy supporting the tourism sector</i>	42
3.2.3. <i>The increasing popularity of Peru as a destination</i>	44
3.3. POTENTIAL NEGATIVE IMPACTS CAUSED BY MASS TOURISM	46
3.3.1. <i>Socio-Economic impacts</i>	46
3.3.2. <i>Ecological impacts</i>	48
3.3.3. <i>Impacts on culture</i>	48
3.4. MOVING TOWARD MORE SUSTAINABLE FORMS OF TOURISM	49
3.4.1. <i>Reconsidering the definition of culture to build another type of tourism</i>	49
3.4.2. <i>A very rich culture constituting a strong intangible heritage</i>	51
3.4.3. <i>A dynamic community</i>	53
3.4.4. <i>The cultural/community tourism</i>	55
3.4.5. <i>Adventure and ecotourism tourism</i>	55
3.5. CONCLUDING NOTES	56
CHAPTER IV - THE METHODOLOGY	57
4.1. INTRODUCTION	57
4.2. EXPLORATORY RESEARCH.	57
4.3. QUALITATIVE STUDY: USING THE FOCUS GROUP METHOD	58

4.3.1.	<i>Qualitative study</i> -----	58
4.3.2.	<i>The Focus Group method</i> -----	58
4.3.3.	<i>The chosen participants</i> -----	60
4.3.4.	<i>The interview-guide</i> -----	60
4.3.5.	<i>The analysis of collected data</i> -----	62
4.4.	THE BENCHMARKING COMPARATIVE STUDY USING THE CERISE REVAIT® METHOD-----	63
4.5.	THE SWOT ANALYSIS -----	64
4.6.	CONCLUDING NOTES -----	65
CHAPTER V - ANALYSIS OF THE RESULTS — A POSSIBLE APPLICATION OF TERRITORIAL MARKETING IN KABYLIE? -----		66
5.1.	INTRODUCTION-----	66
5.2.	ANALYSIS OF THE FOCUS GROUP MEETING -----	66
5.3.	BENCHMARKING COMPARATIVE STUDY -----	69
5.4.	SWOT ANALYSIS -----	88
5.5.	CONCLUDING NOTES -----	89
CHAPTER VI - CONCLUSIONS -----		89
6.1.	INTRODUCTORY NOTE -----	89
6.2.	PRINCIPAL RESULTS AND CONCLUSIONS -----	90
6.3.	CONTRIBUTION OF THE RESEARCH -----	90
6.4.	LIMITS-----	91
6.5.	RECOMMENDATIONS FOR A FUTURE STUDY -----	91
6.6.	CONCLUDING NOTES -----	92
REFERENCES -----		93
ANNEXE I - IMAGES ILLUSTRATING KABYLE HANDCRAFT -----		103
ANNEXE II - IMAGES ILLUSTRATING KABYLE LANDSCAPES -----		105

TABLE OF FIGURES

Figure 1- percentage of change in international tourist arrivals by region -----	1
Figure 2 – Primary and secondary motivations pyramid showing what is the principal motivation when consumer make their choices while consuming sustainable tourism services-----	19
Figure 3 – list of questions that need to be addressed when building a diagnostic of opportunities -----	21
Figure 4 - study of the impacts -----	23
Figure 5 – The tourism marketing-mix -----	27
Figure 6 -Lever effects of Territorial Marketing 15P’s-----	38
Figure 7 - Marca Peru Logo-----	43
Figure 8 -Total visitors of Machu Picchu between 1980 and 2018 -----	45
Figure 9 -Sites of Cusco that are listed in the World Heritage List-----	80
Figure 10 -The Amazigh Flag representing the Kabyle people-----	81
Figure 11 – Map of Algeria representing the estimated level of risk by region -----	82
Figure 12 - Map of Peru representing the level of risk by region -----	83

INDEX OF TABLES

Table 1- Number of entries and overnight stays by non-residents of Peru (2009-2013) -	3
Table 2 - Focus group guide questions-----	60
Table 3 -Table summarizing the Benchmarking comparative study of Kabylie region and Cusco -----	85
Table 4 - Table representing the SWOT analysis of the Kabyle territory -----	88

TABLE OF ABBREVIATIONS

Some abbreviations have been used in this dissertation. Their significations are indicated in the following list:

UNWTO - United Nations World Tourism Organization

WTTC - World Travel & Tourism Council

SDGs - Sustainable Development Goals

GDP - Gross Domestic Product

WWFN - Worldwide Fund of Nature

CBT - Community-based Tourism

SWOT - Strengths, Weaknesses, Opportunities & Threats

ADERLY - Agence pour le Développement Economique de la Région Lyonnaise

WEF - World Economic Forum

RCT - Rural Community Tourism

CHAPTER I - INTRODUCTION

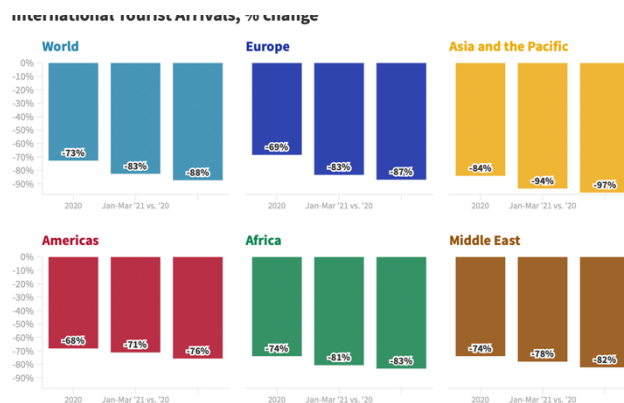
1.1. The theme

In 2021, the global pandemic of Covid-19 has seriously affected the tourism industry. The damages are even more serious in developing countries which economy depends on tourism revenues. According to the UNWTO (UNWTO, 2021), in the first quarter of 2021, destinations around the world welcomed 180 million fewer international arrivals compared to similar period in 2020, with Asia and Africa being the most affected destinations:

“Between January and March 2021 destinations around the world welcomed 180 million fewer international arrivals compared to the first quarter of last year. Asia and the Pacific continued to suffer the lowest levels of activity with a 94% drop in international arrivals over the three-month period. Europe recorded the second largest decline with -83%, followed by Africa (-81%), the Middle East (-78%) and the Americas (-71%). This all follows on from the 73% fall in worldwide international tourist arrivals recorded in 2020, making it the worst year on record for the sector”

Indeed, border closures, travel bans, and quarantine measures have a strong impact on the tourism industry in many nations, arguably more than any other sector.

Figure 1- percentage of change in international tourist arrivals by region



Source: Source: World Tourism Organization (UNWTO) ©
Data as collected by UNWTO, May 2021. Published: 31/05/2021

Source: UNWTO, 2021

Therefore, the situation shows that tourism in developing countries is an important driver of growth and development. According to the World Travel & Tourism Council: “Travel & Tourism was the largest industry in the world and the biggest provider of jobs” (WTTC, n.d.). Also, according to the organization:

“The Travel & Tourism sector experienced 3.5% growth in 2019, outpacing the global economy growth of 2.5% for the ninth consecutive year. Over the past five years, one in four new jobs were created by the sector, making Travel & Tourism the best partner for governments to generate employment.” (WTTC, n.d.).

Indeed, given its significant potential to contribute to jobs and wealth in poor countries, tourism is widely acknowledged as a critical sector for fulfilling the United Nations Sustainable Development Goals (SDGs), according to a report of the UNWTO on sustainable tourism in Least Developing Countries (UNWTO, 2017).

On the other hand, as most developing countries ‘economies rely on tourism, it is more than necessary to implement sustainable practices within the tourism sector. Indeed, according to the same report, tourism is specifically included as an objective in Goals 8,12, and 14 of the 2030 Agenda for Sustainable Development, which address inclusive and sustainable economic growth, sustainable consumption and production, and the sustainable use of oceans and marine resources, respectively.

More, the UNWTO Secretary-General, Mr. Zurab Pololikashvili, said:

“This crisis is an opportunity to rethink the tourism sector and its contribution to the people and planet; an opportunity to build back better towards a more sustainable, inclusive and resilient tourism sector that ensure the benefits of tourism are enjoyed widely and fairly.” (UNWTO, n.d.)

Therefore, tourism is a super strategic economic activity that can help developing countries to enhance or develop their economic growth, diversify their economy and create more jobs. For example, developing countries like Peru have bet on tourism to boost their economic growth. The Peruvian case illustrates quite well the fact that tourism is an accelerator of economic growth. Indeed, despite its reliance on agriculture and mining sectors, Peru has managed to rise foreign travelers’ interest by promoting their very rich history and culture. Indeed, according to a report from the WTTC, tourism contributed with 9,3 % to the GDP in 2019, creating 1,299.2 million jobs (World Tourism and Travel Council, 2020). In fact, as stressed by a recent report on tourism and culture

in Peru from the UNWTO (UNWTO, 2016), the total number of foreign visitors has increased consequently between 2009 and 2013 as shown in the following table:

Table 1- Number of entries and overnight stays by non-residents of Peru (2009-2013)

Year	2009	2010	2011	2012	2013
Entries by non-residents at national borders	2,139,961	2,299,187	2,597,803	2,845,623	3,163,639
Entries by non-residents at hotels and similar establishments	4,059,014	4,462,298	4,766,963	7,269,167	8,179,292
Overnight stays by non-residents in hotels and similar establishments	7,606,573	8,363,391	10,321,554	13,542,209	15,392,968

Source: UNWTO, 2016

As a consequence, employment in Peru's restaurant and hotel sectors has been increasing by 1.1 percentage points between 2004 and 2012, to 1.13 million workers, accounting for 6.5% of total employment.

Therefore, it shows that tourism represents a significant impact on Peru's economic growth, allowing the country to be less dependent on primary sectors. Indeed, according to the WTTC's "Economic Impact 2018 Peru" survey, Peru's tourism sector is ranked 46th out of 185 countries in terms of relative importance of travel and tourism's overall contribution to GDP. (Oxford Business Group, 2018)

This can be explained by the rich endowment in history, diversity of landscapes, culture and traditions which allowed Peru to be one of the fastest-growing destination in the region and the world (Oxford Business Group, 2018).

As a developing country of Latin America which economy was principally based on mining, Peru is a perfect illustration of the fact that tourism can be a source of dynamic growth.

It is thus interesting to compare this country to another developing country from North Africa, Algeria, which economy depends exclusively on fossil energies and where the tourism sector is not developed yet.

When comparing Peru to Algeria, it appears that the Algerian economy is essentially based on oil and gas exportation, turning the country's economy being overly dependent on these fossil energies. With more than 50% of the population being aged under 30 (Imene, 2018), and most of this population being unemployed, tourism represents considerable opportunities for growth, employment, and economic diversification.

The tourism sector has been taken into consideration these last years in Algeria as shown in a report of the Oxford Business Group published in 2018 (Oxford Business Group, 2018). The report focuses on four major axes of the Algerian tourism strategy: international airport expansion, promotional efforts to improve the country's perception, increasing job opportunities through the sector's expansion and the expand of major foreign hotel companies within the territory. According to this report, tourism has contributed to 1,6% to non-oil GDP in 2017. Indeed, Algeria has many assets to lean on for its tourism development. First, its diverse landscapes: Algeria regroups desert, mountains and sea within the same territory. The country is historically and culturally very rich, with "a diverse land of thermal springs, mountains, historic sites, vast desert and unspoilt Mediterranean coastline, Algeria offers a remarkable variety of activities for travelers." According to Oxford Business Group's report on Algeria (Oxford Business Group, 2018).

With over 1600 km of Mediterranean coastline, important cultural and historical sites, and the vast desert, Algeria is endowed with a potential that could enable it to be a leading tourist destination (The North Africa Post, 2018). However, the lack of a well-developed tourist infrastructure is a major impediment to the growth of tourism in Algeria, which is ranked 111th out of 136 countries by the World Economic Forum, with just 0.1 hotel rooms per 100 people in 2018 (WEF, 2019).

On the other hand, the fact that Algeria is not a destination known for mass tourism represents actually an asset for the country. Indeed, according to the British Backpacker Society (BBS), which promotes sustainable travel in countries with untapped tourism

potential, Algeria's small quota of foreign travelers and large swathes of nature makes it an ideal travel attraction compared to places that experience "over-tourism."

The northern mountainous region of Kabylie is particularly suited for sustainable forms of tourism such as community-based tourism. Indeed, the region is culturally and historically very rich. The population has its own language and own rituals, without mentioning its incredible and diverse landscape. In addition to that, Algeria ranks number one for adventure travel destination (Allouche, 2020).

Nevertheless, it is important to mention that backpackers, certainly in limited numbers, are not the segment that will boost revenue from tourism. Perhaps what is first needed is for Algeria to determine what its tourism assets are and what type of tourism it wants. However, the country certainly presents an interesting basis for developing sustainable tourism types, especially in regions like Kabylie.

Therefore, a comparison between Kabylie, which is a rural region in the north of Algeria, and the Peruvian Andean rural region can be made.

1.2. Justification of the theme

The chosen theme for this dissertation is "Territorial Marketing as a key tool to develop sustainable tourism in Kabylie (Algeria's North Mountains), using the strategy "Marca Peru" used in Cusco as a benchmark".

Indeed, promotion of a destination through marketing is one of the key successes for developing tourism in a destination, as shows the case of Peru with its "Marca Peru" brand.

The choice of Peru and Algeria for a comparative study appears pertinent since both are developing countries for which tourism represents a great opportunity for growth. In fact, it has been proven and shown in several reports of the UNWTO that tourism is an accelerator of growth through creation of jobs, diversification of the economy and increasing inbound flows of foreign funds. Moreover, developing countries are a very

interesting field for developing new markets. They offer numerous opportunities for new businesses development.

Also, as concerns about sustainability increase, new forms and patterns of consumption for tourism emerge, creating new opportunities of investments too. It is thus very pertinent to address these new needs by proposing ideas and axis of work to be exploited in developing countries such as Peru and Algeria.

Finally, the choice of Peru and Algeria for a comparative study allows to explore the theme through two continents and therefore through two different perspectives. More, there are few studies available in the literature that consider Algeria's touristic potential and the possibilities to be developed. This dissertation may thus contribute to the literature about the subject.

1.3. The Problem

The problem that is observed is the following: the Kabylie region presents a considerable potential for the development of sustainable tourism in its territory, notably thanks to its rich culture, history, and natural diversity but also thanks to its strong community spirit. If compared to the Andean rural region in Peru, similarities can be noticed as the Andean community of this region also has its own identity and culture.

However, sustainable tourism is already well implemented in the region and already benefits from a certain reputation abroad, attracting more and more visitors in the villages each year. Indeed, Peru has developed marketing strategies to promote the country's diversity and territorial development, like "Marca Peru" campaign launched internationally in 2012.

Therefore, the following questions arise from the problem statement:

Using the Peruvian Benchmark, how could sustainable tourism in Kabylie region be developed through Territorial Marketing.

From this problem, several sub-questions can be identified:

- What are the forces and weaknesses of Kabylie that can justify the use of destination and territorial marketing as efficient strategies to develop sustainable tourism in the region?
- If destination and territorial marketing were to be implemented in the development process of the region, what type of consumer would be interested? Or what type of consumer would the marketing strategies target?

1.4.The objectives

The main objectives of this study are as following:

- To identify Kabylie's comparative advantages
- To identify the touristic offer of the Kabyle territory to the one of Cusco's rural region
- To analyze the characteristics of the territory that justify the use of territorial marketing with the objective of implementing sustainable tourism forms

1.5.The methodology

To be able to respond to the defined objectives, several techniques are used:

- Secondary data collection: a research methodology based on the existing literature (books, articles, reports, surveys, market studies etc.)
- Primary data collection: it consists in the collection of data specifically collected for the empirical research to be conducted. To meet to the objectives, a qualitative research has been conducted to collect experts' perceptions on the problem. To do this, a focus group has been organized with Algerian working in tourism offices, Algerian Marketing experts, Algerian from different villages in Kabylie who are

involved in the development of their municipality, Algerian working in the tourism sector, to some travel agencies specialized in sustainable tourism activities, etc. The focus group has been conducted through an online meeting due to pandemic restrictions.

- **SWOT Analysis:** A SWOT analysis is pertinent to evaluate the Kabyle territory's forces and opportunities, as well as its weaknesses and threats to have a clearer idea of what remains to be developed. In fact, Marketing strategies may not be sufficient and are not the only factor of success of a territory's attractiveness. Therefore, a deeper analysis of the region is executed thanks to this strategic tool.
- **Benchmarking research:** this method is often used in marketing research when a firm needs to compare its product or its service to competitor's. Also, the marketer can apply this method by taking an existing practice and adapting it to its own situation. Therefore, the comparative study has been done, relying on the Cerise Revait® ® method (Gollain, 2010). The Cusco's rural region and the Peruvian territorial marketing strategy "Marca Peru" have thus been used as a benchmark to adapt it to the Kabyle territory. But one needs to highlight that benchmarking does not consist in just copying an existing model to its case. In fact, this is not pertinent as the main objective of territorial marketing strategies is to create a differentiated identity, thereby distinguish itself from the competitors.

1.6. The limits

This research work encountered indeed some limits, the principal one being the time. Conducting such research on a short period of time limits the number of results to be exploited and analyzed.

Also, one principal limit to the work is the pandemic situation: the access to resources and interviews are largely being limited by quarantine measures.

On the other hand, there are some contextual limits to the research. Indeed, conducting territorial marketing is not the only parameter that determines the success of tourism development in a country, specifically in Algeria where there is a lack of investments in the tourism industry, a lack of infrastructures and a certain lack of know-how. Therefore, territorial marketing is not the only parameter to take into account when developing tourism.

Finally, these territorial marketing strategies need to be considered after a recovery from the global pandemic. Indeed, as borders and travel bans are still ongoing, territorial marketing strategies are largely limited.

1.7. The dissertation's structure

The present work is divided into six chapters, the first constituting the general introduction, which contains the introduction of the work, the theme, and its justification, as well as the limitations of the subject and the structure of the dissertation.

The second chapter contains the literature review and explains in a theoretical approach the main concepts on which the research is based on. In this chapter are explained the notion of sustainable tourism and its main forms, the concept of destination marketing and destination marketing.

Then, the chapter three deals with territorial marketing applied in Peru. This chapter has for objective to present an example of territorial marketing applied in a developing country with a sustainable approach.

Thereafter, the fourth chapter contains the methodology of the work. It explains which type of qualitative method is used and why, as well as the comparative study method.

After that, the fifth chapter consists in applying the methodology considering the Kabyle territory and analyzing the results.

Finally, the sixth chapter constitutes the conclusion of the dissertation.

CHAPTER II - LITERATURE REVIEW

2.1.Introduction

In this chapter are explained the main concepts that constitute the theoretical basis of this dissertation, which are: sustainable tourism, the different forms sustainable tourism can take, sustainable tourism marketing and territorial marketing.

This chapter is based on secondary data.

2.2.A definition of Sustainable Tourism

The origin of Sustainable Tourism stems from works of the Brundtland report produced in 1987. In this report, tourism has been rethought and reconsidered with its social; environmental and economic aspects in “vulnerable or sensitive climates”. (Eiseman, 2018). The study of different sources highlights that expert of the subject agree on the definition of Sustainable Tourism. Here are some of the definitions encountered:

- Sustainable tourism is understood as “any form of development of tourism activity which respects, preserves and enhances in the long term the natural, cultural and social resources of a territory”. Its development is part of a dynamic that generates responsible production and consumption patterns, while offering the populations who live, work, or stay in this area socio-economic benefits equitably distributed. There is a strong relationship between tourism and sustainable development. It is reflected in the interaction between tourists, guests, and the local environment, in an awareness of environmental issues and socio-cultural differences, and in dependence on one another. The expectations of tourists in terms of the protected environment, nature, and preserved historical and cultural heritage can only be met if actions in this direction reflect the awareness of guests. (Seguin, 2010)
- Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. (Sustainable Tourism, n.d.) .

- Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNWTO, n.d.) .
- Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems. (Tourism Notes, n.d.).

Therefore, through these definitions are confirmed the three fundamental aspects of Sustainable Tourism: the environmental, economic, and social aspects. Thus, Sustainable tourism is about maximizing the positive impacts and minimizing the negative ones. The article from the website *Tourism Notes* highlights that the environmental impacts are negative, the economic effects positive, and the social impacts a combination of both, and insists on the fact that all the aspect are intrinsically linked (Tourism Notes, n.d.).

Now that the definition of the concept has been given, it is important to enunciate the principles that must be applied when it comes to develop this type of tourism. Tourism Concern, a non-governmental organization, and the Worldwide Fund for Nature (WWF) give 10 principles for sustainable tourism:

- 1) Using resources sustainably: the sustainable use of resources determines the long-term viability of the whole industry.
- 2) Reducing over-consumption and waste: the awareness towards over-consumption added to the management of waste make tourism more appreciable as it allows to optimize the energy usually given to the damage restoration.
- 3) Maintaining biodiversity: as tourism relies on biodiversity (natural and cultural), it is more than essential to preserve and promote biodiversity.
- 4) Integrating tourism into planning: as tourism and sustainable development are intertwined, tourism strategies need to be fully integrated into the whole development strategy, at all scales.

- 5) Supporting local economies: to be sure that they benefit from spinoffs of touristic activities, and at the same time to avoid environmental damage from massive importation. Also, promoting local production makes part of the touristic experience.
- 6) Involving local communities: local communities need to be fully integrated into the strategy as they make part of the touristic experience and need to be valorized.
- 7) Consulting stakeholders and the public: to avoid conflicts of interest, and to promote the dialogue between all the actors.
- 8) Training staff: integrating sustainable tourism principles in the training of staff can only make them more aware of the stakes, which consequently improves the quality of the tourism product.
- 9) Marketing tourism responsibly: marketing is a crucial tool to communicate about the concept and its products. The aim is to transmit the principles of sustainable tourism to future consumers in order that they possess all the information about the preservation of the environment, the social and economic life of the region they will visit. Managers need to adopt a responsible marketing, and thus adapt their strategies.
- 10) Undertaking research: it is important to assess the outcomes of the actions undertaken by analyzing data, making research, and monitoring the processes to improve them and to bring satisfaction to all the stakeholders.

Nevertheless, as the world “sustainable” is overused, the concept of “sustainable tourism” is sometimes not very well understood (Sustainable Tourism, n.d.) .Thus, experts of the domain prefer the term “responsible tourism”. The expression was defined for the first time in 2002 at the Cape Town ‘s World Summit on Sustainable Development. The definition is now widely accepted and has been adopted by the World Travel Market in 2007. Thus, the Cape Town Declaration recognizes that Responsible Tourism takes a variety of forms and that it is characterized by travel and tourism which:

- Minimizes negative economic, environmental and social impacts

- Generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry
- Involves local people in decisions that affect their lives and life changes
- Makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity
- Provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues
- Provide access for people with disabilities and the disadvantaged
- Is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence. (City of Cape Town, Tourism Department, 2002).

2.3. Different forms of Sustainable Tourism

Sustainable Tourism may take different forms, but all its types are linked with sustainable development. More, sustainable tourism triggers a questioning of classic tourism practices.

In this part will be presented the forms of tourism that are encountered and developed in the Andean region of Cusco in Peru:

2.3.1. Ecological tourism

It focuses on the exploration of nature. It can take several forms: the traveler can learn about habitats, agrosystems, or urban ecology, for example. It refers to natural exploitation and commercialization of resources as tourism products, in a sustainable manner. Also known as “green tourism” or “ecotourism”, the definition was made first by the Mexican architect Héctor Ceballos-Lascurain (Ceballos-Lascurain, 1996). According to him, it is:

“The environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low visitor impact, and provides for beneficially active socioeconomic involvement of local populations.”

Therefore, this type of responsible tourism focuses on the discovery of natural or/and rural areas. The definition is confirmed in 2016 by the Global Ecotourism Network:

“The Ecotourism is responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and creates knowledge and understanding through interpretation and education of all involved (visitors, staff and the visited).”

2.3.2. Rural Tourism

Rural tourism, in its broadest sense, refers to people traveling to rural areas to spend a few days. As a result, it encompasses all types of tourism operations in rural areas. Rural tourism is associated with the country holiday, in which a tourist spends the majority of his or her vacation time participating in leisure activities in a rural setting on a farm, ranch, country home, or the surrounding areas (Tourism Notes, n.d.). According to the UNWTO (UNWTO, n.d.), rural tourism is

A type of tourist activity in which the visitor's experience mobilizes a wide range of products generally related to nature activities, agriculture, culture / rural lifestyles, fishing, amenity and excursions. Given its complementarity with other economic activities, its contribution to GDP and job development, rural tourism, like mountain tourism, has a strong potential to stimulate local economic growth and social change.

Moreover, it has an ability to spread demand over time and over a wider area (UNWTO, n.d.).

2.3.3. Sustainable Cultural Tourism

First, according to Cluzeau (1998), cultural tourism is defined as

“A trip of at least one night, the main motivation of which is to broaden one's horizons, to seek knowledge and emotions through the discovery of a heritage and its territory.”

This definition is thus linked with the concept of patrimony which can be defined as “anything that deserves to be preserved”. Patrimony thus encompasses the material and immaterial components of a given society’s identity. The patrimony is immaterial when it considers the celebrations, manifestations of traditions and know-hows which past and present are profuse. On the other hand, it is material when it takes into consideration the

sites dedicated to culture, handcraft realizations, museums, monuments, cities and villages of art, archeological sites, gardens, sacred or military buildings, etc. (Cluzeau, 1998).

According to the same author, cultural tourism content experiences the same evolution as culture itself. This means that as broad as the definition of culture is, cultural tourism follows the same evolution. Therefore, culture can be considered in its formal definition that considers sites dedicated to culture, but it can also be considered in a larger definition and hence include contemporary elements.

According to the World Tourism Organization (UNWTO, 2001), culture and tourism are intrinsically linked:

“Culture and tourism have a symbiotic relationship. Arts and crafts, dances, rituals, and legends which are at risk of being forgotten by the younger generation may be revitalized when tourists show a keen interest in them. Monuments and cultural relics may be preserved by using funds generated by tourism. In fact, those monuments and relics which have been abandoned suffer decay from lack of visits.”

This declaration highlights the strong link between culture and tourism, evoking tourism as a mean to preserve important monuments and culture through its revenues. More, when managed sustainably, tourism can significantly help to drive the promotion and conservation of cultural heritage, like in Peru. Indeed, culture can provide a fundamental tourism good to the extent that it offers tourist destinations diverse possibilities based on specific attractions. In fact, tourism contributes to the preservation of culture and history through its revenues and encourages host communities to organize themselves as the guardians of this patrimonial. Then, well preserved sites and monuments offer a rich and diverse basis for tourism activities. However, this type of tourism should be controlled to avoid spoiling monuments and relics. Also, there is a necessity to maintain peace and harmony between tourists and host communities (UNWTO, 2001). In this frame, the UNWTO suggests a “triangular collaboration among tourism, culture and community”. Therefore, there is a strong link between sustainable cultural tourism and community-based tourism. In fact, the host community being the guardian of rites, traditions, and history, it is considered as the key success factor for the well-functioning of sustainable cultural tourism. But unlike one might think, culture and tourism have not always been

considered as intrinsically linked. The same source highlights that until recently, culture and tourism were thought to be largely separate and autonomous domains. Except for those elements of high culture seen as symbolic of national culture and thus worthy of tourist attention, the cultural sphere was largely oriented towards the consumption needs of local citizens. Tourism was largely regarded as a profitable economic activity (UNWTO, 2001).

The report indicates that sustainable cultural tourism apparition is due to a change in demand. Among the factors influencing the change in demand, the attention towards culture has increased as a mean to affirm its identity in a globalized context. On the supply side, “cultural tourism has been viewed as a desirable, “good” form of tourism for nations and regions to develop”. In Sustainable tourism, we can also include Adventure tourism which according to the UNWTO and ATTA (UNWTO and ATTA, 2014, p. 10) is

“A trip that includes at least two of the following three elements: physical activity, natural environment, and cultural immersion. While the definition of adventure tourism only requires two of these components, trips incorporating all three tend to afford tourists the fullest adventure travel experience – for example, a trip to Peru that involved trekking (physical activity) through the Machu Picchu trail (natural environment) and genuine interaction with residents and/or indigenous peoples (cultural immersion).” (UNWTO and ATTA, 2014, p. 10)

2.3.4. Community-based tourism

The concept of Community-based Tourism (CBT) can be found in the work of Murphy (Murphy, 1985). It consists in integrating and involving local populations in a touristic activity that corresponds to their needs and that bring them benefits. They build, offer, and manage the accommodation structures and they offer their local services to tourists. Therefore, local populations have complete control over the touristic activity that is developing within their territory, but also over the generated revenue. A great part of the revenue is then destined to improve life conditions of the community and serves to finance important projects. This tourism development form is often combined with production activities development, such as agricultural products transformation or handcraft workshops, whose products are primarily sold to tourists (UNWTO, 2016). Community based tourism enables the tourist to discover local habitats and wildlife, and celebrates and respects traditional cultures, rituals, and wisdom (UNWTO, 2001).

The community will thus be aware of the commercial and social value placed on their natural and cultural heritage through tourism, and this will foster the conservation of these resources. The tourist accommodation and facilities should be of sufficient standard for Western visitors, but without spoiling the local traditions. Also, the community will be required to have continuous access to a phone (which might be required for medical assistance) and daily access to emails which will be required by operators to confirm bookings (Babel Voyages, 2020).

2.4.Sustainable Tourism Marketing

Just as mass tourism, sustainable tourism sector is also concerned by economic competitiveness: it needs to respond to clients' expectations and needs in terms of sustainability and environment respect, as well as international standards. Moreover, the sector needs to be promoted too. For this reason, experts of the sector need to build efficient marketing strategies. Indeed, marketing strategies need to be thought accordingly with the sustainable positioning of this type of tourism (Seguin & Rouzet, 2010). The marketing approach is associated with the sustainable tourism development and hence follows all its components, from pricing to communication.

Within the sustainable approach, marketing promotes environment and respect of biodiversity, respect of local populations and their patrimonial, and the evolution of their living conditions.

Therefore, the application of marketing techniques is followed by a management of the potential impacts on the environment, the economy, and the social development of the destination (Seguin & Rouzet, 2010). Thus, unlike the traditional marketing approach, the effects of marketing techniques applied to sustainable tourism will be observed in the long run.

The marketing approach in sustainable tourism is applied to different types of activities: Macroeconomic activities (at the level of a region or a given territory); Products and services that are proposed to customers; development of brands that propose services linked to sustainable tourism (Seguin & Rouzet, 2010).

To this day, these concepts remain “niche” markets as they are specific yet. However, the integration of sustainable tourism within the touristic sector is a necessity as the impacts are very strong (Seguin & Rouzet, 2010).

2.4.1. Profile of Clients of sustainable tourism

As for the clients, the ones that are interested in sustainable tourism chose their destinations according to several criteria. These criteria can be general, like well-preserved landscapes, climate, etc. But they can be more specific toward the concept itself, like the management of resources. Thus, this type of clients is more likely to spend more than usual to be reassured on the preservation of the environment. Indeed, their goal is to have a minimum impact on the destination they visit. In Canada for example, tourists are disposed to spend 15 percent more in a sustainable tourism package. (Seguin & Rouzet, 2010).

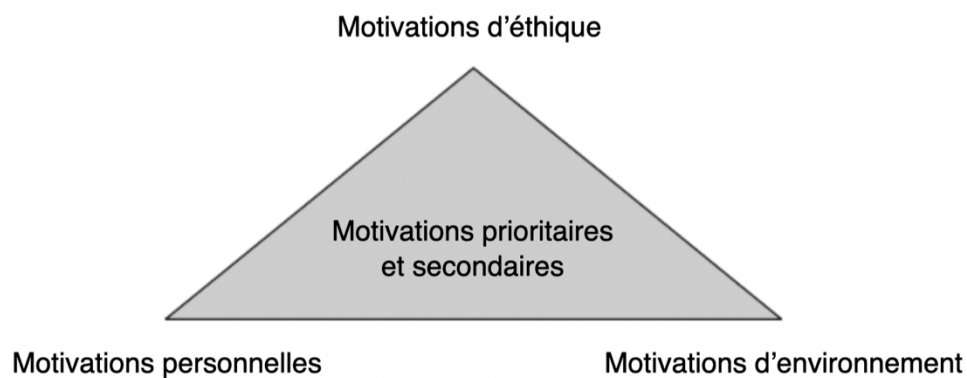
In addition to that, as quoted by the same source, a study from the UNWTO has shown that tourists are even more attached to quality when it comes to sustainable tourism experiences. In United States, consumers’ criteria are as following: the quality of local guides; small groups; education; high quality food; low-crowded spaces; high quality accommodations; well-preserved environment.

Clients that practice sustainable tourism are generally aged between 35 and 55, a significant part of them being women. In addition, they come from a middle-high social class and present specific professional backgrounds (managers, liberal professions, teachers, and business) (Seguin, 2010).

The authors stand that the touristic offer, already very diverse, has integrated these recent years new forms of so-called "sustainable" tourism such as green tourism, hiking tourism, etc. These new, more specific forms of tourism show a tendency that stands out from the so-called "mass" tourism offers. The offer is more specific, more suited to the motivations and needs of the customer. It responds to a demand for "tailor-made" and increasingly personalized offers. These new offers are thus more adapted to the different lifestyles.

On the other hand, the act of purchase is linked to the motivations of consumers. Indeed, a consumer is always associated with its motivations that allow him to choose a product or a service according to its needs and wants. In a traditional situation, an individual is generally influenced by its personal motivations and its close circle's motivations (family, friends.). But in a sustainable approach, the level of motivation evolves, and the consumer introduces a new dimension of motivations linked to the environment. The fact of having a significant impact on the environment leads the consumer to integrates new essential criteria when choosing a product or service.

Figure 2 – Primary and secondary motivations pyramid showing what is the principal motivation when consumer make their choices while consuming sustainable tourism services



Source: Seguin and Rouzet, 2010

As shown in the figure above, the dominant motivation is the ethic, which is on the top of the triangle, while environment and personal motivations are at the same level. Yet, environment and ethical motivations are linked. The study of consumers' motivations is necessary to the analysis of their behavior toward sustainable tourism.

2.4.2. The offer and the market

Sustainable tourism is still considered as a “niche” market, which means a very specific market with few consumers. However, an increasing part of tourism professionals are specializing in sustainable tourism. Thus, professionals who specialize their activities in sustainable tourism marketing focuses on a very specific segment of the market. Therefore, communication on this type of service is very efficient (Seguin & Rouzet, 2010).

Also, there is an emergence of tour operators that build their image toward sustainability and environment preservation. These actors implement themselves in territorial development activities (Seguin & Rouzet, 2010).

2.4.3. Evaluating the potential needs for developing sustainable tourism strategies

Nevertheless, before even implementing a sustainable tourism marketing strategy, tourism actors must evaluate the opportunities to be exploited. In fact, they need to carry out a diagnostic of opportunities that shows the existence of needs towards the development of a sustainable tourism and then, its marketing strategy. Therefore, the diagnostic takes into account two types of environments: the local environment (if the place proposes an opportunity for creating sustainable touristic activities) and the client environment (is there an existing market if a sustainable tourism activity were to be created in this zone?) (Seguin & Rouzet, 2010). In addition to that, this “sustainable tourism marketing” diagnostic must take into consideration the potential impact of the product or the service into the zone where it will be developed, that is to say, the geographic, social, economic and patrimonial space.

Consequently, this diagnostic needs a consultation of several actors like national or regional authorities, local representatives like the population, consultants, banks and investors, private developers, tourism professionals, etc. Seguin and Rouzet (2010)

propose a list of nine questions to be addressed while building a diagnostic of opportunities:

Figure 3 – list of questions that need to be addressed when building a diagnostic of opportunities

1. Quelle est la problématique touristique de la zone ?
2. Quels peuvent être les objectifs de développement de la zone touristique ?
3. En quoi le tourisme « durable » peut-il contribuer au développement de la zone touristique ?
4. Quels sont les enjeux environnementaux ?
5. Quelles sont les contraintes de protection de l'environnement si l'on met en place un projet de tourisme durable ?
6. Comment le tourisme durable peut-il contribuer à l'amélioration des conditions de vie de la population ?
7. Existe-t-il un marché pour les formes de tourisme durable envisageables sur la zone d'activités ?
8. Quelles pourraient être les attentes de ces cibles de marché par rapport au développement de l'activité touristique de la zone ?
9. Quel type de partenariat est-il possible de mettre en place pour construire un projet de tourisme durable sur la zone d'activités ?

Source: Seguin and Rouzet, 2010

If translated into English, the questions are as following:

- 1) What is the touristic problematic of the zone?
- 2) What could be the development objectives of the touristic zone?
- 3) To what extent sustainable tourism could contribute to the development of the touristic zone?
- 4) What are the environmental stakes?
- 5) What are the constraints linked to the environment protection if a sustainable tourism project were to be implemented in the zone?
- 6) How sustainable tourism could contribute to the improvement of the population's living conditions?
- 7) Is there an existing market for sustainable tourism types in regard to the touristic activity development of the zone?

- 8) What could be the targets' expectations of this market regarding sustainable tourism development in this zone?
- 9) Which type of collaboration would be possible to put in place to build a sustainable tourism project in this zone?

2.4.4. Building a feasibility study to implement a sustainable tourism project

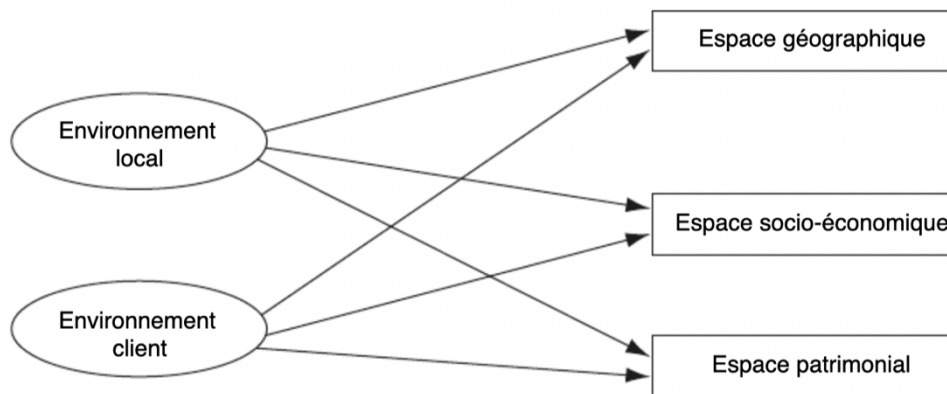
This study includes four dimensions: the technical dimension (related to environmental constraints); the financial dimension (related to the lasting profitability); the commercial dimension (that ensures the viability and the access to the market); and finally, the know-how to handle these different constraints (Seguin & Rouzet, 2010).

In addition to the opportunities and feasibility studies, a study of the impacts is necessary to complete them. Indeed, in a sustainable approach, actors need to pay a particular attention to the potential impacts on the environment.

2.4.5. Studying the impacts

Seguin and Rouzet (2010) insist on the fact that impact studies will allow to build a project that is adapted to the evolution of the environment. According to them, four types of study can be carried: studies of geographic impacts; studies of environmental impacts, studies of technical impacts and finally studies on socio-economic impacts, as shown in the figure.

Figure 4 - study of the impacts



Source: Seguin and Rouzet, 2010

These studies are essential to the extent that they allow experts to develop a touristic product that is tailored to the environmental constraints and that minimizes the impacts in the zone that this project will be developed.

Impacts studies are therefore very pertinent to adapt touristic products or services to environmental constraints.

2.4.6. Ensuring decision-making in sustainable tourism marketing

As highlighted by Seguin and Rouzet (2010), in tourism marketing, the whole strategy leans on the reliability of the results coming from the different studies carried before the implementation of the project (opportunities, feasibility and impacts studies).

Then, a brief need to be elaborated by the project managers to fix the needs and the solutions to address the opportunities, the feasibility and the impacts. This brief is divided into four steps:

- The operations to be engaged: they are related to the implementation of sub-projects on sustainable tourism development.

- The means and information: these correspond to the inputs on which the tasks will be executed, and the outputs that allow to identify the results of operations engaged (the objectives).
- The risks and opportunities: they correspond to the potential risk that could be encountered while engaging the operations, but also the potential opportunities that can derive from the operations.
- The results: the brief allows to follow the evolution of the results according to the objectives.

Indeed, for each operation are identified the actors that will carry them. Their tasks and missions must therefore be clearly identified and planned.

Finally, to ensure the viability of the project, Seguin and Rouzet (2010) suggest the notion of certification. In fact, a certification could represent a pertinent solution to protect the place against a deterioration of the environment and the spaces. However, the authors highlight the fact that this notion does not apply on socio-economic data. To them, it is necessary to establish indicators of development that can help to maintain the viability of the actions. These indicators can deal with several factors such as:

- The programmed level of employability of local populations within the management of the touristic place
- The level of training proposed to the population
- The living conditions improvement (which goes in hand with the increase in income)
- The implementation of healthcare centers, schools etc.
- The use of energy resources
- The use of sustainable resources

2.4.7. The marketing-mix of sustainable tourism

Since Tourism activities are also considered as a service, the concept of marketing-mix¹ also applies for tourism sector (and sustainable tourism by definition). Therefore, the marketing strategy applied to tourism needs to divide the strategy throughout the four elements constituting the marketing-mix which are the Product, the Price, the Place, and the Promotion.

- **The product:** as a lot of actors intervene in the process of sustainable tourism development, that makes the definition of sustainable tourism product more complex (Seguin & Rouzet, 2010). Also, according to the same source, marketing investments will not have the same purpose whether the marketing approach is linked with a simple product like an activity or whether it is linked with the territorial planning of a whole zone: the touristic offer of the zone is more global, and the marketing strategy is more specific since it is possible to develop a whole range of products/services. Therefore, a Territorial Marketing approach would be more pertinent.

- **The Price:** the price can constitute a huge constraint in sustainable tourism marketing development. Indeed, environment preservation induces additional costs when considering the development of an entire zone with the creation of different infrastructures, transportation, training of employees and local population, etc. Consequently, the economic return needs to be considered with the impacts on the environment and be balanced to find an efficient equilibrium. Therefore, a study of prices for sale is primordial to ensure the profitability of sustainable tourism products and services on the long run (Seguin & Rouzet, 2010).

¹ According to McCarthy, the marketing mix is a collection of controllable marketing variables that, if managed correctly (i.e., toward the target market and in line with consumer wants), can result in lucrative business operations. The four controllable variables that make up an organization's marketing policy are as follows:

- Product policy: tailoring offers to meet customer needs;
- Pricing policy: determine pricing based on the willingness of customers to pay, competitive practices, costs, and desired image;
- The distribution strategy: to convey the offer to the target market and make the anticipated offer available;
- Communication policy: promote the advantages of the offer given its characteristics and in connection with the anticipated interests; arouse interest, desire. **Source spécifiée non valide.**

- **The Place:** Seguin and Rouzet (2010) mention three principles on which distribution of sustainable tourism products and services leans on: the first one is the fact that sustainable tourism should not be considered as a trend effect but more as a strong trend of the activity development. The second one is that most of the traditional distribution channels can be used to commercialize the products or services. Finally, the third principle is that economic spinoffs should concern all the actors involved in the activity, in particular the local population. Through distribution, the different actors manage the dynamics between the supply and demand. Among the channels, Internet has become a powerful one for distributing the sustainable tourism products and services. Also, it is responsible for the emergence of a new type of actor in the sector which act like brokers having a strong negotiating power and a specific know-how in new technologies.

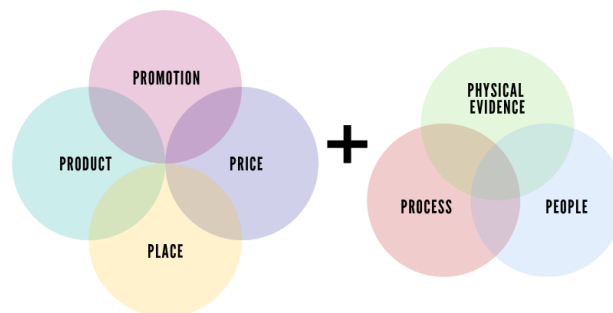
Thus, it becomes easier to distribute grouped offers or niche products through this channel. Among internet channels can be mentioned informative websites that allow an indirect commercialization through all the information and documentation that is provided, and commercial websites on which several operators compete to sell their products in a dynamic approach. Sustainable tourism products actually benefit from a multichannel offer that can be either direct or indirect. (Seguin & Rouzet, 2010)

- **The Promotion:** Seguin and Rouzet (2010) make a difference between the promotion of a touristic zone and the promotion of a touristic product. According to them, the approach is different. When it comes to the promotion of sustainable tourism zone, the communication is intensive, and it requires heavy investments and a very long planification. To be efficient, this communication strategy must take into consideration two types of constraints: the specificity of the targeted market segments and the difficulties that are linked to a mass communication with respect to a thematic that focuses on

sustainable development and responsible consumption. Indeed, mass communication may not reach the targeted clients efficiently. Therefore, marketers need to proceed step by step when establishing the communication plan. On the other hand, the promotion of specific touristic products integrates different objectives according to the product and targeted markets.

Nevertheless, sustainable tourism marketing includes three additional components. In addition to the Product, the Price, the Promotion and the place, the marketing-mix for tourism includes the Physical Evidence, the People and the Process. With these three additional P's, the marketing-mix for tourism is expanded (Gabriel, et al., 2014).

Figure 5 – The tourism marketing-mix



Source : Gabriel et al., 2014

- **The Physical Evidence:** its role is to make the service and its positioning tangible to the client. It corresponds to all the physical elements that are manageable by the service provider. In other words, it corresponds to the physical existence of the service like the furniture in a restaurant, or the organization of shelves in a

shop. Bitner has defined this element as “*Serviscape*” which is the environment that is built and conceived by the individual that is opposed to the social or natural environment. (Bitner, 1992). According to him, three dimensions can particularly influence the behavior, the intentions, and attitudes of both the consumers and employees: the spatial arrangement, the functionality of the place and the symbols, signs and artifacts². For example, a tour operator specialized in sustainable tourism can use green colors, natural elements or natural products within its environment which is visible by the client.

- **The People:** Indeed, people like employees strongly influence the perception of the offer. Employees who are in contact with clients play a key-role for the service offering. Employees are thus embedded in the *Serviscape* process.

To illustrate this, Gabriel et al., (2014) give the following example: a waiter that takes the initiative of adding a candle on a cake for a client’s birthday would significantly improve the client’s experience. Thus, employees represent the company. In a context of sustainable tourism, employees that have a deep knowledge of sustainability issues and solutions can be a strong asset for a tour operator. Moreover, the authors highlight the fact that clients can also influence the perception of a service, using the example of an empty restaurant: an empty restaurant is an indicator that the service might not be good.

- **The Process:** It corresponds to the idea that the service follows from a dynamic that is composed by a series of production steps and distribution.

• ² « Structure or phenomenon of artificial or accidental origin which alters an experiment or examination of a natural phenomenon. » **Source spécifiée non valide.**

Thus, the Process represents the procedures, protocols, and flows of activities that are manageable by the company that produces the service (Gabriel, et al., 2014).

2.5. The concept of Destination Marketing combined with Territorial Marketing

Generally, Sustainable Tourism Marketing leads to the emergence of new touristic destinations. Indeed, when promoting a touristic zone through marketing, it amounts to saying that experts are marketing a destination and developing a Territorial Marketing strategy within the frame of developing sustainable tourism in a specific zone.

2.5.1. Destination Marketing

Destination Marketing is “a set of means of action used to influence the behavior of consumers and make them choose a given destination.” (Barret, 2016). Indeed, tourism companies have realized that they are not only selling a product (a hotel room, a train or plane ticket, a stay, a visit, etc.) but an experience. They do not sell a product but a destination. In fact, destination managers have the mission of emphasizing the assets of a given place.

Therefore, destination marketing

“Covers all the activities and processes to bring buyers and sellers together, focuses on responding to consumer demands and competitive positioning, is a continuous coordinated set of activities associated with efficient distribution of products to high potential markets; involves making decisions about the product, branding, the price, market segmentation, promotion and distribution. (WTO, 2014).”

To do so, destination managers must audit the destination to identify its assets and weaknesses (Petr, 2015). According to Petr (2015), destination managers cannot start from nowhere when promoting a destination. They must take into consideration the previous positioning of the destination to build axes of communication.

Therefore, according to the author, the audit of the destination should be built into different diagnostics:

- **an analysis of the competition:** to highlight what are the assets of the destination compared to other destinations and positioning the destination against the competition.
- **an analysis of the singularity** of the destination: to show that the destination has assets that cannot be encountered somewhere else.
- **an analysis of identification:** Affiliate the destination to other well-known destinations in a “me too” logic. This strategy can be adopted in case which both destinations are located nearby.
- and finally, **an analysis of opposition:** to highlight its specificity in relation to other destinations.

Then, knowing the tourism market is also very important to the extent that it allows to have an idea about the potential of the destination that marketers aim to promote in terms of numbers or types of visitors, but also in terms of new markets.

When building a destination marketing strategy, marketers also must take into consideration which visitors they wish to target. In this approach, marketers must identify priority clients, according to three criteria that have been developed by the author Petr (2015):

- First, their familiarity with the destination: assessed through customer loyalty to the destination.
- Then, the proximity with the destination: according to the authors, the travelled distance is an important criterion when clients decide to which touristic destination to go. It is considered that the farther from the destination the client lives, the least the chances for him to come to the destination.
- The economic potential: this is a crucial criterion according to the author since it can determine how the client will spend once he arrives at the

destination. Some destinations are marketed to attract clients with a very specific purchasing power. The perfect example to illustrate that is Monaco with Russian fortunate clients.

On another hand, marketers can adopt a very different strategy when it comes to targeting clients. Indeed, marketers can choose to avoid a certain category of clients through a negative targeting. Kotler and Levy define this as a *demarketing strategy* (Kotler & Levy, 1971). Demarketing strategies can be used by marketers when a certain category of clients causes behavioral issues when they arrive at the destination: for example, Maastricht in Holland has become a destination for drugs since visitors from other countries where drug is illegal, to consume it with an inappropriate behavior once in Maastricht. As a result, local authorities have decided to close coffee shops (Petr, 2015). Also, according to Petr, marketers can use this strategy to renew their target customers through a very proactive marketing addressed to the customers they want to target, and parallelly through the demarketing of the destination to the target they wish to avoid. However, the author highlights that such a strategy can present ethical issues since it can be perceived as a form of discrimination.

Nevertheless, destination marketing may not be sufficient by itself to guaranty the success of a touristic destination. Indeed, touristic activities need to be supported by a strong development policy that follows several steps.

This is where intervenes the concept of Territorial Marketing. According to Gollain (2017), the concept has largely been developed in the United States during the 1970's, illustrated by the famous logo "I love New-York" created in 1977. Since then, territorial marketing, with its techniques of territorial branding, have been used throughout the world. Gollain (2017) defines Territorial Marketing as:

"The collective effort to promote and adapt territories to competitive markets, to influence, in their favor, the behavior of target audiences through a different and attractive offer whose perceived value is lastingly greater than that of competitors.

Territorial marketing seeks to find the best balance between marketing the offer of the promoted destination, often based on a project (new district, major equipment, etc.) and demand marketing based on excellent customer knowledge. Territorial marketing constitutes a toolbox based on methods, techniques, tools and analyzes of practices carried out throughout the world. Driven and supported by elected officials and emblematic personalities, the implementation of a territorial marketing program generally relies on specialized agencies acting on behalf of public authorities and private actors.” (Gollain, 2017, pp. 33-34)

2.5.2. Territorial Marketing: a general definition

Territorial marketing is defined as a combination of techniques used in order to enhance the attractiveness of a territory with the aim of provoking a positive action (investing, visiting the territory, etc.). Also, this approach makes the client at the central priority. (Gollain, 2017)

Therefore, territorial marketing can be deployed at different levels. It can be used by territories to address various issues such as the territory’s identity, its positioning or its development. Territories can hence use territorial marketing to:

- Create and enhance the economic and residential attractiveness,
- Create belonging links between local population, local actors and the territory,
- Enhance the image of the territory at the national and international levels,
- Repositioning the territory in order to attract new populations (For example, the region of Auvergne in France has used territorial marketing methods to attract managers to the territory in order to dynamize the territory),
- Segment the market to adapt the communication in accordance with the needs expressed by the different targets,
- Promote the visibility of territorial offers and the territory’s touristic potential (or economic, cultural, etc.) (Batat, 2016).

These last decades have shown several aspects of territorial marketing with the emergence of new touristic destinations, in particular in the Middle East. Destinations such as Abu Dhabi in Arab United Emirates or Oman have launched a whole territorial strategy to diversify their economy and develop their touristic sector (Meyronin, 2015).

2.5.3. The territorial marketing approach

Before even using strategic tools of territorial marketing, it is crucial to establish as a first step a diagnostic, or in other words, an analysis of the territory in terms of opportunities, strengths, weaknesses, and threats in a global, or in a sectorial approach, using a SWOT analysis. Indeed, the attractiveness of a given territory is evaluated according to its environment (Gollain, 2017). Nevertheless, a SWOT analysis for a territory is much more complex than for a company since the data is dispersed (Meyronin, 2015).

Furthermore, actors of the territory must be identified since they make part of the territorial environment thus, they must be involved when processing the territorial analysis. Therefore, when confronting the different actors' ideas and remarks, marketers can establish a complete diagnostic of the territory (Meyronin, 2015).

Territorial marketing appears to be a very pertinent strategy to implement for triggering axes of development for developing regions just as developing countries, or small territories like rural areas. Indeed, in a globalized economy where tourism constitutes a huge economic sector, it becomes primordial to develop its territorial attractiveness to attract more visitors, and thus bring more jobs and more revenues to the territory. To evaluate the comparative advantages of a territory, Gollain (2017) has developed a specific methodology named "*Cerise Revait®* " which is based on the analysis of thirteen principal components and six optional components. This method allows marketers to build a strong marketing strategy. Each letter of the methodology's name stands for one point of analysis:

- C: Human capital
- E: Enterprises and personality of the territory
- R: Networks and nodal points
- I: Infrastructures/ Immovable assets/ Equipment
- S: Services

- E: Professional Events

- R: Research & Development/ Innovation
- E: Secondary Enterprises/ Economic tissue/ Fields and Sectors
- V: Values and identity of the territory
- A: Collective and Structuring Actions

- I: Territorial brand and image
- T: TIC
- ®: Natural and Physical resources/ key cities

Six additional components:

- A: Territorial icons
- I: Insecurity
- M: Local Market
- A: Atmosphere, vibe
- G: Governance and actors' organization
- E: Environment

This method can indeed be crossed with the SWOT analysis to provide an exhaustive analysis of the given area. With these two methods, a territorial benchmarking can be made to identify the best practices in terms of territorial development but also to identify the competitors (Gollain, 2017).

As for the actors, they must be clearly identified since their competences are required to build the territorial strategy. The actors are hence required for bringing their vision regarding the opportunities, assets, threats, and weaknesses of the territory. Therefore, when actors are clearly identified, they can effectively be integrated in focus group discussions about the territorial project to be developed (Meyronin, 2015).

On another hand, within a territorial marketing approach, the territory as a destination can be considered as the product itself, but one can also think about a territory as a market which proposes different products. Therefore, just as a traditional product, there is a need to segment the territorial offer in terms of available services, cultural or historical patrimonial, natural landscapes etc. Then, it is necessary to target the adequate client and finally to find a pertinent positioning. For each identified segment, Meyronin (2015) proposes a three-steps evaluation: first, the size of the segment is evaluated, then its solvability and finally its pertinence with respect to the territory. In fact, the author insists on the fact that it is useless to target activities for which the territory does not dispose of the adequate territorial offer. Indeed, according to Gollain (2016):

“All the clienteles of a territory are valuable for its attractiveness, but which ones generate the most value, towards which the territorial actors have an interest in their actions to maximize the return on investment?”

Therefore, the segmentation strategy is based on identifying several homogeneous and interesting subsets, in other words "potential customers" and choosing one or more to target (targeting strategy) and to satisfy.

Regarding the positioning of the territorial offer, it consists in building a territorial identity that is unique and recognizable by the different targets (Petr, 2015). Besides, the positioning needs to reflect the actual territorial offer and original identity, both tangibly and intangibly. As Meyronin (2015) suggested, a territory cannot pretend positioning itself as technology friendly if it does not actually offer a free access to WI-FI within its territory. More, this positioning needs to be observed by all the actors representing the territory (Meyronin, 2015). The positioning must rely on the previous diagnostic of the territory. Nevertheless, as stressed by the same source, the effects of the positioning may take a significant period of time to be visible, even more when it comes to enhance the negative image of a given territory.

In marketing in general, the positioning must be innovative to keep going in the competition. The territorial image must be built on the existing offer while highlighting the best of it. In a context of a touristic development, the territory must display a touristic identity as suggested by Petr (2015). This in turn means that to territories should be attributed a specific name to be easily identified by tourists. In general, the name refers

to the location of the territory (Petr, 2015). In addition to the name, a graphic charter should be defined to add a graphical dimension to the touristic identity. This graphic charter includes all the symbols that can be used for the logo, the colors, the font type, the vocabulary, etc. Logos should indeed be adapted to both online and offline supports.

This is how are created territorial brands. Territorial brands may refer to country brands like Marca Peru, but also to city brands such as “*I love New-York*”, “*I Amsterdam*”, etc. Just as a classic brand, territorial brands may be declined in umbrella brands according to the targeted market. Gollain (2017) gives the example of London: the brand “London” is declined into “*Visit London*” when it comes to tourism, or “*Think London*” when it is used for attracting foreign investors. For Gollain (2017), a territorial brand must call for an imaginary, for values that are understood and shared by several targets.

Finally, Petr (2015) mentions that inhabitants must be fully integrated within the marketing approach since they may reveal themselves as being the best ambassadors of the destination in a touristic context. According to its words “inhabitants of a touristic destination are a component of the equation”. Certainly, inhabitants play a major role in the touristic experience of the visitors. In this context, territorial actors may engage domestic tourism operations, as it has been the case in Peru, to promote the country to its own citizens. The objective of such a strategy is to educate the citizen about the assets and the territorial attractiveness of its living space. Thus, the citizen will be more capable of promoting it. This is what it could be defined as the snowball effect (UNWTO, 2016). As suggested by Petr (2015), the implication of inhabitants can also be requested when it comes to find a regional name. As a result, the population is aware of its cultural and social identity. Marketers can thus cultivate the sense of belonging.

2.5.4. The key tools of territorial marketing

Among the key tools of territorial marketing, economic development agencies play a fundamental role since they have as a mission to find investors such as real estate investors or industrial investors. They thus play a crucial role in decentralizing the

activities within a given territory. In its book, Meyronin (2015) gives the example of the agency ADERLY, *the Agence de développement économique de la région lyonnaise*. This agency effectively played an important role in developing the international city brand *Only Lyon* and attracting various investors in the area.

Another tool that can be used in a territorial marketing approach is the organization of events. In fact, events can be a quite efficient communication channel for promoting the regional “savoir-faire”, whatever the field. Events can indeed vehicle a positive and dynamic image of a territory. Among the famous events that already exist can be mentioned the Olympic Games, the Fashion week, the Football World Cup, etc. Each event represents a huge stake for cities. Indeed, hosting one of these events is a guarantee of attracting colossal income to the territory and building a positive reputation. Therefore, territories like big cities enter in competition to convince these events’ managers to settle in their city. Nevertheless, hosting one of these events requires huge territorial investments to adapt the accommodation capacity. More, certain territories need to address security issues within the territory to then be able to host foreigners. This was the case for the football World Cup of 2014 in Brazil: local authorities had to “pacify” the favelas for hosting international supporters (Meyronin, 2015).

Architecture is also known as one of the most ancient lever of territorial marketing, notably in urban areas. Indeed, architecture can be very efficient to enhance the image of a territory by revitalizing forgotten areas, in ancient harbor or industrial cities. One famous example cited by Meyronin (2015) is Guggenheim Bilbao in Spain.

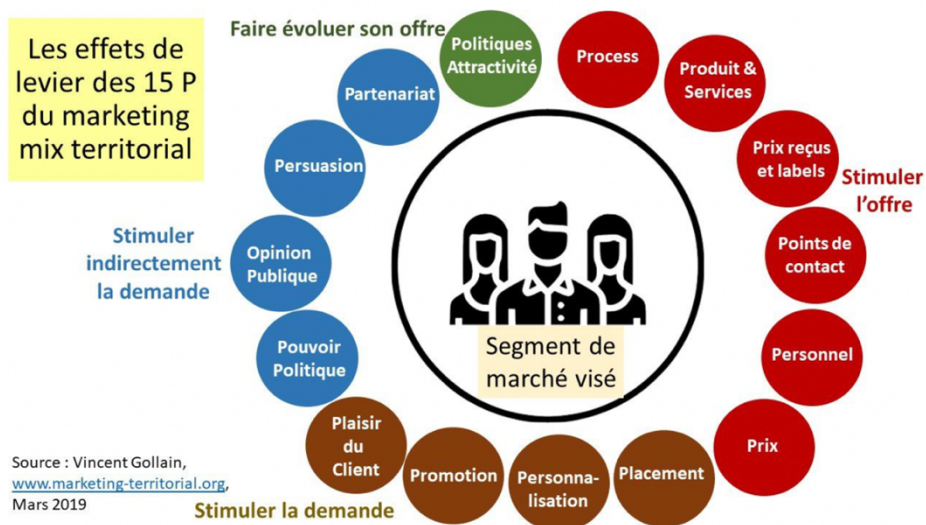
Finally, Meyronin (2015) mentions channels, clubs and labels are a quite interesting tool since they allow different partners to gather to encourage the development of innovative industries and create new partnership around the world.

2.5.5. The territorial marketing-mix

The territorial marketing-mix presented by Gollain (2019) contains 15 variables:

“Today I am offering you a new territorial marketing mix that seems to me better suited to the needs of territorial marketers. It is based on 15 variables which better integrate the management of the customer relationship and its experience before, during or after coming to your "Phygital territory".

Figure 6 -Lever effects of Territorial Marketing 15P's



(c) Vincent Gollain, mars 2019

Source: (Gollain, 2019)

As presented in the graph above, the elements of the new territorial marketing-mix elaborated by Gollain (2019) are, according to a clockwise direction, as following:

- Attractivity policies
- The process
- The product and services
- Received prizes and labels
- Contact points
- The crew

- The price
- The localization
- The personalization
- The Promotion
- The client's pleasure
- The politic power
- The public opinion
- The persuasion
- Partnership

According to Gollain (2019), the 15 variables can be divided into 4 main categories: the 6 variables which enhance the offer (all the variables in red), the 4 which directly activate the demand (all the variables in brown), the 4 which indirectly stimulate the demand (all the variables in blue) and finally the one which would improve the product / service offer in the medium -long term (represented in green).

2.6. Concluding Notes

Therefore, territorial marketing and destination marketing are key disciplines to redefine the attractiveness of a territory and build a strategy to enhance its competitiveness. These strategies are essential and must be well-implemented in order to have a clear idea of the territory's assets, and thereafter to be able to exploit these assets in a touristic approach. Indeed, it is not pertinent to engage the territory into touristic activities before identifying what is the territorial offer, and how this territorial offer can be marketed to tourists, to which kind of tourists should it be marketed, and through which channels would it be pertinent to promote this offer.

In a sustainable touristic approach, both territorial and destination marketing are very efficient disciplines to identify whether there is a potential for developing sustainable touristic activities within the considered territory, which types of sustainable tourism activities can be developed and whether there is a demand for it. Then, if this potential

exists, marketers, thanks to territorial marketing tools, can identify the accurate territorial identity to be built and how to promote it.

Finally, marketers and specialists of the domain are not the only actors that are necessary to build the territorial marketing strategy. As highlighted by Gollain, Meyronin and Petr, the inhabitants are crucial to the success of the territorial marketing strategy. When fully implicated, inhabitants can represent a precious help to carry out the project.

CHAPTER III - TERRITORIAL MARKETING APPLIED IN PERU

3.1. Introduction

This chapter is about how Peru has been able to develop its touristic activity thanks to territorial and destination marketing. In fact, the country is now among the most visited destinations in the world.

In this chapter is also explained how the country has moved toward more sustainable forms of tourism while reconsidering forgotten parts of its territory like the Andean rural region.

The content of this chapter is essentially based on the *Tourism and Culture Partnership in Peru* UNWTO report which provide quite precise information about tourism situation and opportunities within the Peruvian territory.

3.2. Territorial Marketing as a key strategy for enhancing tourism in Peru

3.2.1. Importance of the tourism sector in Peru

The tourism sector represents a fundamental source of economic activity for Peru. In terms of numbers, the Peruvian tourism was representing almost 10 percent of the total GDP in 2019, compared to 5 percent in 2020, due to the pandemic (WTTC, 2021). Before the global pandemic, the sector was employing 334 million people, which was representing one in 4 jobs.

Therefore, the pre-pandemic indicators show that Peru was one of the fastest-growing tourism destinations in the region and the world. This dynamic sector has been an important accelerator of growth for the country since it allowed Peru to increase the inbound international arrivals to the country like shown in the table below, generating around 12 million USD in leisure spending within the territory in 2019.

In 2019, tourism is the third source of foreign currency for the country and is one of the fastest growing sectors in the last five years, having registered an average annual increase of 7.4% in the arrival of international tourists and 4, 22% in domestic tourism (Portaldelturismo, 2019). Indeed, according to the same source, the tourism sector contributes more than half of the country's service exports and generates 1.3 million jobs. Thus, the example of Peru confirms the fact that tourism can be an accelerator of growth for developing countries through the creation of jobs and inbound foreign currencies. developing countries like Peru have bet on tourism to boost their economic growth. Indeed, despite its reliance on agriculture and mining sectors, Peru has managed to rise foreign travelers' interest by promoting their very rich history and culture.

3.2.2. Marca Peru: a territorial marketing strategy supporting the tourism sector

Considering the huge importance of tourism for its economy, the Ministry of Trade and Tourism, through the Commission for the Promotion of Peruvian Exports and Tourism Prom Perú, has used various means and tools to boost tourism and investment in Peru since 2002. Together, they established Marca Peru in 2011 in collaboration with various Peruvian companies and startups that collaborate to improve Peru's image around the world. The Ministry of Trade and Tourism (Ministry of Foreign Trade and Tourism, n.d.) thus declared:

“Peru is a country with energy, courage, intensity, vigor, and it is well represented by the red color of its flag. The identity system also includes a multicolored palette that represents the different facets of Peru and its diversity in all its senses.”, while the P form “exposes creativity and harmony. It represents one of the graphic motifs present in the history of Peruvian cultures. It also refers to a fingerprint, in line with the concept of “there is a Peru for everyone.”

The developing country has thus used the Country Brand concept, which is a territorial marketing tool, to enhance the visibility and the image of the country abroad. In this frame, The Prom Perú Commission has created a whole story telling about Peru's strong historical and cultural heritage, in addition to its breathtaking landscapes.

Just as for a classic brand, the commission has also developed its own logo to create a visual identity that can be recognized by anyone abroad. As specified on the Prom Peru Commission's website (PromPeru, n.d.) the red color refers to the fact that Peru is a country with energy, courage, intensity, vigor, and it is well represented by the red color of its flag. The identity system also includes a multicolored palette that represents the different facets of Peru and its diversity in all its senses. The shape of the logo refers to the fact that:

“The "P" in its spiral shape, exposes creativity and harmony. It represents one of the graphic motifs present in the history of Peruvian cultures. It also refers to a fingerprint, in line with the concept of "there is a Peru for everyone”.

Figure 7 - Marca Peru Logo



Source: (PromPeru, n.d.)

Thanks to the Prom Perú campaign, Peru showed a great reputation, reaching 57.3 points in the evaluation carried out for countries in Latin America in the Country RepTrak® 2019 extended survey (PromPeru, 2019).

The Minister of Foreign Trade and Tourism, Edgar Vásquez, stressed that these achievements of the country's promotion strategy should fill Peruvians with pride and encourage them to work more for Peru, to boost the exports and continue to attract investment and more international tourists, which contributes to Peru's economy for the benefit of all Peruvians (PromPeru, 2019).

Therefore, while developing its brand and promoting the country thanks to it, Peru has managed to enhance its competitiveness abroad and present itself as a desirable tourist destination, as a source of quality export products and services, and as a place where good and profitable investments can be made.

3.2.3. The increasing popularity of Peru as a destination

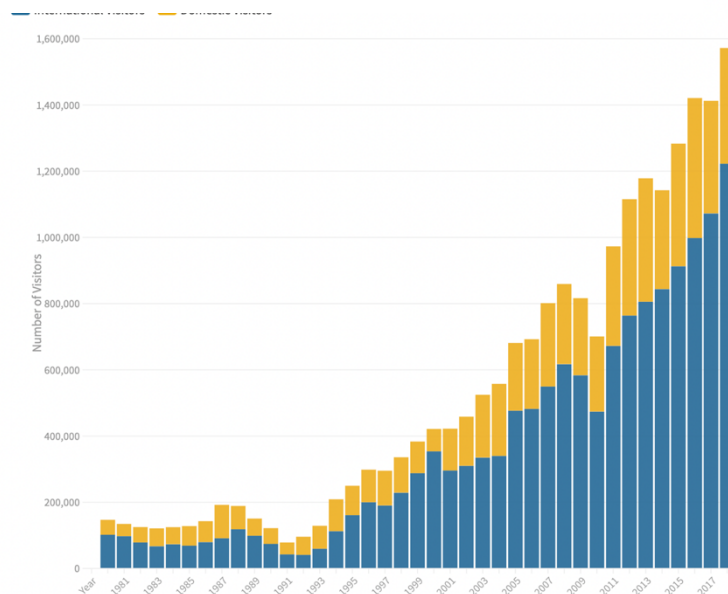
Thanks to its communication strategy, Peru has become one of the most popular destination in the world. As stressed by an article from the Oxford Business Group, Machu Picchu is one of the seven wonders of the world and was awarded “Best Tourist Attraction” in 2017 by the World Travel Awards (Oxford Business Group, n.d.).

Therefore, Peru became one of the most competitive countries in Latin America in the travel and tourism sector. A combination of historical sites, natural beauty, culture, authenticity, unique cuisine, and growing hospitality infrastructure has established Peru as one of the world’s most unique tourist destinations.

The success of Peru as a touristic destination is indeed highlighted by the number of visitors to its principal touristic attractions: between 1987 and 2014, the number of visitors to Machu Picchu and Cusco has risen dramatically, going from 200,000 visitors

in 1987 to 1.2 million already in 2014 (Privé, 2019). In 2017, the number of visitors to Machu Picchu was estimated around 1.3 million (Oxford Business Group, n.d.).

Figure 8 -Total visitors of Machu Picchu between 1980 and 2018



Source: UNWTO, 2016

About the popularity of Peru as a destination, the Oxford Business Group (Oxford Business Group, n.d.) declared:

“For the sixth consecutive year, in December 2017 Peru was named the World’s Leading Culinary Destination at the World Travel Awards. The capital city of Lima ranks alongside New York, London and Mexico City for having some of the world’s best-ranked restaurants.”

Indeed, although the primary reason for international tourists to visit Peru is to see cultural, historical, and natural sites, Peruvian cuisine is increasingly attracting them, as mentioned by the same source:

“According to a 2017 tourism survey conducted by the second-largest bank in Peru, BBVA Continental, 13% of those surveyed selected Peruvian cuisine as a reason to visit the country and according to Prom Perú, 82% of tourists consider Peru a gastronomic

destination, with 25% saying that Peruvian gastronomy is becoming more accessible in their home countries. This is in line with Peru's global gastronomic prominence, having been recognized for the sixth consecutive year as the "Best Culinary Destination" in the world, according to the 2017 World Travel Awards."

As a result of its efficient marketing campaign, Peru has earned its rank among the most popular destinations in the world. The country has thus considerably increased its revenues from tourism, allowing this economic sector to be the most dynamic of its economy.

3.3. Potential negative impacts caused by mass tourism

The increasing number of visitors to Peru, in particular to Machu Picchu, has induced mass-tourism in the country. Although constituting a great source of economic spinoffs to Peru, mass-tourism presents different issues.

In fact, the whole touristic activity has been concentrated on few historic sites - particularly in Machu Picchu - and this has reduced the huge and diverse Peruvian patrimony and territory to a few monuments crowded with tourists.

As a consequence, mass-tourism represents a threat to the preservation of patrimony: the Peruvian government announced in May 2019 that the number of tourists permitted to visit Machu Picchu each day will be restricted as the constant movement of tourists induces wear and tear on the ancient Inca city's stone surfaces (Privé, 2019).

But mass-tourism – induced by the popularity of the destination – has caused negative impacts at several levels.

3.3.1. Socio-Economic impacts

Mass tourism, although highly contributing to the GDP of the country, does not actually benefit to local populations since the whole touristic activity – which is by the way

concentrated exclusively on Machu Picchu – is managed by large foreign hotel chains that detain the monopole. For example, the railway and minibuses leading to the Machu Picchu *Peru-Rail* is detained by the British-Chilean conglomerate (Morris, 2019). Thus, for much of the last two decades, the train and bus succession that transport the 1.3 million tourists to Machu Picchu each year has been controlled by a government-granted monopoly. Furthermore, the company owns the Belmond Sanctuary Lodge—the only hotel located at the entrance to Machu Picchu. Its prices start at US\$1,170 per night. In 2017, Belmond reported revenues of US\$561 million, \$63.2 million of which was derived from owned trains and cruises (Morris, 2019).

Therefore, this demonstrates that foreign companies detain the monopoly of Peruvian tourism. This foreign companies ‘monopoly can represent a serious issue of reliance for Peru’s tourism sector. Also, all the capital earned by the company is not necessarily invested in the place.

On the other hand, abuses can be observed since the local population is experiencing servitude while working for the tourists. Indeed, in Machu Picchu, since the traditional activities have been replaced by touristic activities, the endemic population has become overly dependent on the sector and its seasonality. Even worse, the lack of work regulations induces infantile work in the region. Furthermore, with the Covid pandemic in 2020, a significant part of the local population of Cusco has lost their jobs, as mentioned by an article from National Geographic (Chauvin, 2021):

“92 percent of people employed in the industry—from hotel receptionists to sidewalk souvenir sellers—had lost their jobs as of August, when Cusco entered into a second lockdown”.

The local population also experienced increasing prices due to mass-tourism while the poverty rate in this part of rural Peru is 44 percent, and most of these communities lack the education and resources to benefit from tourism revenue (Ekstein, 2018, cit. in Ryan, 2020).

3.3.2. Ecological impacts

Mass-tourism causes significant impacts on the wildlife of Machu Picchu. In fact, condors which are a well-known species in the Andes, have significantly reduced sightings around the citadel. This is due to the continuous helicopter activity in the area. This fact shows that the endemic environment of the local population is being altered (Ryan, 2020).

Also, a lot of hotels have been built to host the increasing number of visitors. As a result, hotel buildings are trampling the endemic nature, without mentioning the lack of adequate waste treatment that pollute the local ecosystem (Morris, 2019).

Plus, autobuses driving to Machu Picchu pollute the way to the monument, and the increasing number of visitors stepping on the area causes erosion on the ancient site (Ryan, 2020).

3.3.3. Impacts on culture

Moreover, mass tourism induces a lack of authenticity since local populations of Cusco must move to Lima to find decent jobs, and thus, lose their traditional way of living.

On the other hand, the local population is exploited for promoting “exotism” but totally excluded from the benefits of tourism. This point was mentioned by Ryan (2020) in its article about impacts of tourism in Machu Picchu. In fact, the author mentions a movement named “*Incaismo*” that rose to defend against the internationalization of habits. However, this movement produced the opposite effect as it could not escape from the touristic exploitation:

“Tourism has also led to an increase in *Incaísmo*, a fierce embrace of traditional Incan culture as a reaction to increased international influences in the local community. (...) Incan culture is a primary tourist draw in Peru and the Incan heritage is often romanticized through a Western lens. It continues to be commodified within the tourist

industry, particularly in imagery and souvenirs, further alienating local indigenous groups.”

Andean people, proud of their cultural heritage, are concerned that international tourism threatens the sanctity of their sacred sites (Larson & Poudyal, 2012).

3.4. Moving toward more sustainable forms of tourism

As contradictory as it might seem, mass-tourism is a double-edged sword for Peru. Certainly, it causes major negative impacts on several levels, but as a matter of fact, revenues from tourism are primordial to the local population. The necessity of tourism as an economic activity, and the ecological and socio-economic concerns have led the government to think of more sustainable forms of tourism.

With *Prom Perú*, a tourism diversification was initiated by emphasizing the rich archaeological heritage as well as natural and cultural diversity (Larson & Poudyal, 2012).

3.4.1. Reconsidering the definition of culture to build another type of tourism

The situation in Peru demonstrates consequently a major flaw in the tourism-culture relationship: there is an emphasis on a small number of the built heritage while other locations and types of culture are unexploited (UNWTO, 2016). Indeed, according to The Peru Travel and Tourism Competitiveness Report (WEF, 2014-2015):

“Peru has done a good job of promoting and preserving its cultural heritage, resulting in a growing number of visitors to its world-famous sites. But in focusing exclusively on a few points of interest, rather than expanding development to wider areas, the country may have been a victim of its own success.”

Peruvian authorities in charge of tourism development have used their territorial marketing organism *Prom Peru* to present a broader definition of culture in relation to tourism. In fact, as defined by Privé (2019):

“Cultural tourism is the type of tourism that satisfies the desire to know the history of a location and admire its cultural attractions, archaeological sites, monuments, historic buildings and museums.”

But culture does also correspond to intangible assets. Actually, Peru is ranked 21st in the world for world cultural heritage sites, but 13th for intangible and oral cultural expressions, indicating the potential for developing Peru's significant intangible heritage – in addition to its current tangible heritage attractions (WEF, 2014-2015). Moreover, only 9 percent of international visitors indicated that they had visited Peru for its culture, which demonstrates again that cultural tourism concept is much more specific. Indeed, unlike mass-tourism visitors, cultural tourists are likely to spend more time in the destination and thus to spend more money. This small group is therefore significant. This new relation between culture and tourism has been reconsidered by the commission in charge of promoting Peru, saying that:

“In contrast to conventional holidaymakers, cultural tourists don’t concentrate solely on classic cultural activities, but also undertakes more experiential activities such as visiting native communities, nature tourism and adventure tourism.” (Prom Perú, 2014).

There is also evidence that demand for these more specific forms of cultural tourism is increasing: According to the Prom Perú report International Tourist Profile 2007 (PromPeru, 2007), 75 percent of the international tourists who visited the country were cultural tourists undertaking some type of cultural activity.

Also, more active forms of cultural tourism have appeared, and visitors are more interested in experiencing living culture. Particularly, there is a growing attention for creativity in tourism, stimulated by:

- Dissatisfaction with contemporary modes of consumption.
- Blurring boundaries between work and leisure (serious leisure, work as play, lifestyle entrepreneurship).
- Increased desire for self-development and skilled consumption.
- Experience hunger of postmodern consumers.
- Building narrative, biography and identity; and
- Growing attractiveness of creativity as a form of expression (UNWTO, 2016).

Therefore, while thinking of encouraging cultural tourism in its narrow definition, Peru has been thinking of a more sustainable form of tourism to be implemented. This observation has led the government and local organizations to rethink its touristic activity to better honor and preserve the national patrimony.

3.4.2. A very rich culture constituting a strong intangible heritage

Peru is strongly endowed with culture and history. As highlighted by the UNWTO (UNWTO, 2001), Peru is ranked 21st in the world for world cultural heritage sites, but 13th for intangible and oral cultural expressions. Therefore, in addition to its tangible cultural and historical assets, Peru can capitalize on its intangible assets, proposing to experience rites and ancient traditions to visitors interested in a more personalized and unique experience.

The UNWTO classifies intangible heritage into six categories: handicrafts and visual arts; gastronomy and culinary practices; social practices, rituals, and festive events; music and performing arts; oral traditions and expressions; and knowledge and practices concerning nature and the universe (UNWTO, 2001):

- **Festivities and celebrations:** there are several celebrations and festivities along the year in Peru that follow a specific calendar. They are often based on antic Inca rites, or on a syncretism between Hispanic and Inca culture. About this, the UNWTO report declared:

“Popular festivities, like La Candelaria and the Carnival in Puno, Señor de Qoyllur Rit’i in the mountains of Cusco, la Virgen del Carmen de Paucartambo in Cusco, the Pilgrimage of the Chapi Virgin in Arequipa, Holy Week in Ayacucho, El Señor de los Milagros in Lima, la Virgen de la Puerta in Otuzco (La Libertad), el Concurso de la Marinera in Trujillo, la Virgen del Carmen in the Afro- Peruvian community of El Carmen, in Ica, la Huaconada in Junín, San Juan in the Amazonian cities and many other festivities throughout the country’s interior, are expressions of this cultural supply, which must be based, as a starting point, on the community offering the product (and possessing the required knowledge and skills since time immemorial), and not only on the demands of the tourism market.”

- **Gastronomy:** The Peruvian gastronomy has earned a great popularity at the international level and constitutes an important element of the intangible Peruvian culture. Indeed, gastronomy is often the starting point to the initiation to the local culture.

Peruvian gastronomy is indeed very rich: Andean cuisine originally based on local products such as fish, different kinds of potatoes, quinoa, black beans, llama, alpaca and duck meat, has been mixed with Hispanic gastronomy at the time of colonization, but also with African, Japanese and Chinese culinary traditions. Besides, local gastronomy should not be modified to the visitors' tastes or expectations since it would induce a lack of authenticity, as explained in the UNWTO's report:

“A fundamental part of this challenge is in not separating domestic and regional cuisine from what is offered to the public (including tourists) in restaurants. (...) Travellers must not remain uninformed about the intrinsic cultural content of the food they eat. Knowledge (saber) and flavour (sabor) are two facets of intangible heritage that visitors experience together. This can be illustrated by an interesting phenomenon at Peru's northern and southern borders.”

As mentioned in the report, A large percentage of visitors give higher priority to gastronomy than to any other attraction. According to data provided by Arellano in 2012 (cit. in UNWTO, 2016), 42% of tourists visiting the country indicate gastronomy as one of the factors influencing their choice of Peru as a destination; 93% said Peruvian food fulfilled their expectations; and 92% said they would recommend Peru as well as its gastronomy. This data clearly indicate that Peru can exploit gastronomy in a sustainable form of cultural tourism. Indeed, proposing local food allows importing less food from abroad and encourages local production. Moreover, the diversity of Peruvian culinary traditions that are found in Arequipa, Cusco, Ayacucho, Huancayo, Cajamarca, Tarapoto and Loreto constitutes a great basis for proposing a gastronomic tour (UNWTO, 2016).

- **Different arts and handicrafts:** according to the UNWTO (UNWTO, 2016):

“Handicrafts constitute an important economic activity with a twofold impact: they provide direct benefits to each community that produces them and stimulate inbound tourism, which is the third biggest generator of foreign exchange earnings of the country.”

Handicraft is highly supported by the State which has institutionalized the annual *Amautas Peruvian National Crafts Award* by Law 29073 on Artisan and Craft Development in 2007. The traditional Peruvian handicrafts is constituted by a variety of techniques and craft lines such as textiles, ceramics, jewelry, vegetable fiber, etc. Based on data provided by the Vice-Ministry of Tourism, the UNWTO report indicates that 91 percent of all tourists purchased handicrafts during their travel, including items of clothing such as sweaters, caps and scarves (69%), articles made of alpaca skin (44 percent), ceramics (40 percent), jewellery (36 percent) and carpets (26 percent) (UNWTO, 2016). This fact clearly emphasizes the idea that Peru should orient its cultural tourism on the rich availability and value of authentic handicrafts as part of the tourist's experience.

In addition to the handicraft, dance like the huayno, la marinera and the festive afroperuano, music, theatre, plastic arts, literature and religious rites also make part of the extremely rich Peruvian culture.

3.4.3. A dynamic community

This rich and ancient culture is indeed preserved thanks to the local community. In Peru, there are officially 47 different languages which are divided into 19 linguistic families. Spanish is spoken by a majority of Peruvians (83.9%) while the percentages for Quechua and Aymara are 13.2% and 1.8%, respectively. The percentages are smaller for languages spoken in the Amazonian villages, remote and often distant from official society (UNWTO, 2016).

Yet, the diversity of languages and thus, of communities does not constitute an element of opposition between communities in Peru. On the contrary, the different communities act in a symbiotic relation to form one strong community that exchange rites and traditions, making the Peruvian culture even more rich, as highlighted by the UNWTO report (UNWTO, 2016):

“Up to the time of the Conquest, the society had a population larger than today – it had been decimated by genocide, war and disease. The community element however has served as the guardian of tradition, and now, its vision renewed, helps to assimilate what is new. It is also crucial, on the other hand, to think of “community” as only about dress, singing and eating (...) The community, more than anything, is an intangible family unit tied to a sentiment that has generated a culture, originally sustained by common ownership of the land; and that the land, even though its ownership has now passed to private hands, continues to be the principal binding element of culture.”

Therefore, in a sustainable cultural tourism approach, the role of the community is subject to questioning: how the community can be integrated within this type of tourism?

For sure, the community need to be involved in a way that it does not only benefit economically from tourism like in a mass-tourism approach. In fact, when a community’s culture is promoted only for economic reasons, the culture is treated like a folklore and totally adapted to the visitor’s needs and expectations. About this, the UNWTO report says:

The first is the classic position in which the local population benefits per se from tourism thanks to job creation and local services such as purchases of food and accommodation. This conception isolates individuals from their locale, because the impact on the local population is only economic and social because, since culture is not taken into account it ends up being adapted to the context of the city, hotel or restaurant that depends on it, or the tour operator in question (UNWTO, 2016).

Conversely, in a sustainable cultural tourism approach, the community is the master of its culture and decide on its own on how to share it, and to whom.

Finally, in the last two or three decades another approach has been taken to community tourism: reversing the paradigm and making the community the point of departure in considering tourism, as opposed to vice versa. This is an option when there is growing interest in generating countries in experiencing communities in an authentic way, as opposed to a folkloric postcard, as a response to the emptiness of large hyper-developed societies in which stress and competition lead sensible and informed persons to experience contact with other cultures, to see that life is richer than a credit card or cell phone (although both can legitimately form part of the lives of travelers and community residents) (UNWTO, 2016).

3.4.4. The cultural/community tourism

Peru now has a solid *Rural Community Tourism Program* (RCT), a policy established in 2007, by the Vice-Ministry for Tourism of the Ministry of Foreign Trade and Tourism. In this framework, Peru has developed sustainable tourism projects such as “*Programa Turismo Rural Comunitario*”, “*De mi tierra, un producto*”, and “*Al turista, lo nuestro*” which are community-based form of tourism, capitalizing on Andean rural regions where traditions, cultures and languages are very particular to each village, constituting a very rich basis for cultural tourism (UNWTO, 2016).

In recent years, the World Tourism Organization, has also launched several rural community development projects. Between January 2008 and December 2009, it created the “Algarrobo, miel y barro” [carob, honey, and mud] circuit in the community of La Encantada, which is part of the Piura-Chulucanas tourist attraction axis.

3.4.5. Adventure and ecotourism tourism

In addition to sustainable cultural tourism, adventure tourism and ecotourism have also been developed in rural region. In recent years, an alliance has developed between some of ventures and private tourism companies, particularly in the adventure niche, to add value to the tourist's visit through activities guided by young people from the community trained by the enterprise. For example, visitors can experience unique activities such as kayaking on Lake Titicaca, trekking in the mountains of Huascarán National Park, and hiking on the Qapac an Inca trail.

In fact, Peru has made significant efforts to promote ecotourism in its Amazon region, with the goal of preserving natural ecological conditions by improving environmental protection measures.

3.5. Concluding Notes

The sustainable tourism approach in Peru relies on a diverse range of specialized tourist offers for various markets, including culture, nature, and adventure. These components thus constitute the territorial offer. The promotion of this type of tourism required the government to rebuild its territorial approach and reconsidering other regions to reduce the touristic pressure that is happening in the Machu Picchu area. More, it required to rethink the promotional aspect of the territorial strategy.

Yet, to ensure the well-functioning of sustainable tourism, Peruvian authorities, through their organism Prom Peru, had to reconsider the relationship between the community and its role in tourism. As seen in the literature review, the community is a fundamental actor that must be fully considered in the territorial strategy.

Peruvian tourism therefore constitutes a great example of using territorial marketing to rebuild a more sustainable form of tourism. The country will thus constitute a benchmark to be used while analyzing the possibilities of implementing sustainable tourism in Algeria, in the rural region of Kabylie.

CHAPTER IV - THE METHODOLOGY

4.1.Introduction

This dissertation is based on two pillars: first, the literature review constituting the theoretical approach, and secondly the empirical approach. The research methodology has been chosen according to the objectives- detailed in chapter 1- that the dissertation aims to fulfill. Therefore, this chapter explains the different research methodologies on which this dissertation is based.

As this dissertation aims to explore how territorial marketing could be applied in Kabyle's territory using the Peruvian benchmark, it is pertinent to use the exploratory approach using the Focus Group qualitative method. This exploratory study has been completed by a Benchmarking Comparative study using Gollain's Cerise Revait® method (Gollain, 2017), which in turn has been crossed with a SWOT analysis, to finally be able to establish a global review of the Kabyle territory's attractiveness.

4.2.Exploratory research.

According to Saunders, Lewis and Thornhill (2012), exploratory research is conducted to determine the nature of a problem. It is not designed to produce conclusive proof, but rather to help researchers gain a deeper knowledge of the problem (Saunders, et al., 2012).

As the exploratory research is applied when the nature of a problem is not defined yet, it can be deduced that data is essentially collected from observations and deep interviews, that is to say, qualitative data. Indeed, since the problem is new, it is difficult to find precise data on the subject.

Here, as the dissertation aims to explore the possibility of applying territorial marketing to Kabyle's territory, it seemed pertinent to proceed with an exploratory research.

4.3. Qualitative study: using the Focus Group method

4.3.1. Qualitative study

Qualitative studies are used for exploring and understanding phenomena. Indeed, qualitative studies allow researchers to deeply explore phenomena in order to be able to understand different behaviors like needs, motivations, influences, etc. This type of study is used to answer questions as “how” or “to what extent” (Delacroix, et al., 2021).

Unlike quantitative studies, qualitative ones focus on a smaller group of people (a smaller sample) who are chosen for their representativeness regarding the objectives, to conduct a deep research. Therefore, the chosen individuals have different profiles and different backgrounds, to be able to identify the different profiles that may exist on the market.

Marketers can collect qualitative data using different techniques and methods such as observation and interviews (these can be performed individually or in group).

4.3.2. The Focus Group method

Among qualitative studies techniques, the focus group can be quite efficient. This technique consists in gathering four to twelve individuals to understand deeply their attitudes and behaviors regarding a specific service, product or subject. Focus groups can take place in a meeting room previously booked.

But today, focus groups can also be performed through online meetings when participants are not located in the same area or country. Online focus group are indeed less expensive and can be easily organized.

According to Delacroix, Jolibert, Monnot and Jourdan, there are three types of online focus groups:

- **Asynchronous groups:** they gather individuals that exchange text messages, on a forum for example, on a specific topic. Therefore, the duration of this type of focus group is longer (several days or weeks) to

allow participants to answer according to their availabilities. However, the animator needs to keep participants on track.

- **Synchronous groups:** they look more like physical focus group since participants are connected at the same time to exchange their ideas under the animator's supervision. Also, participants can activate the webcam, which allows the animator to observe non-verbal behaviors.
- **Virtual world group,** finally, are more adapted to gamers for example, to preserve the anonymity of participants.

During focus group sessions, marketers encourage free expression to create interactions between the participants (Amstrong & Kotler, 2019). According to the authors, focus groups are among the principal techniques used by companies to know the thoughts of consumers.

Therefore, focus group present several advantages as they are easy to organize and allow the gathering of participants that may be located far away.

Nevertheless, the authors mention that focus groups also present some constraints since the number of participants is often low and animating them requires having a certain experience. Indeed, animating a focus group may be difficult to the extent that the animator shall not influence the participants. Moreover, he must find an equilibrium between all the participants in order to avoid that one participant takes control over the discussion.

For this research, choosing the focus group method as a qualitative research seemed pertinent to the extent that it is close to a discussion between actors of a territory in the frame of a territorial marketing project. Indeed, the focus group allowed to gather different profiles of people to discuss the possible application of territorial marketing in Kabylie, which in turn allowed to gather diverse information and opinions about the subject.

4.3.3. The chosen participants

According to the focus group qualitative method previously detailed, the number of participants can go from four to twelve individuals (Delacroix, et al., 2021). Indeed, as focus groups aim to provide deep observations of the problem or phenomenon, a restricted number of participants is required.

Also, as the goal of a qualitative study is not to extrapolate the results to the whole population but to identify different profiles and different behaviors. Thus, participants of the focus group must have different profiles and backgrounds.

For this research, there were four participants:

- An Algerian expert in marketing and particularly in territorial marketing
- Three participants from a village association named *Tala Ntusna* in *Agoussim*, province of *Tizi Ouzou*.

The diversity of the chosen profiles has hence permitted to collect different opinions on the subject.

Yet, due to the location of the participants and the Covid- 19 sanitary restrictions, the focus group has been conducted through an online meeting. That way, it has been easier to record the meeting in order to better analyze the answers, with indeed the consent of the participants.

4.3.4. The interview-guide

The questions that have been addressed during the meeting have been established according to the settled objectives of the dissertation. Also, they have not be previously communicated to the participants to ensure the spontaneity of the answers. The questions have served as an interview guide to better frame the discussion.

Table 2 - Focus group guide questions

Objectives	General themes	Questions
Identify Kabylie's comparative advantages	Comparative advantages of the Kabyle territory /Territorial Attractiveness within a touristic approach	Q.1. For you, what are the main advantages of the territory?
		Q.2. What positive aspects of the territory can be promoted at the national and international levels?
		Q.2a. What are the main touristic attractions in Kabylie? (Tangible heritage)
		Q.2b. To what extent Kabylie would be able to propose a sustainable touristic activity?
Analyzing Tourism offer in Kabylie	Tourism in Kabylie	Q.3. What types of sustainable tourism can be encountered and developed within the territory?
		Q.4. Which touristic activities already exist, and which ones can be proposed?
Identifying disadvantages	Disadvantages of the Kabyle territory	Q.5. What main disadvantages can you mention?
		Q.6. Which ones can prevent tourists to explore the territory?
		Q.6a. What are the weaknesses of the territory?
		Q.6b. What are the threats regarding the territory?
Assessing the implication of Local population in the territory	Local population	Q.7a. According to you, to what extent does the local population participate to touristic activities of the territory?
		Q.7b. To you, how the local population can impact tourism in the territory?
Identifying Culture and patrimonial intangible assets	Intangible assets that can be shared in a sustainable touristic approach	Q.8. In your opinion, how could the Kabyle culture be shared but at the same time preserved?
		Q.9. Can you mention some rites and traditions that could raise tourists 'interest'?
Identifying the target	Targeting the adequate clients	Q.10. To you, which type of tourist would be interested in

		sustainable tourism activities in Kabylie?
		Q.11. And what about domestic tourists?
Proposing a possible Territorial marketing strategy for Kabylie	Territorial Marketing: creating a territorial identity	Q.12. According to the definition of territorial brand (which will be explained before this question), if a territorial brand were to be created for the Kabyle territory, what name would you propose?
		Q.13. To you, what would be the symbols or the signs that would represent the most the territory at the national and international levels?

Source: author's own

4.3.5. The analysis of collected data

Before even proceeding to the analysis of the qualitative data, it is more than necessary to prepare the data to be analyzed. Indeed, after collecting the qualitative data through the focus group method, it needs to be transcribed into written data.

The transcription of the focus group discussion must hence be extremely precise since non-verbal element might be pertinent for the research (Delacroix, et al., 2021). After proceeding to the transcription, the data can be analyzed.

Since the focus group method produces a lighter quantity of qualitative data, the qualitative information that is collected can be analyzed following a simple method that is proposed by the website *Scribbr*: the qualitative data can be gathered into a recapitulative table, where it will be referenced by theme. Thereafter, the table will allow to build an overview of the opinions and ideas regarding the subject of the dissertation (Claude, 2021).

The collected qualitative data has then served as a basis for establishing a benchmarking comparative study and a SWOT analysis to complete the empirical research.

4.4.The benchmarking comparative study using the CERISE REVAIT® method

The objective of the benchmarking comparative study is to compare its project with that of a competitor or that of other market players who have already set it up and which is operating successfully. The goal is to identify best practices to transpose them into the development of one's own project. The project of the competitors serves hence as a benchmark, that is to say, a model (Experligence, n.d.).

Since this research aims to find how the application of territorial marketing – as applied in Peru- can be applied to the Kabyle territory, the benchmarking comparative study has been executed using the CERISE REVAILT method proposed by Gollain (2017). This method serves as a competitive diagnostic between two territories, and more precisely two territorial offers, according to thirteen criteria, as explained previously in the literature review.

Therefore, this model has allowed to compare the territorial and touristic offer of the Peruvian region of Cusco and the Kabylie region in Algeria. Thus, for each criterion have been identified the assets of each territory.

Yet, this benchmarking study did not use all the 19 criteria of the Cerise Revait® method. Instead, it focused on 9 criteria that seemed pertinent to assess the touristic attractiveness of the Kabyle territory within the frame of implementing sustainable tourism. In fact, Gollain himself preconized to use the criteria that would be judged pertinent, according to the aim of the study, saying that “for certain market segments, it may happen that some of the Cerise Revait® components prove to be unsuitable” (Gollain, 2017).

Therefore, here are the elements that have been chosen to conduct the benchmarking study:

- C: Human capital
- E: Enterprises and personality of the territory
- I: Infrastructures/ Immovable assets/ Equipment
- V: Values and identity of the territory

- I: Territorial brand and image
- ®: Natural and Physical resources/ key cities

And three additional components which are:

- A: Territorial icons
- I: Insecurity
- E: Environment

4.5. The SWOT analysis

As one of the objectives of the dissertation is to analyze the opportunities for developing sustainable tourism in the Algerian region of Kabylie using territorial marketing, it appears important to call for tools and methods that enable the analysis of the market.

Indeed, before even implementing a project in a given territory, it is necessary to assess the situation of the market. In fact, the study of the market allows to identify the needs and expectations of all its actors. Moreover, it allows to assess the attractiveness of the economic opportunities and the existing competitiveness (Boulocher & Ruaud, 2013).

Therefore, the SWOT³ matrix can be used to analyze the market. It consists in assessing a given market using a matrix of four categories: Strengths, weaknesses, opportunities and threats.

- **Strengths:** they correspond to all the positive internal aspects on which a project can be based to be developed in the future.
- **Weaknesses:** they are the negative internal aspects for which there is room for improvement.
- **Opportunities:** they correspond to the positive external opportunities that actors like businesses can take advantage of.

³ The method has been created in 1960 by Albert Humphrey.

- **Threats:** they constitute the issues, obstacles or external limitations which may limit or constitute an obstacle to the development of this sector or market.

The SWOT method is interesting to the extent that it allows to cross external and internal elements of the environment to analyze the market and give a precise overview of it (Boulocher & Ruaud, 2013).

Therefore, this method has been chosen to analyze the Kabyle territory and its touristic market. It has helped to dress a clear overview of the opportunities to be developed and the weaknesses points to be enhanced in the future.

This SWOT analysis also constitutes a complement and a conclusion of the benchmarking comparative study.

4.6. Concluding Notes

This chapter presents the research methodology to be applied in this dissertation. After identifying the problem and defining the research questions and research objectives, the method of collecting information has been selected, in order to obtain a basis of analysis.

As this study is an exploratory research, the empirical methods that have been chosen are strictly qualitative, although it would be interesting to complete these qualitative studies with a quantitative approach.

Thus, the following chapter will consist of the application of the chosen methodologies to the Kabyle territory accordingly with the settled objectives.

CHAPTER V - ANALYSIS OF THE RESULTS — A POSSIBLE APPLICATION OF TERRITORIAL MARKETING IN KABYLIE?

5.1. Introduction

This chapter constitutes the application of the methodology previously defined with the objective of finding elements that support the idea of developing sustainable tourism in Kabylie. Therefore, the analysis of the focus group meeting has allowed to gather diverse opinions on the subject. The gathered opinions have then allowed to establish a benchmarking comparative study of the Kabyle territory, using Cusco territory, where sustainable tourism has been developed, as a benchmark. Nevertheless, information gathered from the focus group meeting may be incomplete since the knowledge of the participants could not cover all the areas of the research. Additional information has thus been collected to provide a benchmarking study that would be exhaustive, within the limits of this research.

5.2. Analysis of the focus group meeting

The focus group meeting has gathered four participants, all of them being Algerians: a consultant in marketing who knows very well the stakes regarding tourism in Algeria in general, and the three other participants are from *Agoussim*, a Kabyle village situated in the region of *Tizi Ouzou*. The three of them are ancient members of the local association “*Thala n'tusna*” meaning “source of knowledge” in English. They thus have a certain knowledge of the Kabyle territory. The transcription of the meeting has allowed to identify diverse axis of analysis: The advantages and positive aspects of the territory in general, the negative aspects that are related to the territory, the implementation of tourism in Kabylie, the role of the local community and finally, the territorial promotion through marketing.

- **The advantages and positive aspects of the territory:** the four participants have mentioned the same aspects which are the diversity of landscapes (sea,

mountains, plains...), the immense cultural heritage, the incredible tolerance shown by the local population, and the climate.

- **The negative aspects:** While three participants among the four have mentioned the lack of security, the lack of investments and infrastructures in Kabylie, one participant has instead presented the negative aspects of tourism on the local environment and the population. He mentioned that, as seen in other regions of the world, tourism can have a negative impact since it can alter the natural environment and spoil the way of living of local populations. To him, Kabylie does not present huge negative aspects since he feels very safe in the territory. Also, he added that in a sustainable tourism approach, the Kabyle territory is already a favorable place to implement it.
- **Tourism in Kabylie:** Regarding tourism in Kabylie, the four participants agreed on the fact that the main touristic attraction of this region is its authenticity through its rough landscapes, its traditions, its handicraft, and its typical local products such as olive oil, figs and prickly pears, and its history stretching back thousands of years. As for the types of sustainable tourism that could be developed in the region, the four participants mentioned ecotourism, cultural tourism, authentic tourism, solidarity tourism and community-based tourism. Moreover, they mentioned that some activities that already exist in Kabylie can constitute a basis for tourism, such as traditional festivities that occur once in a year. Among them can be mentioned the fig festival, the olive picking season, the Amazigh new year “*Yennayer*” celebrated in January, the religious celebrations and so on. While discussing the subject of tourism in Kabylie, one of the participants highlighted the fact that domestic tourism was a tendency on the rise in Algeria. To him, Algerians are re discovering their country, especially the Kabylie. According to his opinion, the stress must first of all be pointed on domestic tourism, before even thinking of foreign visitors. Algerians also need to know their country more, especially the Kabyle region that has been set aside during many years. On the other hand, the participants

have expressed the idea that sustainable tourism could allow the community to preserve and perpetuate ancient traditions. Indeed, some of them deplored the fact that Kabylie is losing progressively some of its ancient traditions, replacing them with modern habits of the city.

- **The role of the local community:** According to the participants, the organization of the Kabyle community is unique. For generations, the community has kept a specific social organization that is remarkable because it is based on democracy principles. As mentioned by one of the participants, the community has a sort of council called “*tajmaat*”, that could be translated into “the gathering” in English. *Tajmaat* is thus a sort of council which members are considered as wise persons. Every decision that could impact the community is voted within this council, whether it is a question of distribution of land, the building of infrastructures or issues of security in the village. For example, the organization of an event such as the *Raconte-Arts* Festival needs the approval of *tajmaat*. One of the participants has highlighted the fact that the role of *tajmaat* is primordial to the implementation of any kind of touristic activity.

On the other hand, the local population has been described as very welcoming by the participants. Nevertheless, the marketing specialist has insisted on the fact that the local population should be fully integrated into an eventual touristic activity since it is a condition to its success:

“If we don’t have the agreement of the local population in the participation to this new industry, it won’t work, whether it is in terms of logistic, transport, accommodation, entertainment, at all levels. It should be a source of revenue but also of professional insertion. Besides, this is how the region can be boosted. ”

- **The promotion of Kabylie through marketing:** The marketing consultant has stressed the fact that the promotion of Algeria through social media within the frame of domestic tourism is a success. This tendency is also verified for Kabylie. Algerians are highly motivated to promote their country through social media in a context where the government has not done so much to do

so. He mentioned that in Kabylie, Algerians have started to organize themselves by making available their own homes, renovating the villages, creating associations to be able to host these domestic visitors, because they understood that there is a huge socio-economic interest.

Also, there are symbols and signs, such as the Amazigh flag, or the Amazigh football team the JSK, that can gather federate the whole region and constitute a basis for developing a territorial marketing strategy.

Nevertheless, to him, it is too early to speak about a territorial brand in Kabylie to the extent that the population is not ready yet. Other participants mentioned the fact that Kabylie has already be mentioned by well-known personalities such as Karl Marx during its trip to Kabylie, or even Victor Hugo.

5.3. Benchmarking Comparative Study

According to Gollain (2017):

“Immersed in a difficult competitive environment, local authorities and local players seek to identify the reality of the markets that concern them, understand their competitive position, identify their comparative advantages as well as ways and means of strengthening their competitiveness.”

Indeed, when thinking of implementing a touristic activity within a given territory, one need to keep in mind that territories, just as random products, are concerned by the competition since they are inserted within the dynamics of globalization. To attract visitors, destinations must differentiate themselves from the competition. This is even more difficult to achieve for a small and unknown territory such as Kabylie, a region that is situated in a country which did not develop its touristic sector at all, Algeria. Taking this into consideration, it seemed pertinent to use a benchmarking study in order to identify the best practices of a nearest competitor in terms of territory, landscape and economic situation. As this research tends to explore in which extent sustainable tourism can be implemented in Kabylie using territorial marketing strategies, it seemed though logical to use the Peruvian rural territories that used these techniques as a benchmark.

To the extent that the comparative study concerns two territories, Vincent Gollain's Cerise Revait® method for comparing two territories has been chosen to perform the study. Thus, as said by Vincent Gollain himself (Gollain, 2017):

“This method facilitates the identification of the comparative advantages of a territory starting from the "point of view" of a customer and not of a supplier. On this renewed basis, the method mobilizes the information available, and the most useful, for its territory but also for its competitors in order to have reliable and relevant content.”

Therefore, this method has been used to identify Kabylie's comparative advantages in comparison to Peruvian rural regions that implemented community-based tourism. To be able to identify the comparative advantages of Kabylie according to the criteria of the Cerise Revait® method, the information collected from the focus group has been completed by other sources to provide an exhaustive analysis:

- **Human Capital:** this section is about assessing the local touristic know-how of the active population in both territories. To be able to do so, several elements have been collected: the number of students graduated from tourism studies, the proportion of active population, and the knowledge of foreign languages.

In Algeria, according to the website *Algérie Presse Service*, the Ministry of Education and Professional Training has declared recently that 23,701 trainees had graduated in the sector in 2020 in the Crafts and Hotel & Tourism branches (all modes of training combined) (Algérie Presse Service , 2021). Moreover, the same source confirms that:

“The nomenclature of professional branches and vocational training specialties for the 2019 edition includes 495 specialties spread over 23 professional branches, including 54 specialties related to tourism and craft trades spread over the Crafts branch (27 specialties) and that of Hotels, restaurants & tourism (27 specialties).”

In addition to that, the sector has six specialized institutes across the country, with two of them settled in Tizi Ouzou and Boumerdes, two cities situated in the Kabylie region. Indeed, the needs of the tourism sector in skilled labor are on the rise and that they "will take an upward curve in the future" in view of the investments in progress and those whose reception is expected soon (Algérie Presse Service , 2021).

According to a report from Oxford Business Group on Algeria, the Tourism Development Masterplan aims to raise the number of direct and indirect jobs in the tourism industry from 200,000 in 2008 to 900,000 by 2030 (Oxford Business Group, 2018). The same report stands that since Algeria's tourism sector accounts for a modest percentage of GDP by regional and global standards, stakeholders have stressed the importance of developing a stronger hospitality culture if the SDAT's targets (*le Schéma Directeur d'Aménagement Touristique*) for foreign visitor arrival increase are to be met. More, it highlights that human capital challenges persist, one of them being achieving consistently high standards across the country and retaining talent. Indeed, human resources are reasonably well trained according to the report. The biggest issue is ensuring consistency across the entire country. Low pay makes it difficult to retain human resources in the public sector, therefore they tend to migrate to the private sector (Oxford Business Group, 2018)

About foreign languages spoken in Algeria, French is the most spoken language. In 2021, the website Statista stands that 13,8 million of Algerians speak French, which represents 33% of the population (Gaudiaut, 2021). Indeed, this is due to the colonial heritage. However, according to the EF English Proficiency Index, Algeria is ranked 8th among the countries with very low proficiency in English (EF Education First, 2020). Nevertheless, Algerian's interest in foreign languages is rising, as shown by the increasing number of foreign languages institutes across the country (Ahres, 2018).

Therefore, there is a certain potential in human capital that needs to be developed and exploited for touristic activities in Algeria in general. Indeed, the figures show that human capital exists, but the fact is that Algeria lacks a strong Human Capital to handle a dynamic tourism sector. These observations can thus be extended to Kabylie.

In fact, when comparing these figures to Peru, it appears that Human Capital dedicated to tourism is more important in Peru. Indeed, according to the OECD, in 2018, tourism accounts for 3.9 percent of Peru's GDP and provides 1.4 million jobs (direct and indirect), accounting for 7.9% of the country's economically active population (OECD, 2020). For 2021, the Peruvian Ministry of tourism has declared that employment in the tourism sector will grow close to 20% this year and will improve 19.6% compared to 2020, adding 833,000 jobs (La Republica, 2021).

- **Enterprises and personalities of the territory:** this section is about identifying enterprises and personalities of both territories as local businesses and personalities play an essential role in terms of territorial attractiveness as territories can benefit from them (Gollain, 2017).

Indeed, several well-known personalities can be associated to the Kabyle territory. Among them can be mentioned Zinedine Zidane, the famous former French football player and selector of the Real Madrid football club is from a little Kabyle village situated in Bejaia. Zinedine Zidane has mentioned his origins several times (Rahmouni, 2016). Also, can be mentioned the late singer Idir, which songs are well known in France but also in China! His worldwide song “*A vava inouva*” has travelled across several countries and generations. He was an ambassador of the Kabyle music across the world (Ouest-France, 2021). But other personalities can be mentioned like Saint-Augustin who was a Roman Christian philosopher and theologian in 354 BC, the French Actress Isabelle Adjani and the French late singer Edith Piaf (Média des étudiants d'HEC Paris, 2020).

If no Kabyle enterprises can be mentioned as being well-known, the local football team “JSK”, which stands for “Jeunesse Sportive de Kabylie”, has a certain reputation since the football team plays with foreign football teams also (rfi, 2021).

Nevertheless, Kabylie is mainly known through its personalities from the cultural sphere.

On the other hand, Peruvian personalities may be known at the national scale, but much less at the international scale. Yet, the Autor Mario Vargas Llosa, who obtained world recognition by being awarded the Nobel Prize for Literature in 2010. can be mentioned. Peruvian personalities are mainly associated to the time of the discovery of the New World (Debrincat, 2016).

The same statement can be made about enterprises. There is no worldwide known Peruvian enterprise or brand.

- **Infrastructures:** this section is mainly about the accessibility of the territory through existing infrastructures such as roads and transportation, and how the territory is located. As this dissertation is about sustainable tourism types,

community-based tourism in particular, hotels and accommodations that are usually dedicated to mass-tourism have not been taken into consideration.

The Kabyle territory is mainly situated into rugged mountains in the North of the country, between Algiers the Capital, and Constantine, including the city of Sétif. The region is surrounded by coastal plains to the west and east, to the north by the Mediterranean Sea and to the south by the Highlands. The Kabyle region is divided into a "Grande Kabylie" and a "Petite Kabylie". This division refers to the geography of the region. Indeed, while "La Grande Kabylie" refers to the mountain range of Djurdjura whose highest peak rises to more than 2000 meters above sea level, "Little Kabylie" refers to the part of the region which is located around from the city of Bejaia (Camille, 2002).

Despite its mountains that constitute a major obstacle, the region remains accessible. Indeed, the highway that connects Algiers, the capital, to Tizi-Ouzou, capital of the Great Kabylie, connects the two cities in less than two hours today. Also, the East-West highway connects Algiers to Bejaia in less than three hours and serves Sétif, Bordj Bou Arreridj and Bouira, a town near which the Aïn Turk viaduct, the largest in Africa, was built. Moreover, a railcar line connects Algiers to Bejaia in less than four hours (Business France, 2019). The Kabylie region is accessible by plane through the international airports of Bejaia or Setif, but also by sea through Bejaia's harbour.

Algerian road network is one of the densest in Africa, it has a total length of over 112,000 km (Expat.com, 2018).

However, Algerians who do not own cars often go to Kabylie by coach. In Algeria, several coach companies travel from the capital to Kabyle cities (Expat.com, 2018).

Nevertheless, major basic infrastructure projects suffer from additional costs and considerable delays in their completion (Lyes, 2020), and roads that serve villages are often in poor condition (T., 2019).

As for Peru, the region of Cusco includes 13 provinces which are themselves divided into 108 districts. All the provinces are spread over an area of 71 986.5 square kilometers, at 3 399 meters above sea level, being one of the most extensive departments in Peru and bordering the Junín and Ucayali regions to the north, to the east with Madre de Dios and Puno, to the southwest with Arequipa, and to the west with Apurimac and Ayacucho. the

City of Cusco, situated in the province of the same name, is located at an altitude of 3,400 meters in the heart of the Peruvian Andes (Turismo Cusco, 2021).

In fact, Peruvian transportation infrastructures are generally bad. Indeed, the few train lines that exist are solely dedicated to tourism.

Consequently, the Peruvian rail network is extremely limited and very expensive. There are only three railways:

- Lima-Huancayo: the authorities have put again in operation this line which is the second highest in the world after that of Tibet. However, the trains are far from running every day (from 1 to 3 departures per month). The train crosses 69 tunnels, 58 bridges and the Ticlio pass at 4,782 m, in a vertiginous landscape.
- Cusco-Puno (Belmond Andean Explorer) and Cusco-Ollantaytambo-Machu Picchu: these 2 lines are managed by IncaRail and, above all, PeruRail, a subsidiary of the Orient-Express. The trains are indeed comfortable since they have been designed to recreate the atmosphere of trains at the beginning of the 20th century, but prices are too high, which limits its accessibility (Routard.com, n.d.).

Therefore, people in Peru travels mainly by bus since it serves all the country, especially the remote places situated outside the main roads. To reach villages or towns outside the main roads, like in the rural region of Cusco, it is necessary to take local or regional companies that are inexpensive but with limited comfort. Also, the schedules are unreliable. However, for connections between the most important cities, which are the most touristic, there are national companies which, for their part, offer different levels of comfort.

Cusco region is also accessible by plane through Cusco Airport (Alejandro Velasco Astete International Airport) which is located three kilometers from the tourist town of Cusco which, in the south-eastern part of Peru. It is one of the most used airports in the

country. This is the easiest way to get to Machu Picchu from Lima. Indeed, there is no direct international connection with this airport. From the airport, visitors need to take buses to go to the rural part of the region (machu picchu.fr, n.d.).

Lately, the Peruvian government has announced the construction of a new airport in Machu Picchu for 2025 (rfi, 2021).

- **Values and identity of the territory:** this section aims to identify the identity and values that characterize the territory. These elements indeed give its particularity to the given territory, while allowing it to be differentiated.

Kabylie is a territory that is deeply attached to traditional values such as the family, the land, and the nature. In that regard, Camille Lacoste-Dujardin says:

“There is an interesting mountain peculiarity here, and we must come back to the analysis of this mountain region and the strong specificity of Kabylie, which has continued to manifest itself time and time again within the Algerian nation.” (Camille, 2002).

As highlighted by the author, the mountain populations of the Maghreb have another common characteristic: it is to preserve, much more than in the plains and in the cities, the major features of the Berber culture. The mountains constitute a major part of the Kabyle territory. This characteristic also allowed the Kabyle to preserve their high mountain territory even at the time of colonization. As a result, this isolation allowed them to preserve their language and culture. Indeed, as so well described by the author:

"In fact, the Kabyle are also very aware and proud of their strong identity based both on their quality of imazighen (" free men ") and on that of imesdurar (" mountain people "), never colonized in their mountain. In fact, while preserving the isolation of their families, sheltered in their villages, the men took the liberty of moving often outside of Kabylie, in the plains and towns of Algeria and even of all of the Maghreb, but without in any way modifying their fundamental internal structures, to which they even show a fierce attachment.” (Camille, 2002).

The mountain is in a way sacred because it is the guardian of traditions.

The author makes a nice transition while She qualifies the Kabyle Mountains as “The sierra of Djurdjura”, making a link with Peruvian mountains:

“The rugged high mountain is however, for them, a worrying and dangerous country by nature. In the traditional Kabyle tales, one of the objects of quest is "the water of colliding mountains", which the valiant hero must go and fetch at the risk of his life, a water which springs from the crevices between the rocks, magical water, source of life and youth, and a miraculous remedy. This representation is based on the reality of djebel Djerdjer, or adrar budfel, the "snow mountain", the sierra of Djurdjura, whose numerous joints crack the limestone walls in all directions, sheltering an entire underground hydrographic network.”

In addition to that, the author refers to the fact that Kabyles are a people of solidarity which is deeply attached to fairness:

“A very strong concern for equality is manifested on all occasions, such as during the meat-sharing sacrifices (timechret or ouziaâ) organized by the village assembly, where the participants scrupulously ensure the identical number and size of pieces of meat, mutton or beef, of each category (the fattest, leanest, most bony parts of different offal), arranged in a heap and which is then distributed, in a ceremony performed in a public place, and where the presence of every man in the village is obligatory” (Camille, 2002).

Finally, Kabyle populations are organized according to a sort of democracy since all the decisions that impact the life at the village are voted within a council of men (tajmaat) considered as men of wisdom.

These are the main values that constitute the Kabyles' identity.

The same values can be found in Peruvian Andean rural communities who inhabit the rugged mountains of the Sierra. Indeed, the mountain way of life tends to forge the same values that are strongly linked to the nature of the area.

In Peruvian rural areas of Cusco, the populations generally live on income linked to agriculture, fishing, and crafts. Their isolation in rural areas has, just like the Kabyle people, forged their strong identity around values such as solidarity, sharing and the

preservation of their traditions and their culture of which they are very proud (Terre des Andes, n.d.).

- **Territorial brand and image:** this section aims to measure the perceived image of both territories and to see how this image contributes to its attractiveness. To do that, the touristic and cultural influence as well as brand policies have been analyzed.

In a general point of view, Algeria still has a lot to do when it comes to the promotion of the destination. In fact, as the country relies mainly on its fossil energies, the investment in the tourism sector remains very low until now. In 2019, the country's investment in tourism was representing less than 5% of the national GDP (knoema, n.d.).

When comparing Algeria to Peru using the Travel & Tourism Competitiveness Index of 2019, Algeria is ranked 116th while Peru is ranked 49th. Also, when using the Prioritization of Travel & Tourism index that takes into consideration the effectiveness of marketing to promote a destination, Algeria is ranked 135th while Peru is ranked 72nd. This information illustrates quite well the gap of investment in tourism promotion between both countries (WEF, 2019).

This can be explained by the fact Peru has strongly invested in marketing strategies to boost the attractiveness of the destination by promoting the country at the domestic and international levels through the campaign Prom Perú.

Inversely, Algeria is still lagging when it comes to the promotion of the country. Indeed, while Machu Picchu and the ceviche, one of the famous dishes of the Peruvian cuisine, are known worldwide, Algeria did not put efforts to export its culture worldwide, even though the country has many monuments and sites that are classified at the UNESCO World Heritage list. Furthermore, while Algeria shares with its neighbors Morocco and Tunisia some culinary traditions such as Couscous for example, this dish is mainly attributed to Morocco worldwide.

Finally, if Peru is known as a country of great civilizations at the international level, Algeria is mainly and sadly known for being the country of the 1990's civil war and

terrorism, hostile and not open to the outside world. Nevertheless, some random foreign visitors who explored Algeria despite its bad image have tried to deconstruct the stereotypes (Arefi, 2017). More, some Algerians have decided to promote their country by themselves through social media, such as Nassim Herkat, an Algerian working as a marketing consultant who presents himself as an “Algerian tourism advocator” on its Instagram profile. Besides, he owns a YouTube channel in which he proposes videos presenting the rich Algerian patrimony, using videos and pictures taken during his trips across the country, notably in Kabylie (Herkat, 2020).

Therefore, as Peru beneficiates from a good reputation abroad, Cusco rural region can also benefit from the country’s soft power. However, it appears more difficult for Kabylie to boost its attractiveness when Algeria as a country does not appear worldwide as an attractive destination.

- **Registered Trademark of the territory (natural and physical resources):** this section is about assessing the natural and physical resources as well as the quality of life of both territories. These include the historical heritage, the cultural richness and the natural endowment that provide a unique competitive advantage to the territory.

Kabylie region is composed by a very rich fauna and flora as well as diverse landscapes, as the region is situated between the rugged mountains, plains, and the Mediterranean Sea. There are two national parks in Kabylie: the national park of Djurdjura in the “Great Kabylie” part which is composed by high peaks, and the national park of *Gouraya*, situated in the “Small Kabylie” in the region of Bejaia, near to the Mediterranean Sea. The national park of Djurdjura is a great place for hiking. It hosts more than 1000 vegetal species, and more than 35 animal species such as the striped hyena, Barbary Macaques, royal eagles, and falcons (Losseau, 2021).

In the National Park of Djurdjura, *Tigejda* is a meeting place for several sport activities such as ski, paragliding and mountaineering, although its potential is not sufficiently exploited. (Vava Innova, 2020)

As for the national park of *Gouraya*, the site is listed as a UNESCO World Heritage Site since 2004. Indeed, with more than 35 kilometers of total surface, the park hosts wonderful, preserved beaches, and the historical *Yemma Gouraya* Mountain (Losseau, 2021). Both national parks host many forests such as the *Akfadou forest* and *Tala Guilef* in which visitors can camp, waterfalls, caves, and potholes (Vava Innova, 2020).

But Kabylie is also a land of history. Indeed, many historic and archeological sites exist within the territory, the most impressive being the site of *Djemila* situated to the South of the region. *Djemila* is an ancient Roman town, that is very well preserved (Losseau, 2021). Moreover, villages host many traditional houses and offer a rich cultural experience. The *At Lqayed* village has been listed in the UNESCO World Heritage List, which constitute a solid advantage for the implementation of community-based tourism (Vava Innova, 2020).

Kabylie indeed offers an incredible cultural richness and diversity. First, in terms of tangible heritage, Kabyle craftsmanship is very rich: traditional pottery, tapestry, woodworking, Kabyle dresses for women, and woolen coats for men, basketry, etc. Then, the intangible heritage is also what makes the identity characteristic of the region: poems, music, danse as well as the art of storytelling which are essentially transmitted by women. Indeed, in Kabylie, the woman is considered as being the pillar of the household (Guilef, et al., 2017)

Since it is for the most part rural land, in Kabylie are mainly cultivated olives, used to make olive oil, the basis of Kabyle cuisine, wheat, barley and figs. In addition, many quality cheeses are produced in the region (Guilef, et al., 2017).

These products which form the basis of Kabyle gastronomy: meals made from wheat or barley semolina used for couscous or the traditional bread called “*aghroum*”, meat, vegetables, as well as olive oil which is declined in different sorts (Guilef, et al., 2017).

When comparing to Peru, if the region of Cusco is mainly known for being home to the famous Machu Picchu monument, it is also a region of incredible natural wealth. Indeed, the region is home to several natural parks, including the Otishi National Park which is

located at the extreme north of the Cordillera Vilcabamba. This Park covers by itself 306,000 hectares of forest. The landscapes are very diverse since there are both tropical forests, deep gorges, meadows, waterfalls, and rocks. The park hosts a very rich fauna and flora, including many species of monkeys, bears, rare wild animals, and more than 450 species of birds. This park is home to 37 communities. But the region contains many other parks, such as the Machu Picchu National Sanctuary, the *Megantoni Cusco National Sanctuary* and the *Titicaca National Reserve* where the famous lake of the same name is located (Peru Excepcion, n.d.).

Natural parks and cultural sites of Cusco are included in the UNESCO World Heritage List:

Figure 9 -Sites of Cusco that are listed in the World Heritage List

Number	World Heritage Sites	Category	Region	Year designated
1	Historic Sanctuary of Machu Picchu	Cultural-natural	Cuzco	1983
2	City of Cuzco	Cultural	Cuzco	1983
3	Huascarán National Park	Natural	Ancash	1985
4	Chavin (archaeological site)	Cultural	Ancash	1985
5	Chan Chan Archaeological Zone	Cultural	La Libertad	1986
6	Manú National Park	Natural	Cuzco	1987
7	Historic Centre of Lima	Cultural	Province of Lima	1988 and 1991 (extended)
8	Río Abiseo National Park	Cultural-natural	San Martín	1990 and 1992 (extended)
9	Lines and geoglyphs of Nasca and Pampas de Jumana	Cultural	Ica	1994
10	Historical Centre of the City of Arequipa	Cultural	Arequipa	2000
11	Sacred City of Caral-Supe	Cultural	Lima	2009
12	Qapaq Ñan Andean Road System	Cultural		2014

Source: UNWTO, 2016

The region of Cusco is also known for its abundance of festivities and celebrations, like the *Señor de Qoyllur Rit'i*. As the local communities have preserved their traditions that can be found in handcrafts, gastronomy, and weaving art, all of this constitutes a solid basis for community-based tourism as Cusco rural region offers authenticity. The region is naturally and culturally incredibly rich indeed.

Therefore, both territories offer a very rich cultural and natural experience.

- **Territorial icons:** this point is about identifying key icons or actors of the territory which can serve as an emblem.

In Kabylie, several figures can serve as an emblem to the promotion of the territory. As previously mentioned, the late singer Idir and the former French Football player Zinedine Zidane can easily be associated to the territory. Idir is actually already presented as an icon of Kabylie (Le Monde, 2020). Other icons of the territory would be the Amazigh flag⁴ using the letter “yaz” from the Tifinagh alphabet which signifies “free man” and the olive tree, or branch, as Kabylie is known for producing tones of this oil.

Figure 10 -The Amazigh Flag representing the Kabyle people



Reference: (Arrami, 2019)

However, in Peru, the national brand “Marca Peru” already encompasses the Peruvian territory under one unique logo (PromPeru, n.d.). But the icon of Cusco remains indeed the great Machu Picchu.

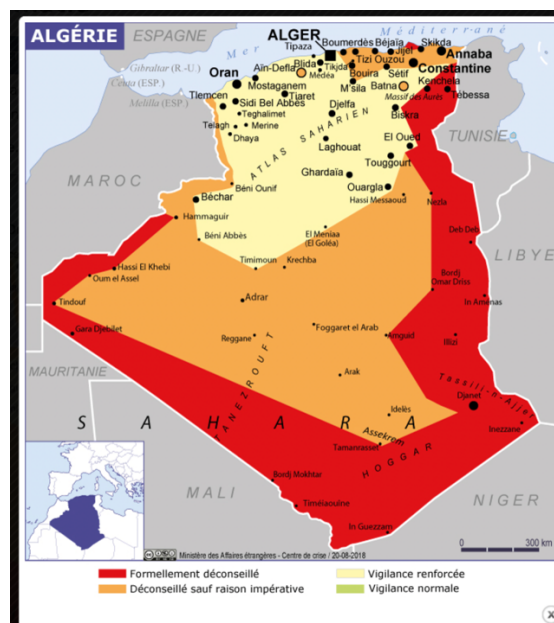
⁴ The flag's colors are inspired by elements of *Tamazgha*, North Africa, where the Berbers live. The sea is represented by blue, the mountains by green, and the Sahara by yellow. The letter “Yaz” (Z), in red, represents the Amazighs' common blood, representing themselves as "Free men." It is also associated with resistance.

- **Insecurity:** this part deals with the insecurity that can represents a serious disadvantage for both territories.

At a country scale, Algeria is ranked 53rd in the Security and Safety ranking while Peru is ranked 118th, which shows that globally, Algeria is safer than Peru for visitors, as shown in the image (insert in the appendix) (WEF, 2019).

At the regional level, The French Ministry of Europe and Foreign Affairs for example do not recommend going to Kabylie because of the residual terrorist groups that might still subsist in the region, as shown in the map below (Ministry of Europe and Foreign Affairs, 2021):

Figure 11 – Map of Algeria representing the estimated level of risk by region



Source: Ministry of Europe and Foreign Affairs, 2021

In fact, a dramatic assassination took place in Kabylie in 2014: a French hiker was assassinated by a terrorist group while he was in a remote corner of Djurdjura. This event severely damaged the reputation of the region (20 minutes, 2021). However, there has been no such occurrence in the region for

many years, apart from isolated acts of delinquency. Locals generally feel safe in the area, as do visitors to it.

For Cusco, the Ministry classifies the region in yellow, which corresponds to “areas under active vigilance”, as shown in the image below:

Figure 12 - Map of Peru representing the level of risk by region



Reference: Ministry of Europe and Foreign Affairs, 2021

Moreover, the Ministry warns visitors about risks of delinquency in the region:

“The local authorities of Cusco recommend the utmost caution to tourists who wish to go on horseback rides around the city, especially at the end of the day. Fake tour guides offer their services and can attack their clients when they reach an isolated area. It is recommended to contract reliable agencies for any tourist service” (Ministry of Europe and Foreign Affairs, 2021).

Nevertheless, from this information can be assumed that both regions present the same security profile. Yet, Peru and Cusco receive much more visitors than Algeria and Kabylie. This shows that Kabylie still can attract visitors as security does not prevent visitors to visit Peru while the country is classified as being unsafe for foreign visitors.

- **Environment:** this section deals with sustainable development within the territory, as it has become an important element to the territories 'attractiveness. Indeed, the preservation of the area is a crucial criterion in the context of sustainable tourism practices.

Algeria still has progress to make in terms of sustainability, as demonstrated by the Environmental Sustainability ranking from the Travel and Tourism Competitiveness Report of 2019: Algeria is ranked 133rd while Peru is ranked 47th.

Indeed, as a comparison, Peru has already implemented and promoted sustainable tourism forms as a government initiative through programs such as "Mi tierra mi producto" as an active response to mass tourism in the achu Picchu area threatened by a degradation of the local environment. On the contrary, Algeria, including the Kabylie, are still lagging in this domain.

In fact, sustainable environment initiatives are generally taken by villagers themselves: they implement waste sorting and waste management in the villages while preserving the cleanliness of the site (Algeria - Watch, 2018).

In the big cities of the region, inhabitants still struggle from a bad waste management and wastewater treatment (Ouhnia, 2020).

This waste management issue can represent an obstacle for tourism since visitors represent an additional source of waste in the region.

As a consequence, it represents a threat to the preservation of the local environment. Thus, a spoiled environment is a threat to tourism.

As shown through this benchmarking comparative study, Kabylie as strong comparative advantages to lean on if sustainable tourism where to be implemented in the region.

Indeed, the Cusco rural region and Kabylie present similarities when comparing their profiles.

Table 3 -Table summarizing the Benchmarking comparative study of Kabylie region and Cusco

	Kabylie (Algeria)	Cusco (Peru)
Human Capital	<ul style="list-style-type: none"> - 23,701 trainees had graduated in the sector in 2020 in the Crafts and Hotel & Tourism branches (all modes of training combined) - Professional branches and vocational training specialties for the 2019 edition includes 495 specialties spread over 23 professional branches, including 54 specialties related to tourism and craft trades spread over the Crafts branch (27 specialties) and that of Hotels, restaurants & tourism (27 specialties) - Six specialized institutes across the country, with two of them settled in Tizi Ouzou and Boumerdes, two cities situated in the Kabylie region - Importance of developing a stronger hospitality culture - Human capital challenges persist - Issue is ensuring consistency across the entire country - French is the most spoken foreign language 	<ul style="list-style-type: none"> - Human capital that is dedicated to tourism is more important - 1.4 million jobs (direct and indirect), accounting for 7.9% of the country's economically active population - Employment in the tourism sector will grow close to 20% this year and will improve 19.6% compared to 2020, adding 833,000 jobs
Enterprises & personalities of the territory	<ul style="list-style-type: none"> - Well-known personalities can be associated to the Kabyle territory: Zinedine Zidane, Isabelle Adjani, Edith Piaf, Saint-Augustin & Idir. - The local football team "JSK" 	<ul style="list-style-type: none"> - Author Mario Vargas Llosa - Peruvian personalities are mainly associated to the time of the discovery of the New World - No worldwide known Peruvian enterprise or brand.

<p>Infrastructures</p>	<ul style="list-style-type: none"> - Kabyle territory is situated into rugged mountains - But: the region remains accessible - Highway that connects Algiers to Tizi-Ouzou in less than two hours - East-West highway connects Algiers to Bejaia in less than three hours/ - A railcar line connects Algiers to Bejaia in less than four hours/ - Territory accessible by plane through the international airports of Bejaia or Setif, but also by sea through Bejaia's harbour/ - Several coach companies exist - Algerian road network is one of the densest in Africa, it has a total length of over 112,000 km - But: Major basic infrastructure projects suffer from additional costs and considerable delays 	<ul style="list-style-type: none"> - All the provinces are spread over an area of 71 986.5 square kilometers, at 3 399 meters above sea level, being one of the most extensive departments in Peru - The City of Cusco, situated in the province of the same name, is located at an altitude of 3,400 meters in the heart of the Peruvian Andes - Peruvian transportation infrastructures are generally bad - Few train lines that exist are solely dedicated to tourism and very expansive - People in Peru travels manly by bus since it serves all the country but unreliable schedules accessible by plane through Cusco Airport (Alejandro Velasco Astete International Airport) - Construction of a new airport in Machu Picchu for 2025
<p>Values and identity of the territory</p>	<ul style="list-style-type: none"> - Territory that is deeply attached to traditional values such as the family, the land and nature - The mountain is in a way sacred because it is the guardian of traditions. - People of solidarity which is deeply attached to fairness - Democracy (<i>tajmaat</i>) 	<ul style="list-style-type: none"> - Values that are strongly linked to the nature of the area - Values such as solidarity, sharing and the preservation of their traditions and their culture of which they are very proud
<p>Territorial brand and image</p>	<ul style="list-style-type: none"> - Algeria still has a lot to do when it comes to the promotion of the destination - Travel & Tourism Competitiveness Index of 2019: Algeria is ranked 116th while Peru is ranked 49th - Effectiveness of marketing to promote a destination 	<ul style="list-style-type: none"> - Peru has strongly invested in marketing strategies to boost the attractiveness of the destination by promoting the country at the domestic and international levels through the campaign Prom Perú - Machu Picchu and the ceviche, one of the famous dishes of the

	<p>survey: Algeria is ranked 135th while Peru is ranked 72nd</p> <ul style="list-style-type: none"> - Algeria did not put efforts to export its culture worldwide, even though the country has many monuments and sites that are classified at the UNESCO World Heritage list - Bad image worldwide - But: some Algerians have decided to promote their country by themselves through social media - Algeria as a country does not appear worldwide as an attractive destination 	<p>Peruvian cuisine, are known worldwide</p> <ul style="list-style-type: none"> - Peru is known as a country of great civilizations at the international level - Good reputation worldwide (gastronomy, culture, history, etc.)
Registered Trademark of the territory (natural and physical resources)	<ul style="list-style-type: none"> - A very rich fauna and flora as well as diverse landscapes, as the region is situated between the rugged mountains, plains and the Mediterranean Sea. - A land of rich history - Villages host many traditional houses and offer a rich cultural experience - A solid advantage for the implementation of community-based tourism - Rich cultural heritage, tangible & intangible: handicrafts, poetry, music, dance, gastronomy, history, festivities and celebrations, etc. - But: not known abroad 	<ul style="list-style-type: none"> - A region of incredible natural wealth - Abundance of festivities and celebrations - Handcrafts, gastronomy and weaving art, all of this constitutes a solid basis for community-based tourism - A worldwide known culture
Territorial icons	<ul style="list-style-type: none"> - Amazigh flag using the letter “yaz” from the Tifinagh alphabet which significates “free man” - Olive tree or branch 	<ul style="list-style-type: none"> - Marca Peru logo - Machu Picchu
Insecurity	<ul style="list-style-type: none"> - Algeria is ranked 53th in the Security and Safety ranking Peru is ranked 118th - Territory perceived as unsafe by foreigners because of residual terrorist groups 	<ul style="list-style-type: none"> - In the Security and Safety ranking, Peru is ranked 118th - But: Peru accounts millions of visitors each year, despite being unsafe for foreign visitors in general

Environment	<ul style="list-style-type: none"> - Lag in the domain - Issues in waste management - But villages are trying to implement sustainable practices 	<ul style="list-style-type: none"> - Cusco region has progressively implemented sustainable forms of tourism to limit negative impacts of mass tourism and to preserve local communities.
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Source: Author's own

5.4.SWOT analysis

Thanks to the benchmarking study analysis previously realized, a SWOT analysis could be made to analyze more precisely the weaknesses and strengths as well as opportunities and threats of the territory.

Table 4 - Table representing the SWOT analysis of the Kabyle territory

<p>Strengths:</p> <p>Kabylie indeed presents strengths that contribute to its competitiveness. The territory has a rich endowment of natural and physical resources, a rich culture, and a strong identity. As a result, the territory has kept its authenticity that can be fully exploited in the frame of sustainable tourism, and particularly community-based tourism</p>	<p>Weaknesses:</p> <p>Algeria still does not invest as needed in the tourism sector. Consequently, Kabylie lacks investment in the domain indeed, and the territory can hardly preserve its tangible patrimony. Moreover, the region still lacks transportation infrastructure, but also qualified human capital to boost the tourism sector.</p>
<p>Opportunities:</p> <p>yet the region already hosts domestic visitors and few foreign visitors and can count on Algerian citizens to help promoting the region through social media. Kabyle people are very organized and are solution finders. Also, the territory can easily count on well-known personalities that are linked to the territory to enhance its reputation abroad.</p>	<p>Threats:</p> <p>Unfortunately, the region still suffers from a bad image as terrorist groups still hide in the region and threaten its stability. More, the pandemic situation does not make anything better since villages found themselves even more isolated and could not host visitors.</p>

Source: author's own

5.5. Concluding Notes

Thus, the data collected through the focus group meeting, the benchmarking analysis and the SWOT analysis allowed to identify several points:

The comparison between Kabylie, a rural region where tourism is by no means institutionalized, with Cusco which is known worldwide, has made it possible to identify the indisputable assets of the Kabyle territory.

Indeed, the region, whose identity is still preserved, presents an ideal profile for the establishment of sustainable tourism.

Indeed, Cusco and Kabylie seem to present the same characteristics in terms of cultural and natural wealth.

However, if the region of Cusco benefits from the international influence of the national brand "Marca Peru", Kabylie remains unknown to the world since Algeria has not undertaken solid territorial marketing policies to promote its territory, as well. nationally and internationally. The region lacks development and investment to be able to highlight its comparative advantages in terms of a sustainable tourist destination.

CHAPTER VI - CONCLUSIONS

6.1. Introductory Note

This chapter constitutes the conclusion of the dissertation. It aims to present the principal results of the dissertation and to give further recommendations for a future study. Also, it presents the limits encountered during the elaboration of this research.

6.2.Principal results and conclusions

First, from the example of Peru, it was understood that an effective territorial marketing and destination promotion strategy could make it possible to boost the attractiveness of a territory, although it has certain weaknesses. . Indeed, Peru remains a developing country where the human development index is still low. However, it is a country which has been able to enhance

its territory through tourism. Also, the country has been able to rethink its promotion strategy to highlight rural territories such as the Cusco region in order to limit the social, environmental and economic damage caused by mass tourism.

Secondly, the Kabyle region, a mountain region just like Cusco, has many comparative advantages, whether in terms of natural, physical or cultural resources. These assets are unfortunately very little exploited since the Algerian government devotes very little energy to improving and promoting its tourism sector. Indeed, attempts to promote the destination are still only timid, and territorial marketing techniques little applied.

However, the two territories studied, Cusco and Kabylie, are very similar on several levels. Territorial marketing and destination promotion techniques. as part of a sustainable tourism development of community tourism type could therefore certainly boost the attractiveness of this region.

6.3.Contribution of the research

This dissertation may constitute a modest contribution to the research in this filed. The Algerian government has recently started to rethink its economic strategy to be less depended of fossil energies while investing more in tourism. However, the country cannot compete with its direct neighbors, Morocco and Tunisia, which have invested a lot in tourism, building modern infrastructures, a tourism culture, an efficient human capital and a solid experience in the sector. Actually, it would take decades for Algeria to build a strong touristic strategy. However, maybe this dissertation could guide the experts of

the sector to start thinking about Territorial marketing as a first step to enhance Algerian tourism. More, the suggestion of implementing sustainable forms of tourism in Kabylie, which does not require a huge investment or big infrastructures, could easily be executed.

6.4. Limits

This research work encounters indeed some limits, the principal one being the time. Conducting such research on a short period of time limits the number of results to be exploited and analyzed. Also, one principal limit to the work is the pandemic situation: the access to resources and interviews are largely being limited by quarantine measures.

On the other hand, there are some contextual limits to the research. Indeed, conducting territorial marketing is not the only parameter that determines the success of tourism development in a country, specifically in Algeria where there is a lack of investments in the tourism industry, a lack of infrastructures and a certain lack of know-how. Therefore, territorial marketing is not the only parameter to take into account when developing tourism.

Finally, these territorial marketing strategies need to be considered after a recovery from the global pandemic. Indeed, as borders and travel bans are still ongoing, territorial marketing strategies are largely limited.

6.5. Recommendations for a future study

For future studies, it would be interesting to explore the subject while being in the territory, as impressions and recommendations of the population can be collected more easily.

Another recommendation would be to put in practice territorial marketing techniques within the territory.

6.6. Concluding notes

Kabylie is a region with an immense potential to be developed within the frame of sustainable development. Examples of successful territorial marketing application such as Peru can certainly serve as a benchmark and guide those who aim to undertake the project.

The pandemic situation has indeed induced massive losses for the sector worldwide, but on another hand, tourism experts can take this crisis as a new start. Tourism can experience sustainably — and needs to be sustainable to ensure its continuity.

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ANNEXES

ANNEXE I - Images illustrating Kabyle handcraft



Ath Yenni, a typic Kabyle village.

Reference: [Nassim Herkat](#), from Instagram



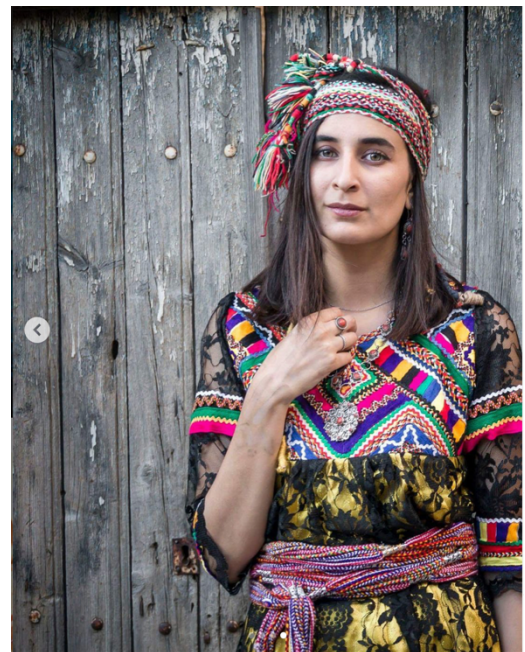
Kabyle jewelry.

Reference: [Nassim Herkat](#), from Instagram



An artisanal Kabyle coucou maker.

Source : [\(Les néo-céramistes, n.d.\)](#)



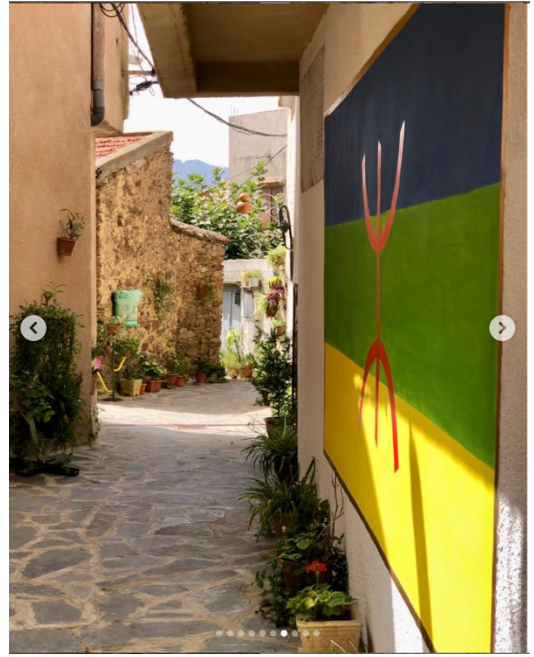
A traditional Kabyle dress.

Source : [Missdachine](#), from Instagram



Traditional Kabyle Tapestry.

Source: [Nassim Herkat](#), from Instagram



A typical Kabyle village in Tizi Ouzou Province.

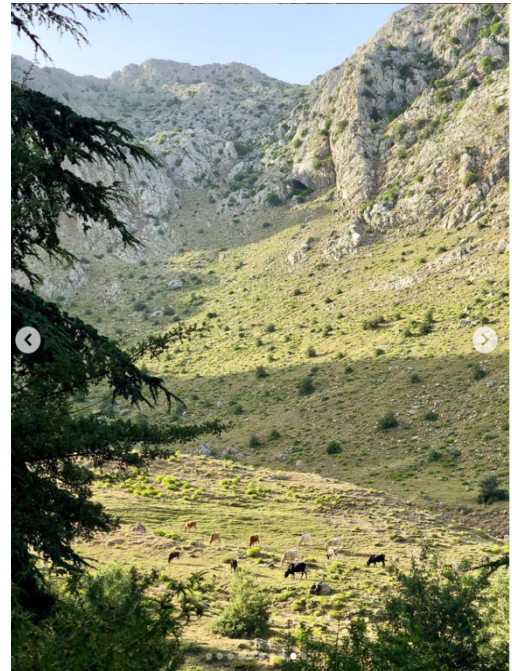
Source: [Nassim Herkat](#), from Instagram

ANNEXE II - Images illustrating Kabyle landscapes



Traditional stone houses in Kabyle villages.

Source: [Nassim Herkat](#), from Instagram



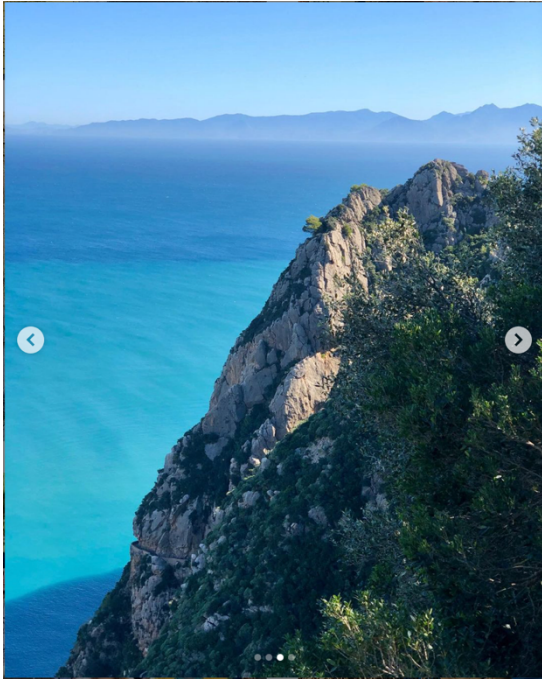
***Thala Guilef* in Djurdjura's mountains, Tizi Ouzou Province.**

Source: [Nassim Herkat](#), from Instagram



***Thala Guilef* in Djurdjura's mountains, Tizi Ouzou Province.**

Source: [Nassim Herkat](#), from Instagram



Cap Carbon, Bejaia.

Source: [Nassim Herkat](#), from Instagram



National Park of Gouraya, Bejaia.

Source: [Nassim Herkat](#), from Instagram