Territorial Strategic Management
for territorial offer optimization

Gestão Estratégica Territorial
para a otimização da oferta territorial

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Abstract. The quest for efficiency is becoming more and more of an obligation for both public administrations and for-profit enterprises. In our article, we tried to question the management system of local authorities, particularly at the most outsourced level, that of municipalities. To this end, we conducted a comprehensive method using qualitative data gathering techniques (both a semi directive interview and secondary data analysis) to question this management system. We assessed their performance and, subsequently, suggested avenues that can be qualified as alternatives in favor of the efficiency of these communities and the improvement of their productivity.

Keywords. Efficiency; Territorial Management; Local authorities; City Hall.

Resumo: A procura de eficácia é cada vez mais uma obrigação, tanto para as administrações públicas como para as empresas com fins lucrativos. No nosso artigo, procurámos questionar o sistema de gestão das autoridades locais, nomeadamente ao nível dos municípios. Para tal, realizámos um método exaustivo utilizando técnicas de recolha de dados qualitativos (entrevista semi-diretiva e análise de dados secundários) para questionar este sistema de gestão. Avaliámos o seu desempenho e, posteriormente, sugerimos caminhos que podem ser qualificados como alternativas em prol da eficiência destas comunidades e da melhoria da sua produtividade.

Palavras-chave: Eficiência; Gestão Territorial; Autarquias Locais; Câmara Municipal.

Résumé. La quête d'efficacité devient de plus en plus une obligation tant pour les administrations publiques que pour les entreprises lucratives. Dans notre article, nous avons essayé de remettre en question le système de management des collectivités territoriales, notamment au niveau le plus délocalisé, celui des communes. Nous avons à cet effet mené une méthode compréhensive (méthodes qualitatives multiples) afin de questionner ce système de management. Nous en avons évalué les performances et, avons par la suite, proposé des pistes qui peuvent être qualifiés d'alternatives au profit de l'efficacité de ces collectivités et l'amélioration de leur productivité.

Mots clés. Efficacité ; Management territorial ; Collectivité territoriale ; Commune.

1. Introduction

Territorial management is becoming more of a deal-breaker (or maker that is) to territorial marketing in general and most specifically territorial offer construct. The territorial activity is governed following various theories ranging from minimal state to full blown New public management (Babey & Giauque, 2005; Siefu, 2012). These governance theories (participatory, integrated, collaborative, … display various levels of integration of Local action groups (LAGs) (Furmankiewicz, 2012), resulting in the appearance of Multi-level governance theory: (Daniell & Kay, 2017; M., 2015).

These various theories acted hand in hand into solving the dilemma of efficient objectif-oriented territorial governance processes. Some of which we confronted as the exploratory process moved forward (while conducting interviews, and engaging in field observation). Throughout this article we were able to raise some managerial problems that can be traced back to the performance of the public sector in the region, namely the lack of competence of their human resources.

Human resources problems encountered by territorial authorities included mainly the Imbalance in the distribution of tasks between the various local authorities and governmental departments (central state): sometimes we are confronted with a concentration of stakeholders dealing with the strategic aspects (strategic environmental watch, carrying out studies, international promotion). Some other times, however, we are faced with a lack of participants doing tasks such as ensuring the public interest/motivation to territorial activities, carrying out projects, and steering private establishments involved in territorial offer management. This explains the great disparities in performance between the various territorial organizations.

The existence of a "competition" logic between local authorities, although it can contribute to improving the quality of services, tends to encourage rivalry between organizations in the effectiveness of the action itself and its consistency with previously formulated strategies. Indeed, some territorial management organizations at the regional level were created by different political ideologies to meet ephemeral needs, and they lack logic of complementarity with pre-existing

organizations: We are witnessing a problem of logic in structuring its organizations (Frederickson and Smith, 2003).

To this end, it becomes more difficult to implement the strategies effectively or achieve the set objectives. This difficulty takes several forms on several levels, starting with the complexity of distributing the budget to the various bodies responsible for tourism. Followed by the Confusion results in various organisms working on the same objectives/task each organization pursues a different action plan to achieve strategic objectives. Either that organizations with similar attributions abandon the application due to lack of funding, time, and resources. The complicity sought is not achieved and therefore turns into dissimulation.

All in all, public management is confronted with structural strategic deficiencies. These shortcomings stem from the difficulty that local authorities endure in making the multitude of elements of the territorial context interact with the practices of territorial management in order to effectively implement the strategic attention of these organizations.

Moreover, territorial governance (reading the modes of governance, analysis of needs, and development plans) is done without confrontation with what is happening outside the territory. This absence of a common frame of reference is costly to the territory in terms of responsiveness and efficiency: Since the public administration does not benefit from the experience of third parties in order to identify the processes related to performance, it risks repeating errors that she could avoid otherwise.

These challenges, and many others, have prompted us to return to the literature to understand a little more about the impact of governance on the territory and on the design of the territorial offer. We were subsequently led to complete this literature by exploring the phenomenon studied in the field. We have therefore tried to answer the following problem: **How can we ensure the effectiveness of the managerial processes of local authorities to optimize their territorial offer management?**

The results of this exploration are presented in the form of a breakdown of the situation (the various challenges facing local authorities) that we then brock down

in the discussion section. Several solutions are suggested, thereafter, to effectively deal with previously identified shortcomings.

2. Literature Review on territorial governance and managerial efficiency

The territory is defined as "… a historical, socio-economic, institutional and geographic reality" (Meyronin, 2012) to which Mucchielli (2009) adds an identity aspect". According to Mucchielli, the identity of the territory is formed by its components (history, sociology, economy, geography, etc.) and how it is perceived/operated by its various stakeholders (inhabitants, political decision-makers, public services, businesses, investors, etc.). We note that the territory is an entity in perpetual evolution of which we took again the interactions existing between its elements to highlight its dynamic aspect.

Governance is a concept that contains all aspects of the management of the political, economic, and regulatory affairs of a given territory. It refers to the process through which the various public or private territorial bodies carry out their respective activities. "Good governance", for its part, refers to the transparency of these processes insofar as it aims to ensure the free functioning of the market, the implementation of the bases of democracy, and the rule of law where corruption is limited as a key to territorial development (Meisel & Aoudia, 2008). It translates into the ability to make decisions affecting the development of territories and the population (U.N., 2006). Thus, good governance is fully in line with the quest for organizational efficiency (Galèspatrick le, 2010, dictionary of public policies) aimed at optimizing the territorialization of policies and the diversification of the scales of public action (Casteigts , 2009).

Governance has its origins in the discipline of business economics as the set of procedures and organizational mechanisms that respond to the concern of the non-profitability of the market for all companies (Azouaoui, 2005). Responses ranged between:
- The fact that access to the market is not free (costs of transactions, namely: transport, communication, search for information, etc.);
- The lack of transparency of transactions (corruption, clientelism, etc.).

The answer lay in the development of an effective process to reduce transaction costs and improve the way these companies are organized: corporate governance. Following the same logic, English political scientists have introduced urban governance for local authorities. It immediately imposed itself as a reference for the management of local power through specific decision-making mechanisms (Leroux, 2012; Loudiyi, 2008).

Thus, governance makes it possible to optimize the costs of territorial management in relation to the effectiveness of the latter within the framework of a common strategy designed by all the actors of the territory and which brings stability and coherence to the strategic territorial management - STM, according to an "ideal-typical configuration" (Casteigts, 2009). The STM aims for a balance between decentralization, consistency with other territories at the national and regional level, the integration of the user (territorial actors), and the modernization of public action, particularly in the Arab world (Boumediene, 2010).

In order to understand the STM, it is necessary to know that it does not concern a specific category of public organizations having the same status. It can then be a municipality, a municipal or regional council, etc. The condition is that the said organization has the skills and powers enabling it to contribute to the management of an institutional territory. It is also necessary to admit the "territorial" particularity of these organizations. In fact, their actions are part of a geographical, cultural, and human context specific to the territory in question (Hernandez, 2008). The MTS is difficult to implement in public organizations because of the difficulty of correctly implementing their strategic intentions in order to achieve a satisfactory result with regard to the objectives set.

Consequently, local actors (Le Bart & Lefebvre, 2005) and local authorities must equip themselves with an arsenal of managerial skills at 2 levels:

1. At the level of the strategic vision and skills of these actors, in particular of the territorial leader (mayor) who is now considered more as an entrepreneur and manager than as a politician;

2. At the executive level given the importance of good governance and the application of the basics of public management in the realization of territorial strategies.

Initially, we will start by defining what the actor is in the territorial context or the "territorialized actor". Loubet (Loubet, 2011) defines it as "any man or woman who intentionally participates in a process with territorial implications. These actors contribute to the constitution of the territory, whatever the levels of their involvement and/or their places in the decision-making systems. ". In fact, the territorial actor serves as an articulation between the space (the territory endowed with natural resources, specific products, and a reputation) on the one hand, and the social (local human resources and local actors) on the other hand. elsewhere (Vandecandelaere, Arfini, Belletti and Marescotti, 2009).

These stakeholders include, among others, human resources and elected offices at the level of the various local authorities. And they are concerned with the development of the quality of the territory. They are carriers of territorial projects and at the origin of all public action. They contribute, in fact, to the structuring of the spatial framework in which these actions take place. They ensure, thus, increase the competitiveness of the territory while preserving its particularities. They also organize services for the population and implement policies for the production of the territory (Casteigts, 2009). It is indeed a question of carrying out three main activities (Albertini & Senna, 2013; Vandecandelaere et al., 2009):

1) Build and organize the local network in order to communicate and jointly decide on the future of the territory (expectations, desires, opinions, expertise, etc.);

2) Mobilize public partners and neighboring local authorities to ensure the coherence of planning at a broader territorial level (regional, national, or even international);

3) Inform and raise awareness of development and social responsibility issues (citizens, public institutions, higher education institutions, SMEs, the social and solidarity economy sector, etc.).

As a result, the territorial actor is a being engaged in the dynamics of territorial development in the service of which he uses his capacities (Denieuil, 2005) for the benefit of effective decision-making/action. Efficiency, in this case, presupposes the absolute rationality of the actor, who must take into account all the data on the ground and come out with the best possible choice for the territory. According to Loubet (2011), this condition is impossible to achieve, because the territorial actor

is subjective. His action and his beliefs are relativized by his political affiliation and by the influence of his environment (all elected officials, other members of professional chambers, a hierarchical superior, etc.).

Thus, the role of the mayor as territorial "conductor" is manifested insofar as he must ensure that the decisions of the city are inscribed in a rationality that above all values the collective interest at the scale of his territory. of competence. He must, likewise, ensure that these decisions are in harmony with the strategies of the higher level (integration of the city project effectively into the regional project and under the guidelines of the national level). Hence the difficulty of the role of the mayor who must "manage" his city in a more entrepreneurial than political way while considering the specificity of municipal management. He exercises his attributions in the name of the State with a great degree of autonomy which is conferred on him by decentralization but whose motivations are likely to be of a personal nature. Already the "job" (Loubet, 2011) of mayor confronts the practices of his daily life (learning, exercise of roles, knowledge and skills) with his political profession which is interested in monopolizing political activity. He can, because of his economic situation, exercise his functions without salary, or against an honorary salary (Max Weber, 1971, p; 298).

The activity of the mayor is similar, in several points, to that of the manager of a company. Indeed, he embodies, decides, delegates and manages with a view to satisfying his audience (the citizens-voters) through quality products/services at a lower cost. In order to carry out his activity, the mayor opts either for the private sector to ensure the so-called delegated management of his territory or of some of his activities, or he stands out through differentiation strategies that ensure attractiveness but also the autonomy of the city. A third solution is necessary. It is, of course, about marrying the two approaches and positioning the city between all-partnership and complete isolation (Huron, 1999). The challenge at this level is to develop the principles of good governance in the areas of territorial public management in order to fully benefit from the potential of territorial authorities in addition to those

3. Comprehensive approach research methodology: In-depth case-study

3.1. Research question

All in all, efficiency, rationality, and good governance are necessary conditions for optimizing territorial management. Also, the mayor plays a crucial role in managing the coherence of the actions to be taken by the city council, although he is limited by the multiplicity of stakeholders in his territory and the overlapping of their roles.

We wondered about the possibility of optimizing the city management process. The objective is first to understand the working environment of the municipalities, their various attributions, and the way in which they act on the city. Then brainstorm, in a second step, the possibilities to optimize the management of the municipality and thus, the management of the territorial offer of the city.

To this end, we have formulated the following problem: how can we ensure the effectiveness of the managerial processes of local authorities for the purpose of optimizing the management of the supply of these territories?

The how necessarily refers to the use of a qualitative methodology because our problem is part of a comprehensive exploratory approach (Dumez, 2004). The purpose of the exploration is to analyze on the spot the role played by the managers of the local authorities (after having identified them), then to seek with the rest of the civil servants, possible solutions to the problems detected.

Through this article, we seek to study the impact of the efficiency of managerial processes on the territorial offer. And to come out, if necessary, with a model likely to allow local authorities to be managed more efficiently.

3.2. Case: Agadir City hall

In order to deal with our problem, we deemed it appropriate to analyze the most immediate level of the territorial hierarchy, the city level. Indeed, the analysis of the efficiency of the managerial processes of the municipalities (town halls) embodies the maximum of decentralization. A municipality is in fact the local authority directly responsible for the management of the territorial offer. It is also the body with the most autonomy compared to all the local authorities.

To this end, we have chosen to work on the urban municipality of Agadir: CITY MANAGEMENT ORGANIZATION

Long confined to day-to-day operational tasks, Moroccan Local Authorities have been transformed due to new economic, financial, and social attributions. They have become real companies that support the realization of various investment projects ranging from simple water supply to the creation of industrial equipment. Indeed, since 1976, the date of promulgation of the Dahir 1 relating to the municipal organization, the local communities knew striking evolutions at the same time of structural and cyclical origin, and this in particular because of the process of the decentralization which transformed significantly their structures. And it is in this perspective of decentralization that the State has announced a policy aimed at broadening the scope of local authorities. In addition, the Moroccan Government, through the various charters, proceeded to a significant transfer of responsibilities and public resources to the benefit of elected officials. This is how he granted the municipal council extensive powers in the various sectors of local life. This power is limited only by the means made available to the municipality, whether it concerns the creation and organization of public services, town planning, regional development, economic and socio-cultural action, or even the exercise of part of fiscal power. Such interventions, therefore, presuppose the use of dynamic management systems, intended to confer greater efficiency on public action, and also the financial resources necessary to achieve their objectives.

3.3. Comprehensive case study approach, qualitative methodology

The how in our research problem obliges us to go through a comprehensive method, which allows us to dissect in order to understand. And to understand, no method is ahead of the qualitative methods that promote the exploration, construction, and construction of statements built on what is observable in the field.

Our exploration aims to study actors in contact with them, and we traveled to conduct our research close to the work situation we are dealing with (Dumez, 2004).

We have indeed respected a methodological framework with 5 steps: Once the case has been specified, the methods of data collection and analysis have been chosen, we have studied the case in question and highlighted the most distinctive

and instructive aspects. of it in order to outline its theoretical and/or practical implications (Paillé, 2008).

The methods recommended for collecting data for our article revolved around the following three techniques: We observed and interacted with the civil servants/elected officials of the municipality, we questioned our environment (all the organizations and resource persons) by means of semi-structured interviews conducted with 18 officials in territorial organisms (1), we even studied their archives through an analysis of secondary data (2). The analysis method for its part was based on the analysis assisted by the Nvivo software. For this purpose, we transcribed all the data collected on the software, which allowed us to highlight the nodes of trends (results) whose tree structure had led to avenues for discussion. These avenues were subsequently the subject of additional research in different territorial registers in order to formulate viable development avenues.

(1) Interviews explored the following themes with territorial stakeholders:

- Current territorial offer management strategies
- Their organism imput in the territorial management scheme
- Discussion on the city image: perception, proposals for image boosting projects
- Whats the relation between your organism and the various territorial management organisms

(2) Secondary data analysis:

Documents of the "Local agenda 21" projects, Territorial development scheme, participative territorial diagnosis, press folders on "La vie éco" …

4. Case study results

4.1. Internal organization: Human resources diagnosis

There have been several debates within the municipality of Agadir about the adequacy of its HR numbers and qualifications. Emphasis was placed on the deployment of a four-component management system:

- First, the organization chart and the employment and skills reference "REC"
- Then the procedures manuals
- Then the dashboards
- And finally, the municipal information system.

This system should undergo a total overhaul to bring it up to date with new challenges and allow the optimization of the allocation of resources, proper exploitation of tax potential and better diligence in the daily services provided to the citizen.

Being the result of a grouping of the territorial jurisdictions of four municipalities (formerly an urban municipality of Agadir, the urban municipality of Anza, the rural municipality of Bensergaou, the rural municipality of Tikiwine), the current urban municipality of Agadir has the particularity of having administrative annexes, located in the former headquarters of the aforementioned municipalities. The relationship of these annexes with the general secretariat and the communal divisions has never been clearly clarified. Hence the need to overhaul these relationships in the sense of local support for the expectations and needs of the local population.

Indeed, the grouping of services was carried out in haste, without a strategic vision. In addition, it was done to the detriment of the annexes, which were depleted in human and material resources, acting as a suction pump. This had negative consequences on the quality of services provided to citizens, due to a recentralization of resources at the division level. This flagrant imbalance in the structure of the workforce is the cumulative result of numerous uncontrolled hiring operations carried out in previous years on the one hand and the multitude of statuses on the other hand with the coexistence of temporary staff and non-working staff statute governed by private law.

4.2. The complexity of relationships between actors

Through a process of interviews and observation, we have tried to trace the different interactions and relationships that exist between the different territorial management bodies at the regional level.

At first sight, we already notice the overlapping, at several levels, of the interventions of the different territorial management stakeholders. We have identified several types of relationships ranging from hierarchical dependence to cooperation, through supervision, financing, partnerships and subcontracting, ... At the level of the city of Agadir, we have organized the various public bodies in terms

of their relationship with the municipality of Agadir, but also their relationship with each other, according to interview responses supplemented by information from internal documents and websites of the organizations in question:

Supervision: The Ministry of the Interior, represented by the wilaya, exercises its supervision over the municipality of Agadir and the Souss Massa Regional Council. That is to say that the latter two can only act after validation of their actions by the Wilaya.

Partnerships / international partnerships and cooperation: The municipality of Agadir maintains partnerships with actors who themselves build relationships with each other or with other actors. In other words, the AUC maintains partnerships with professional chambers, various associations, the Regional center of Investment, Regional center of tourism (of which it is a member of the board of directors), Ibn Zohr University, the various ministries (under projects points), cities around the world, etc. While, on the one hand, the various ministries collaborate with each other, on the regional and local level (Regional Council, Wilaya, municipalities of Greater Agadir, ...), and on the other hand, regional entities cooperate among themselves, as well as with their subordinates (The regional council and the regional center of tourism, The regional council and the Rural Tourism Development Network) …

Hierarchical dependence and Funding: At this level, the CUA subcontracts the management of some attributions to companies specialized in the field, namely: Al Omrane for the development of spaces, RAMSA for the management of water distribution and liquid sanitation, ONEE for water and electricity management.

This configuration constitutes the first malfunction in the city's management system, which risks compromising the effectiveness of efforts to develop the city's attractiveness and competitiveness. To this end, it is necessary to network all the territorial organizations, to ensure inter-municipal cooperation, to think of creating a city council in order to centralize decision-making at a city level, to optimize the financing of actions, and to ensure the managerial coherence of the decisions taken.

4.3. Territorial management state of the art

At the end of the analysis of the case of the municipality of Agadir, it turned out that its performance is compromised by the lack of imagination, creativity, and work without a clear reference. We have witnessed (via participant observation and interviews) the lack of effective and valid planning find explanations that hinder the effectiveness of its operation and destroy its strength:

1. An internal problem that weighs heavily on the effectiveness not only of planning or carrying out actions for the benefit of the city but even contaminates the daily working environment. This is the lack of communication between the AUC officials dispersed in the different administrations (the municipal palace, the annex of the commune, the Jamal Addorah complex, ...), between the officials and the elected officials, and between the elected officials from different political affiliations.
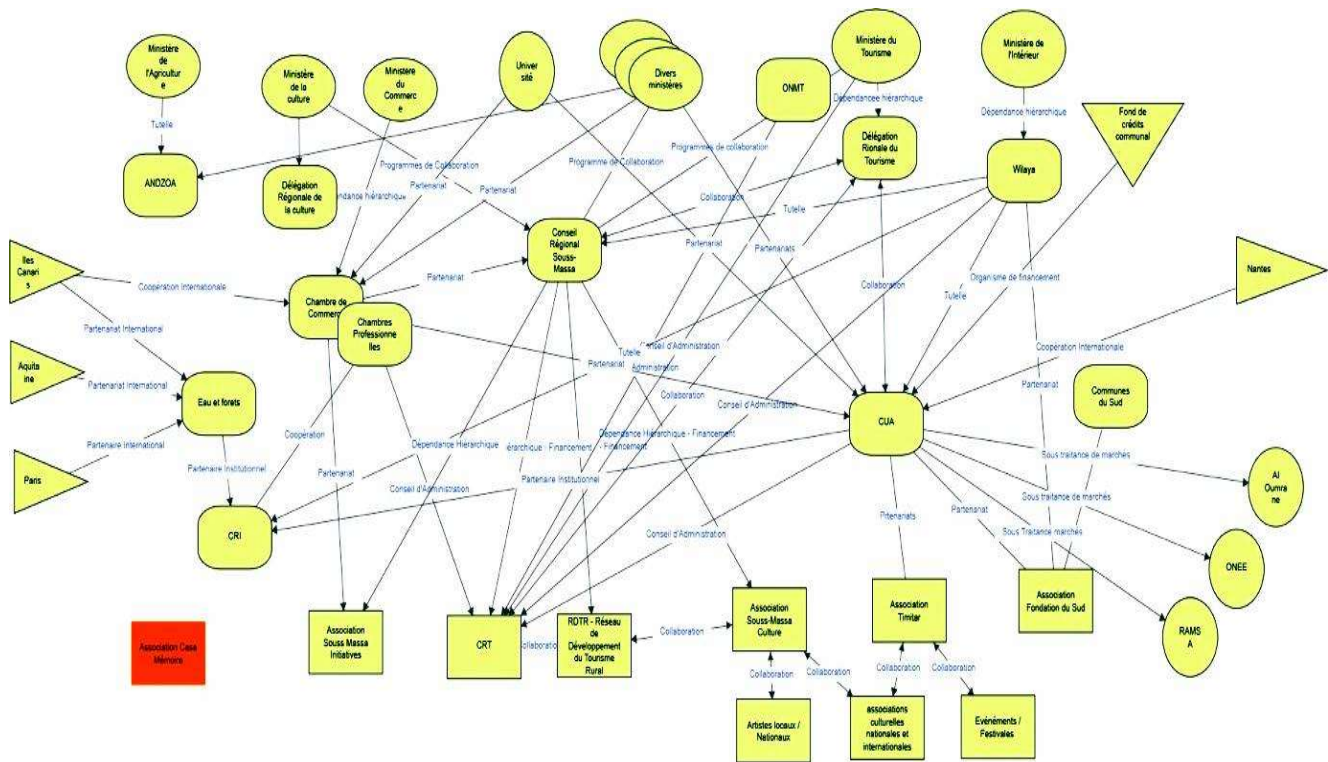
2. Who decides at the municipal level? we discovered during our observation that the strategic decisions taken by the municipality do not depend on the will of the population reflected in the election of the council. In fact, throughout this work we have managed to sketch the existing governance system for the city of Agadir (figure 1).

Since we couldn't get our interviewees to confirm neither deny our finding, we could (argue that territorial management in Morocco undergoes various relations between an infinity of stakeholders in all directions that could be summarized into:

Theoretically speaking the municipality of Agadir is free to plan the city as it sees fit, under the directives of the overall development plan of the whole region;

At the same time, the Municipality of Agadir (CUA in the figure) collaborates with various organisms that double as their direct superiors (la wilaya has guardianship over the municipality, the wilaya and the regional council are partners. While simultaneously the regional council collaborated with the municipality and some of its subordinates.

Figure 1: Stakeholders interactions scheme

Source: author via Nvivo

All in all, it is almost impossible to comprehend in a clear simple way how decisions are taken in a territory where all its components are linked in more than one way. They have interfering plans, different agendas and non-synchronous objectives. This makes it very hard to create a coherent territorial offer, or manage it efficiently.

To this are added:

3. Political problems and personal problems between the heads of the various public bodies at the level of the region/city (wali of the wilaya of Agadir, Mayor of the municipality of Agadir, President of the Souss massa Regional Council, ...). These problems between people translate into a huge lack of collaboration between the organizations they manage and create a lot of disruption that affects the efficiency of city management.

4. Visual identity: Agadir is an obsolete brand name that is always intended to reflect the image of the Miami of Africa (an image desired since the 50s) whose

tourist offer is focused on mass tourism. The image of the city of Agadir is torn between several limited visual identities (that of the regional council, that initiated by the municipality, and the various organizations representing the city in tourism, agriculture, and investment, insofar as it is only a simple logo devoid of an accompanying graphic charter.

We are aware that the development of the city, the improvement of its attractiveness, and its image depend on much more than simple actions to structure the offer. The success of any approach aimed at enhancing the city must go through the restructuring of the components of the managerial system at the regional level so that they can plan and act effectively, all the more so, to meet the challenge of regionalization. It should be noted that the planning work was difficult due to the complexity of the methodology used, which requires formulating solutions/projects to all the problems and needs expressed during the participatory diagnosis. More explicitly, the municipality must (MIDGCL, 2008):

- Mastering one's skills, containing one's weaknesses, and identifying the challenges in order to translate them into priority objectives, the achievement of which is capable of improving the living conditions of the inhabitants in a sustainable manner;

- Have a clear vision, in the short and medium term, allowing it a rational use of its own resources as well as those mobilized by the other actors for the benefit of the socio-economic development of the municipality;

- Acquire through planning, the ability to predict the repercussions of the interventions of other actors on its territory, particularly in terms of budgetary impact;

- Have a communication and information system;

- Control the interventions of other actors, in particular those related to the exercise of transferred and advisory powers.

Once these results have been highlighted, we proceeded to reverse the data in order to be able to come up with effective solutions (Dumez, 2004). Reversal is a general method of producing new ideas or perspectives that follows the first stage of the linear description of the results obtained following the exploratory process. The solutions thus generated have been discussed below:

5. Discussion: Towards a model of efficient city management

5.1. Create a city council

(Cressent, 2005) identified in his work four key areas of Strategic Territorial Management. It is mainly a question of moving from Doing to "Getting done" or "Doing together" and this, through:

1. Mastery of organizational development: Engage in an optimization process through the revision or creation of structures, procedures and people. Optimization favors the organization of territorial work by projects, to strengthen its HR and to detach itself from the logic of "function" in favor of that of "mission".

2. Strengthening steering capacities: It is necessary to develop the job of Director General of Services in order to ensure the correct appropriation of the projects of elected officials and the quality of cross-functional operation (inter-services). It is also necessary to ensure the cohesion of the management teams (in the communities, in the departments, etc.). And, finally, it is necessary to seek to implement new means of piloting privileging the transparency of the public action, the quality of the service (Goudarzi & Guenoun, 2010) to the user-citizen, the motivation of the teams and the efficiency of human and budgetary resources, etc.

Efficiency is likely to be demanding because it imposes a reform of public administration, in the sense that it is necessary to refocus towards an optimal number of local authorities. The observation of the example specific to tourism allowed us to formulate this same conclusion (Amajid et al., 2013). Indeed, this refocusing will not only make it possible to properly draw the public managerial organization chart of the territory, but will also have a direct effect on the costs and state operating expenses. Of course, reviewing the number of features here implies optimization, not minimization. If this optimization exercise is undertaken, its results will inevitably affect the overall performance of the territory because optimization allows the achievement of all objectives at reduced costs under the best conditions of communication, interaction and of service delivery.

Finally, we suggested a standard argument likely to generate a coherent understanding of the city by its various actors in the service of more homogeneity in planning and strategic decision-making.

He is mainly responsible for the design of development strategies, the tracing of lines of work, and the coherent communication of the city. This entity will come to the head of the Urban commune municipality of Agadir, the Regional center of Investment, - CRI, the Regional center of Tourism – CRT, professional chambers, and Souss Massa Regional Council.

The council aims to ensure the managerial efficiency of the city, and this, by allowing it to acquire a common strategic vision, as well as to optimize the efforts of these different organizations through a scientific distribution of tasks, a better budget allocation…

It is a question of creating a cell of all the stakeholders at the city level in order to unify the development strategies of the organizations in question (municipality of Agadir, the Regional Center of Investment, the Regional Center of Tourism, Regional Council) and enable them to equip themselves with the same strategic vision, the same lines of development and better-targeted means of action.

The difficulty of this proposal lies in the difficulty of first reconciling all of the city's stakeholders, but also of ensuring the commitment of the local authorities concerned, which are in most cases managed by elected offices: political disputes work against the desired organizational synergy.

5.2. Creating a Public-Private cooperation platform

This is a business community, which brings together a number of representatives of local businesses, and can be a strong instrument for the internal integration of a territory and its local businesses. Regular meetings and events help investors get to know each other and build business relationships, promote their interests, as well as discuss important topics regarding the future development of the territory. When implementing this approach with local authorities, it can be a good step forward to improve the business environment and return to the territory.

Typically, cluster initiatives are organizations or projects that operate as collaborations between various public and private sector actors, such as businesses, government agencies, and educational institutions or virtual platforms.

Therefore, it is crucial that local and regional authorities consolidate, encourage, and involve themselves in local cooperation, as the latter is the driving force behind the development of a region. (Charles & Thouement, 2007)

These platforms used to be limited to business meetings and events, but nowadays communication opportunities are shifting to new areas such as online platforms and mobile apps. There are a number of tools emerging. These tools will soon become instrumental in communicating future plans for commercial and municipal development. An example would be the emergence of interactive maps and more efficient territorial planning.

5.3. For better efficiency: a territorial offer catalog

Here, it is about the development to publish catalogs presenting what a territory can offer to external users. This initiative can be considered useful for achieving a number of objectives:

- Attract consumers' attention to traditional products and services.
- Promotion of small producers who would not be able to sell themselves.
- Development of a common territorial offer, is likely to increase the attractiveness of the territory in the eyes of potential investors and/or visitors.
- Organize the territorial action plans around the strong points of the territory or the points requiring more exploitation.

The catalog itself, as well as the goods and services featured, demonstrate good product design and branding. And the products and services presented are linked to the values of the territory. It is particularly beneficial if the producer's facility listed in the catalog can be visited on-site and offers additional services: visits, tastings, workshops, etc.

This catalog serves as a reference for formulating the priorities of territorial managers. It thus makes it possible to outline the objectives of the various local authorities and to indicate avenues of work.

Conclusion

Throughout this article, we have devoted ourselves to answering the question: how can we ensure the effectiveness of the managerial processes of local authorities for the purpose of optimizing the management of the supply of these territories?

We have indeed analyzed the current managerial processes at the level of the municipality, and we have detected among other things: a general failure of HR which results mainly from the inadequacy of the qualifications of recruits to the challenges to be met by the municipality. We have also identified a lack of autonomy, which results mainly from the complexity of the relations maintained between the various local actors on the one hand, and the supervision of the Ministry of the Interior which reduces the speed of development of the municipality on the other. side. Added to this is the major problem of managerial coherence at the level of the elected office at the head of the municipality, which comes from very different political ideologies and can almost never agree on a coherent development plan and effective for city management. This has greatly delayed the development of the city for ten years and obliges the municipality to give up its place as conductor of the city to the regional council whose scope of activity is broader, and therefore endowed with priorities. which respond to the challenges that the region is experiencing (new administrative division, equity and structural development of the whole region, etc.)

To these challenges, we have proposed some managerial solutions: changing the nature of the relationships between the local authorities that manage the city. Others are more oriented towards the influence and attractiveness of the territory and the improvement of the business environment within the region as well as the city: the creation of a platform for business cooperation and dissemination of markets. Another proposal relating to the strategic management of the territorial offer, which resides in the inventory of the components of the territorial offer and their presentation in a document with dual use: it serves as a strategic map for the territorial authorities allowing them to take informed and concerted decision-making on the one hand, and a communication tool in fairs and communication events on the city as a destination.

A somewhat restrictive question may spring to mind: if we are really looking for managerial efficiency in the management of the city, would it not be appropriate to abolish the current management system of the communes by elected offices (democratic representatives of citizens) in favor of an office of technocrats hired for 4-year fixed-term contracts on the basis of a development program presented at the start and whose achievements will be evaluated at the end of the contract?

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