

**Urban management, urban marketing and urban governance: a triptych of
sustainable tourism marketing**

الإدارة الحضرية، التسويق الحضري و الحوكمة الحضرية: ثلاثية تسويق السياحة المستدامة

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Abstract:

Today, urban marketing can be a powerful tool for urban management and a fundamental instrument for improving the ability of cities to capitalize on opportunities and maintain their vitality as livable cities. Through the lens of tourism marketing, this article examines the perceptions, attitudes, and actions of marketers and urban managers toward sustainable destinations. In a systematic approach, this article tries to approach the concept of sustainable tourism and to extract the concept of "urban marketing" from the idea of "branding", that of "urban governance" is discovered in the method of "urban management". The study technique applied is largely based on the state of the art, and also on an analytical perspective on examples of inspiring tourism cities.

Keywords: Tourism marketing, urban management, urban marketing, sustainable tourism, urban governance.

ملخص:

التسويق الحضري يمكن أن يكون اليوم كأداة قوية للإدارة الحضرية وأداة أساسية لتحسين قدرة المدن على الاستفادة من الفرص والحفاظ على حيويتها كمدن صالحة للعيش. من خلال منظور التسويق السياحي، تبحث هذه المقالة في تصورات، مواقف وأفعال المسوقين ومديري المدن تجاه الوجهات المستدامة. في مقارنة منهجية تحاول هذه المقالة الاقتراب من مفهوم السياحة المستدامة واستخراج مفهوم "التسويق الحضري" من فكرة "العلامة التجارية". ثم اكتشاف "الحوكمة الحضرية" في طريقة "الإدارة الحضرية". تعتمد تقنية الدراسة التطبيقية إلى حد كبير على أحدث ما توصلت إليه التقنية، وأيضاً على منظور تحليلي لأمثلة من المدن الملهمة لمناطق الجذب السياحي.

الكلمات المفتاحية: التسويق السياحي، الإدارة الحضرية، التسويق الحضري، السياحة المستدامة، الحوكمة الحضرية.

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1. INTRODUCTION

Tourism is one of the world's most dynamic industries. If properly managed, it is an important generator of income and employment, as well as a powerful vector of economic and social growth for the nations that open up to it.

Tourism is a complex sector that contributes substantially to the economic, social and cultural development of a destination. It encompasses a wide range of different fields of activity (transport, accommodation, catering, leisure, trade, crafts and agriculture). It brings together a diversity of actors with different logics and expectations (public and private sectors, associations, local residents, visitors) and is at the intersection of many public policies (regional planning, culture, sports, and employment). Tourism is a particularly difficult sector to prepare and manage. This complex activity can also have a major beneficial effect on sustainable development, but it requires certain obstacles to be overcome. First of all, it is essential to understand the true scope of tourism phenomena.

The effects of tourism are often described as either good or bad (Iankova, 2007). In terms of its negative elements, tourism, if not properly managed, can create significant socio-cultural, economic and environmental changes in destinations. Tourism, as an essential component of a country's economy, is a source of mobility, energy and water consumption, social and cultural tensions and conflicts with other economic activities (Cerdon and Dubois, 2000). Tourism, according to Laura Berteloot (2008), is responsible for millions of tourist visits worldwide. It contributes substantially to the creation of greenhouse gases.

As tourism produces negative environmental, social and economic changes in tourism destinations, the role of marketing and urban management in promoting a sustainable tourism destination has become increasingly important.

Tourism is not a new phenomenon; it dates back to the 18th century (Brault, 2004, p.01). It has been a source of contention for as long as humans have been traveling the world.

There are many types of tourism and classification systems. Seaside tourism (sea), mountain tourism (mountain), ecotourism (green tourism), rural tourism (countryside), and finally, urban tourism are the most popular types of tourism (city).

Tourism activity revolves around tourist destinations. Nevertheless, the key question is: how can marketing and urban management contribute to the long-term sustainability of tourism at the destination level?

- How can urban marketing help cities become more competitive?

Cities need to build their reputation and identity in order to compete with other tourist locations in the world: how to create a brand that promotes the tourism sector to become more competitive, lucrative and productive?

What is the function of the destination brand in the development of sustainable tourism, given that the tourist destination is considered as a well-defined geographical entity under a brand, grouping together all the tourist goods, services and environments?

The function of tourism marketing is to be defined in order to contribute to the success and

sustainability of tourism destinations. The main contribution of this paper is to provide an overview of the significant potential of marketing and urban management to ensure sustainable tourism at the destination level, based on the results of several research studies on the role of marketing and urban management in sustainable tourism destinations.

2. METHODS

Tourism has always been important in terms of job creation and investment promotion. However, as a business, it is primarily concerned with the deterioration and depletion of the natural and cultural resources of the tourist site, which must be preserved for future generations. And, more specifically, since the global awareness of ecological disaster, curiosity and the international debate on climate have pushed tourism towards sustainability, elevating it to the status of "sustainable tourism". It supports and enhances local cultural identities while alleviating poverty through participatory environmental management efforts.

Tourism is an economic lever that is constantly changing. The importance and the complexity of the stakes generated by the tourist activities oblige the competitors to present their assets, in particular the means of communication, which have become today an essential tool to attract the tourists and invite them to discover the tourist products.

Tourism has a significant influence on the economies of countries around the world. Its promotion and the long-term sustainability of tourism destinations are two of the most critical aspects of tourism activity (Hartwell, Fyatt, Page, Ladkin, & Hemingway, 2018). Tourism marketing increases demand for tourism products, which is problematic because tourism destinations contribute to biodiversity erosion, destruction, and loss, as well as climate change. Tourism promotion, which has traditionally focused on increasing the number of visitors and views tourism as a product, is still seen today as a threat to its sustainability (Pomering, Noble, & Johnson, 2011, pp. 953-969).

Tourism marketing as a concept includes two words, tourism and marketing respectively. Tourism can be categorized as an intrinsic societal phenomenon that encompasses the movement of individuals to and from places away from their normal residence for a temporary stay. While marketing is a management mechanism that involves identifying, anticipating, satisfying and capitalizing on consumer desires (Sharpley & Pearce, 2014, pp. 557-573).

In this article, we try to extract the concept of "urban marketing" from the idea of "branding". The concept of "urban governance" was discovered in the "urban management" phase. The research process applied here is largely based on the state of the art. To examine the literature on tourism marketing and better understand its role in sustainable tourism, the literature review serves as both a reference tool and a primary source of information. Thus, we not only conduct a content analysis of the literature but also a model analysis of instructive case studies of cities that have met our expectations, also taking into account all the unique contexts that each country or city faces in order to fit into the logic of sustainable tourism development.

3. RESULTS AND DISCUSSION

3.1. Marketing and city identity management: convoluted missions

Urban brands are not logos or slogans, but associations and knowledge about a city that people have in their heads (Zenker, 2011, pp. 40-52). Logos and slogans are the only marketing tools available at the end of a brand "business management" process (Braun, Eshuis, & Klijn, 2014, pp. 64-70). Branding is a new approach to urban planning and sustainable cities. It helps the city manage its logo in a variety of ways by converting the city's visual image into a brand image (Rehan, 2014, pp. 222-230). City brands can be extraordinarily effective if they strategically pursue a long-term goal (Zenker & Martin, 2011, pp. 32-41). One of its most common goals is to build a certain image (brand awareness) in the minds of target groups. Cities try to achieve this by communicating in three different ways: physically, commercially, and through word of mouth (Kavaratzis, 2008).

Tourist destinations renew themselves by undergoing timely changes in infrastructure and spatial and social organization to become attractive destinations with a strong urban atmosphere. In a dynamic of sustainable tourism, some driving projects, through the dynamics and urban movements they trigger, give cities an urban brand.

Based on the principle that each city has a face that gives it its specificity, urban marketing, in a managerial approach and by ensuring good governance, puts this portrait forward in shop windows. Cities have complex brand personalities. The objective is to orchestrate them under an urban brand. Urban governance, as identified in the "urban management" approach, is a response to the challenges of managing the multiple dysfunctions of tourism destinations. The successful reconstruction of the social unity of the city and the restoration of the coherence of the urban tourist territory require good urban governance (Smouts, 1998, pp.81-89).

3.2. Urban marketing: a tool for urban management

Marketing is notoriously and quickly misunderstood, confused and discriminated against by traditional advertising. Commonly, the idea of marketing simply refers to selling at any price and that the only tool to achieve this is advertising. However, in its essence, the concept of marketing has a scope that goes beyond that. It attempts to satisfy the needs of the customer.

Urban marketing is in close contact with many scientific and practical disciplines - urban planning, urban development and architecture, sociology, philosophy and journalism, business administration, communication and urban research. Over the years, many valuable contacts have also been made with experts in the social web, digitalization, tourism, retail, politics, events, finance, and law. According to Philip Kotler (2012), "Marketing is the science and art of identifying, planning and delivering value to a target market to satisfy its requirements. Unmet needs and expectations are recognized, customer demand and potential benefits are identified, tracked and measured, and associated goods and services are developed and supported."

Urban marketing works in the same way. According to Jan van der Meer, it is "a set of initiatives to improve the connection between the supply of urban functionality and the demand of its residents, local businesses, tourists and other visitors" (1992). The first step in urban marketing is to understand what we have and what people want; this requires market research and situational

analysis, which provides the information needed to determine what people want from the city; and from this, strategies to capture this target audience will be developed.

In their daily lives, cities are no longer just an urban conglomerate, but rather businesses and products. They are constantly competing with other cities to attract tourists while keeping their current residents satisfied. Evidence of this increased competition between cities can be seen in the strategy of logos (branding), one of the most famous being "I love New York". Cities must seek out their uniqueness, enhance it, make it recognized, and finally position themselves in the minds of all target audiences in order to compete and offer their potential "customers" what they need, and to do this, it is necessary to use urban marketing as a tool of urban management.

3.3. From tangible marketing to image marketing

In recent decades, the global demand for tourism, driven by the population explosion and the increase in world income, has grown at an unprecedented rate. The tourism we know today is a particular phenomenon of the twentieth century. It has assumed considerable economic and social importance.

Globalization and metropolization combined with tourism cause an urban movement of a spatial (urban mutations), dynamic (people, goods and capital) or virtual (knowledge) nature. If this movement is poorly managed, the adverse effects of tourism activity affect the environment. In the face of globalization and under the pressure of new economic data, the implementation of economic and social development strategies, planning and regional development, has become essential for any country that wants to be at the forefront of the world stage.

Some countries have realized the importance of creating a positive socio-economic environment and launching a country branding strategy. In today's fiercely competitive tourism market, image formation has become the key to occupying the dominant heights of the market. Research on foreign tourism shows that image is one of the most important factors in attracting tourists: Image gives tourists a sense of pursuit, which drives them to travel. Establishing an image is of great importance to the sustainable development of tourism. The most successful destinations have a compelling tourism image. The successful experience of tourism development in developed tourism countries is intended to shape the global image of tourism. Tourism development aims at attractiveness as tourism pull factor to promote the market, relying on the image to attract tourists.

3.3.1. Urban identity with visual consumption for tourism promotion

Urban marketing optimizes the external perception of the city (its promotion) in order to attract investors, increase population growth, and stimulate the development of tourism and other socio-cultural objectives. An important feature of urban marketing is the development of a new visual image of the city, including the construction of "flagship" (system) buildings and structures, often characterized by their original design.

In a context of globalization and competition, urban spaces are being transformed and must respond to requirements of "staging" and promotion through image, more pronounced than before (Gwendal, 2011, p.142-158).

Tourism promotion imposes a strong urban identity, a landscape, a setting conducive to dreams and visual consumption (Zukin, 1991). In terms of tourism, the Parisian metropolis constitutes a major pole of attraction in terms of images and tourist flows. It evokes memories and attracts the attention of a large public. This is the result of a city that has long served as a dominant vector of representations and stereotypical forms that spread freely in the media flow.

By transforming itself into a space for walking and entertainment, Paris has become a global metropolis. With its harmonious, homogeneous, singular, magical and impressive landscapes and urban setting, its multifunctional (heritage, cultural and commercial) center, and its rich historical heritage, the city of Paris continues to attract tourists. Thanks to its power of attraction, Paris has become not only a polarizing tourist destination but also a chic and glamorous city.

Indeed, urban marketing is a strategic marketing of a city or an urban area to promote its development. It is used to change the perception of the city by foreigners in order to stimulate tourism, improve immigration and encourage investment.

3.3.2. Tourism marketing through cultural marketing using experience marketing

Malaysia has good reasons to give its country a clear position with "Asian charm". Malaysia's tourism marketing belongs to the category of large-scale cultural marketing: Since 2003, the annual Global Convergence Malaysia (Jäger and Sachs 1997:83-110) has been a global tourism promotion event sponsored by the Malaysian Ministry of Tourism (Lubeigt 1979:371-399). The ministry invited media, business, and travel agency representatives from dozens of countries to Malaysia because Malaysian tourism officials believe that personal experience is better than any magnificent advertising. Word-of-mouth communication has an unprecedented advertising effect. In addition, the Malaysian Ministry of Tourism often visits major overseas source markets to conduct a series of overseas promotions, such as conventions and incentive travel promotions.

3.3.3. Urban marketing through urban mobility: rethinking the tourist destination

What marketing seeks to do in its different fields of application, including city marketing, is to know the customer's needs and therefore develop strategies to satisfy them by improving the product, in this case, the city-product. According to Victoria Elizagarate (2003), the product-city is the set of characteristics of the city that allow it to satisfy the needs and desires of different target audiences, such as citizens, visitors, investors, businesses or new residents.

The development of industrial activity in Bilbao has had an impact on the structure of the urban morphology and the evolution of mobility. The difficulties associated with congestion and pollution have led policy makers to consider the possibility of overcoming these obstacles through improved public transport provision. Bilbao, the Spanish city and capital of the Basque Country (Priotti, 2004), has implemented a strong and harmonious land-use and public transport program (Hervé et al., 2007).

In response to the growth of mobility, a factor of urban sprawl and decentralization of Bilbao's activities to all the municipalities of the agglomeration (Martinez and Vicario, 1995, pp. 349-367), the tramway, based on the idea of urban marketing, serves structuring facilities such as the Guggenheim Museum. This mode of transport is mainly intended to discover areas of the city

previously occupied by industrial activities (Gozálvez-Pérez, 1995, pp. 11-18).

These places correspond, at present, to the major cultural facilities or tourist attractions that form the urban project of Bilbao. Therefore, the tramway, which is linked to the urban regeneration of Bilbao, acts as a showcase and can be considered a tourist "attraction" in itself, as part of a larger city and society project.

3.3.4. Promotion of the city through a marketing plan in a managerial approach

Cordoba is the second most populous city in Argentina (Estallo, Carbajo, Grech, Frias-Cespedes, López, Lanfri, & Almirón, 2014, pp.129-136). It is also an important cultural hub that attracts university students from around the world. As part of Córdoba's strategic plan (Picazo, 2006, pp.139-151), which defines its desired vision for the future, the municipal government has fostered the development of a municipal marketing plan to promote the city. The plan is developed in four phases (Mesa-Arango, 2011), the first phase of diagnosis of the elements of urban marketing, for which an analysis of the image, infrastructure, attractions and people is conducted. Based on the information obtained in this first phase, the objectives to be achieved are defined. The third phase consists of selecting the city's marketing strategies that will enable the objectives set in the second phase to be achieved. Finally, the design and implementation of the actions constitute the fourth phase.

3.3.5. Tourist development through structuring projects

Faced with the imbalances caused by urbanization and the increase in the number of cars, Algeria seeks to develop strategies based on modernity that will allow it to position itself in a competitive environment. Algeria, like all developing countries, strives to meet all the economic, social and environmental challenges to develop tourism. It is for this reason that structuring projects have been launched throughout Algeria.

Cities such as Algiers, Constantine, Oran, Annaba, Setif, Batna, Mostaganem, in an ambitious vision to become lively, friendly and sustainable tourist cities, where the various functions coexist harmoniously, have launched major structuring projects. They will allow them to promote a balance in the urban framework and especially to create a pleasant living environment.

According to Mehdi Bennai (2010), the urban landscape of Algiers has changed considerably since the beginning of the 21st century. In the pericentral districts, these improvements are notable and impressive. These neighborhoods embody the strategic places where the future of the Algerian capital is played out. According to Lydia Hadji (2007), the city of Algiers is confronted with the globalization of the economy and must present an image worthy of a metropolis on an international scale. The objective of Algiers is territorial development in economic, social and cultural terms. It is a question of consolidating its new status of metropolis, of affirming its international vocation and its regional and territorial influence. To achieve these objectives and make Algiers a competitive city at the international level, the process of concretization of the Great Urban Project (G.P.U) of the Algerian metropolis was launched. This one aims at the economic, social and urban development.

3.4. From turbid marketing to green marketing

Cities appear as the space with the greatest potential for transition to sustainability in the 21st century, starting with the growth of human capital and the efficient use of productive resources. Faced with this situation, the world, the city and its citizens demand a new way of using and managing resources from public and private investments, in order to channel actions towards an equitable distribution of wealth, access to employment, education and services, conservation of the environment, adequate occupation of the territory and enhancement of the urban image. In the search for a sustainable development model, it is necessary to understand and accept the approaches described in the Brundtland study (1987), which include the promotion of social and environmental balance, as well as providing people with a high level of human growth and structures capable of meeting the needs of their communities.

Originally, the tourism industry was characterized as a polluting industry and environmental protection did not attract enough attention. Green marketing, born abroad, has attracted the attention of the business world, and with the implementation of the sustainable development strategy, green marketing is used by more and more companies (Vernier, 2013, p.67-74). Green marketing is a form of marketing to protect the environment and reduce pollution, forcing companies to combine market demand, environmental protection, and business interests (Roarty, 1997, pp.244-254). Green marketing is a complex marketing process. The method of selling products and/or services that focus on environmental protection includes gathering green information, seizing green opportunities (Dampérat & Dussart, 2007, pp. 101-106), developing green plans, setting green prices, and launching green initiatives. Effective green marketing requires the application of good marketing principles to make green products desirable to consumers (Ghoshal, 2008, pp.1-24).

The examples that have been analyzed have shown us that countries no longer hesitate to use the means of communication to proclaim their success. Before presenting and highlighting their tourism products, countries prepare and organize their territories to include them in sustainable development, using marketing and urban management.

Thus, based on the literature and empirical studies on the role of tourism marketing in sustainable tourism, the state of knowledge shows a correlation between the concepts of sustainable tourism, marketing and urban management.

3.5. Urban management, urban marketing and good governance: the triptych of sustainable tourism marketing

Tourism requires sustainability in a marketing process and sustainable management in good governance. Since all tourism destinations are a combination of goods, services and experiences, the notion of "tourism destination" is complex. If the notion of "tourism destination" is difficult to grasp, the notion of "competitiveness of tourism destinations" is even more difficult. The battle for competitive advantage is no longer a battle of goods and services, but of tourists' perceptions; it is therefore a battle that is played out in the cognitive mind of visitors.

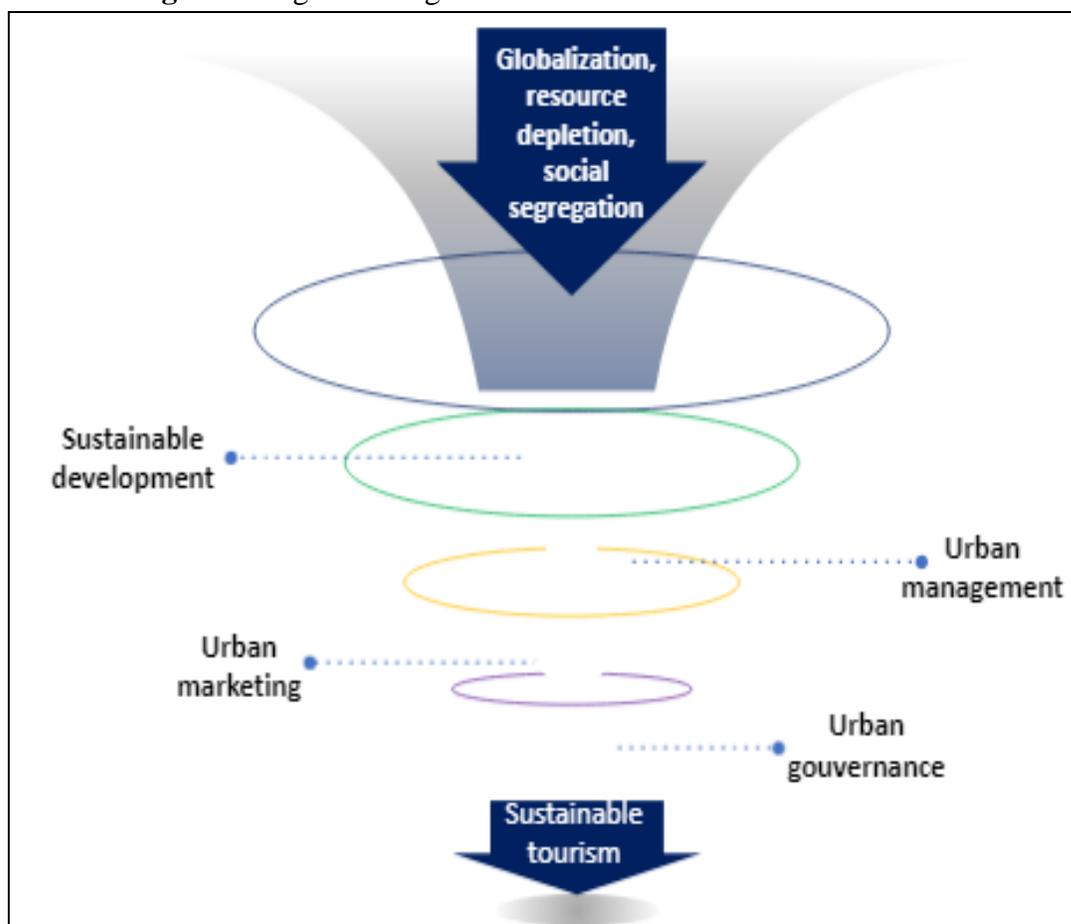
A great tourist destination is one that consistently attracts the desired visitors with unique and high quality experiences and continues to grow. Due to the complexity of the concept of "tourist

destination", managing and promoting a tourist destination through marketing is a difficult and demanding task. To ensure long-term sustainability, tourism destinations must be operated in a sustainable manner.

In urban marketing, we rethink the tourist destination as a product to be consumed (to offer, to welcome, to make it last), with details articulated by an intelligent managerial orchestration, to capitalize sustainably and economically on tourism for future generations without negative (environmental and socio-cultural) fallout.

Thus, by associating marketing with urban management (**figure 1**), we would have thought about the sustainability of tourism upstream and downstream. Also, in return for our experience, in the face of globalization, we are part of a win-win strategy.

Fig.1. Intelligent managerial orchestration of sustainable tourism



Source: Authors (2021)

Today, it is becoming clear that well-managed urban marketing is an important method for city management. Like business marketing, urban marketing must be professionally planned and executed. Based on the results, we present below some key elements for successful urban marketing:

Stakeholders and citizens must be made aware of the meaning and scope of urban marketing

at an early stage. All organizations and actors in the city must be taken into account and included.

The basic requirement for successful urban marketing is citizen-oriented management behavior and coordinated work between public and private administration.

4. CONCLUSION

The concepts of tourism marketing, urban governance and urban management are one of the most difficult issues to address when talking about sustainable tourism. According to the literature, urban governance, marketing and management are relevant areas to promote tourism destinations through various communication approaches and strategies. Competition is fierce as the tourism industry continues to grow and evolve. It is one of the fastest growing industries in the world. As competition increases, tourism destinations are forced to focus on meeting the needs of travelers. The popularization of tourism has led to the need to promote tourism products, giving rise to the concept of tourism marketing.

The analysis of examples in themes such as urban governance, marketing and management applied and used in the sustainable tourism industry constitutes for us an essential investigative tool to bring the key concepts of this article to the level of observable reality. In order to draw the essence, through observable signs, our model analysis concerns metropolises and tourist cities in the world (Paris, Malaysia, Bilbao, Cordoba and Algiers).

At the forefront of the most important social and economic sectors of the world economy, sustainable tourism, as a growing cultural and economic activity, refers to a complex concept commonly used by scientists and in conversations among friends. Offering great possibilities for the steady development of branded regions and cities, sustainable tourism encourages human contact with nature and culture, promotes the development of environmental resources and presents the beauty of human creation as a common heritage for future generations.

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