



ROLE OF TOURISM CLUSTER IN THE DEVELOPMENT OF BUSINESS TOURISM: CASE OF CAP NORD TOURISTIC TERRITORY

BENBBA Brahim: ENCG Tangier

HOUSNI HAMID: ENCG Tangier

OUBAIH Younes: ENCG Tangier .

ABSTRACT

As a complement to leisure tourism in terms of its seasonality, business tourism contributes effectively to the economic development of the territories by the importance of its economic spin-offs while proposing a priori social sustainability.

Today's tourist destinations are facing increasing competition, developing brand strategies, investments in communication and infrastructure, and managerial innovations such as the tourism cluster, which is a network structured by local players and which allows to generate a co-production ecosystem of the touristic experience.

Cap Nord touristic area, with its natural assets, takes full advantage of the summer season, and sometimes suffers from overcapacity. However, in the off-season, which lasts for almost nine months, things get complicated and professionals run in all directions to realize the famous turnover that covers their expenses.

Cap Nord is today facing the obligation to develop other forms of tourism, such as business tourism, and at this level we propose to adopt and adapt the concept of business tourism cluster as a management mode.

In this work, we will show how the concept of tourism cluster can become a powerful tool for business tourism development. Basing ourselves on an exploratory study among tourism stakeholders in Cap Nord, we will explore and understand their perceptions of the role of the Tourism Cluster in the development of business tourism.

Key Words: Tourism cluster, business tourism, proximity, touristic territory

INTRODUCTION

Due to the vulnerability of the tourism sector and its high sensitivity to the changes that the world is experiencing in recent years such as the technological revolution and the increasingly blurred tourist behaviour, tourism suffers immensely from the effects of seasonality, as well as the individual and isolated work of the tourism actors. Moreover, territories are more than ever required to diversify their tourism offer and opt for different forms of tourism such as business tourism, and adhere to new management tools such as the tourism cluster.

Morocco has a strong potential for the organization of international events. This is what emerges from the 2nd edition of "Meetings Morocco", a fair dedicated to the organization of seminars and professional events, organized in Marrakech on 12 and 13 January 2017 by the company "Globe Network" in partnership with Moroccan National Tourist Board (ONMT).

Cap Nord, the touristic territory of northern Morocco, has all the assets to develop a high level business tourism. It has witnessed a clear improvement since Tanger Métropole and the development of the TFZ free zone which attracted a lot of industries particularly collateral to the Renault project. With the organization of seminars and conferences, especially since the infrastructure has expanded with the opening of the Hilton Garden Inn City Center, a hotel dedicated to the business customer, not to mention the Movenpick and the Royal Tulip with its conference room of 1 000 m² (a first in Tangier) which presents an undeniable asset for the development of business tourism in the territory.

In order to give the development of business tourism in Cap Nord all its opportunities, the introduction of new management tools such as the cluster of business tourism has become indispensable to bring all the business tourism players of Cap Nord region around the same table to deal together with the constraints encountered and to target the same objectives through a common strategy.

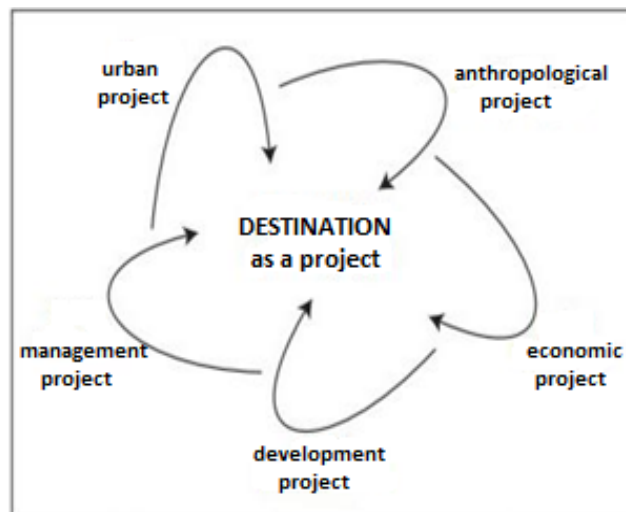
In this work we will show how the concept of tourism cluster can become a powerful tool for business tourism development. On the basis of an exploratory study of the actors, we will explore and understand their perceptions concerning the role of the Tourism Cluster in the development of business tourism.

1- The touristic destination as an integrated project

According to B. Kadiri, R.Khoms, M.Bonfarenko (2011), the destination presents itself as a dynamic set of projects conceived as intentional and interested efforts of the actors involved in the construction of the destination. These projects, which are at the same time differentiated but which contribute to the formation of an integrated project, refer to various dimensions. Thus, we would distinguish five organically linked projects:

- An anthropological project (vision of leaders, motivation of tourists),
- An economic project (market, tourism product),
- A development project (putting tourism in spaces);
- A management project (organizational and governance mechanism),
- An urban project (societal project).

Figure 1: Destination model as a set of projects



Source: (KADRI, REDA KHOMSI, BONDARENKO (2011)).

This perspective would contribute to the renewal of understanding of destination as a concept and societal project within the framework of the urban destination, enriched in particular by a transdisciplinary approach. By using some models of organizational theory (differentiation, integration and model of the interested parties), urban studies (the concept of urban project), psychology (the concept of resilience applied to the city), we could envisage the understanding and the evaluation of the destination other than by the life cycle model which does not account for the rich complexity of the latter.

The touristic destination is inseparable from other economic sectors (shops, banks, transport, health ...). The tourist is confronted throughout his stay with a multitude of actors in direct or indirect relation with the touristic sector.

On the other hand, the organization of tourism is often problematic because of its fragmentation and the isolation of these actors (private / public). The tourism sector is crumbling and comprises a large number of isolated but autonomous actors, yet complementary. "They have a habit of crossing each other without knowing each other" (PAMPI, 2013). The touristic destination is at the root of a lack of cohesion between the projects and their authors, the lack of horizontal communication (PAUTRIZEL, 2013). According to Nathalie FABRY (2009), a destination must be "a construction, a networking and not a collection of actors juxtaposed".

An attractive touristic destination attracts not only tourists, but also tourism players who are aware of the advantages to their location. According to FABRY (2009), a tourist destination can "capitalize on a portfolio of natural and / or created resources, rely on a structured, competitive and innovative tourism "industry", benefit from institutional supports, and get involved in a policy of sustainability. The socio-economic and natural environment of the tourism space, thus, becomes a fundamental support for attractiveness

Table 1: The four attributes of a touristic destination

Attributes	Supports	Illustrations
<u>Resource Portfolio</u>	Natural resources : Difficult to reproduce, Localized, the basis of touristic specialty	<i>Touristic spaces and Landscapes: landforms, climate, Coastline, rivers, Lakes, fauna, flora, Mountains ... Historical, artistic and cultural heritage</i>
	Created Resources: Valorization of resources and welcome of tourists	<i>Workforce Infrastructures: transport, Accommodation, touristic facilities</i>
<u>Competitiveness policy</u>	Competitive touristic industry (price / performance ratio)	<i>Spatial concentration of Tourism actors Ability to innovate, Differentiate supply, reliability Infrastructure and Equipment, quality of human resources, Regional planning</i>
<u>Institutional support</u>	Strengthening the touristic image of destination	<i>Touristic Communication, Organization of large Events Supervision of the Occupation, standards, Training</i>

<p style="text-align: center;"><u>Touristic demand</u> <u>Sustained</u></p>	<p>Targeting demand at the national level</p>	<p><i>Taste for the variety of Tourists and taking into account The variety of tastes of Tourists: differentiation, niches, product innovation</i></p>
---	---	--

Source: FABRY Nathalie, The "Touristic Cluster": Relevance of the concept and issue for destinations, 2009.

2. The business tourism cluster

Faced with an unstable environment and a constantly evolving competitive activity, the tourism cluster is a key solution for stakeholder organizations in a region. "The cluster is the cement of the information value chain, the support for the competitiveness of the players and the attractiveness of destinations." (Fabry, 2009). The cluster, thus, becomes a stakeholder in territorial management since it works alongside the public tourist organization system and, subsequently, develops repercussions on territorial policies and strategies (Brain, 2013).

A tourism cluster is a new approach to tourism activity related to consultation and ongoing cooperation between the various stakeholders; a tourism cluster can be the object of development of all types of tourism in one territory all together (Cultural, natural, sports, medical, gastronomic, religious ...), in the same way as it can specialize in a specific type of tourism such as **business tourism**.

2-1. Business tourism

Formerly described as an innovative concept, today business tourism is considered a full-fledged component of tourism. It is a highly remunerative segment that tends increasingly to become democratic. In addition to the direct and indirect economic spin-offs it generates, it provides companies with a privileged means of consolidating their image and carrying out marketing activities.

The dynamics of business tourism has changed slightly in recent years. The MICE industry has been hit hard by the recession of the industrialized countries. The economy has led companies to favor less distant, less luxurious and shorter journeys. However, companies continue to solicit MICE professionals for original, easily realizable and cost-effective services.

There are different designations attributed to business tourism. The United Nations (UN) uses the term "Meeting And Exhibition Industry", while at the European level the term "Convention And Trade Show Organization" is used.

Other terminologies refer to business tourism components such as "MICE Industry" or "MICE Tourism". MICE stands for Meetings, Incentives, Conferences and Exhibitions.

2.1.1. Meetings

They are meetings of companies, associations or governments organized with the aim of making decisions, providing training, allowing encounters, informing ... etc. This segment is characterized by high dependence on economy. In 2009, 40% of the meetings were canceled due to the financial crisis.

2.1.2. Incentives

These are employee reward programs in the form of travel, which may include meetings ("meetcentives") or not. This is the most lucrative segment per tourist generated, due to the importance of free time (maximum) and expenditure per day (high, as for the other MICE segments).

The originality of the proposed activities constitutes the decisive element of the choice of the destination, in particular for the stays in group. Incentives are the segment with the strongest propensity to prefer international destinations as for other MICE segments.

2.1.3. Conferences or Congresses

These are meetings carried out by associations or governments for the primary purpose of information. This segment appeals to a significant audience (average around 650 participants, but 30% of the conferences have fewer than 500 participants). Participants have free time organized by the organizers or linked to the participation. For non-national associations, they only opt for international destinations. The organizers would like to diversify the destinations in order to maintain the interest of the participants. Today the trend is to increase the search for "more for less", in order to increase the services offered despite rising costs and lowering budgets.

2.1.4. Fairs (Exhibitions, Events)

These are trade fairs for the presentation of products or services to the purpose of information and / or sale, in the form of trade show, in order to win customers and forge relationships. This segment is characterized by the highest audience (up to 1000 participants). Direct and indirect expenses related to this type of events are very high due to the cost of the stands. The volume of fairs remains low compared to meetings. However, the growth of the segment is driven by the number of participants and its volatility is compensated by the regularity and frequency of the trade shows.

For the choice of the destination, it should be noted that the traditional destinations are saturated and that the new destinations can attract only the new fairs. It is then important for a destination to find an industry footprint.

2-2. The development of business tourism through the concept of cluster

We have been able to see in the literature on clusters that there is no consensus around its definition. It has now been found that the term "cluster" encompasses a wide range of realities and is used as a generic term for bringing together different forms of development. The cluster can therefore vary in shape depending on the intensity of the networking, the size of the actors, their relations and their geographical extent, the local productive systems (LPS) or the competitiveness clusters.

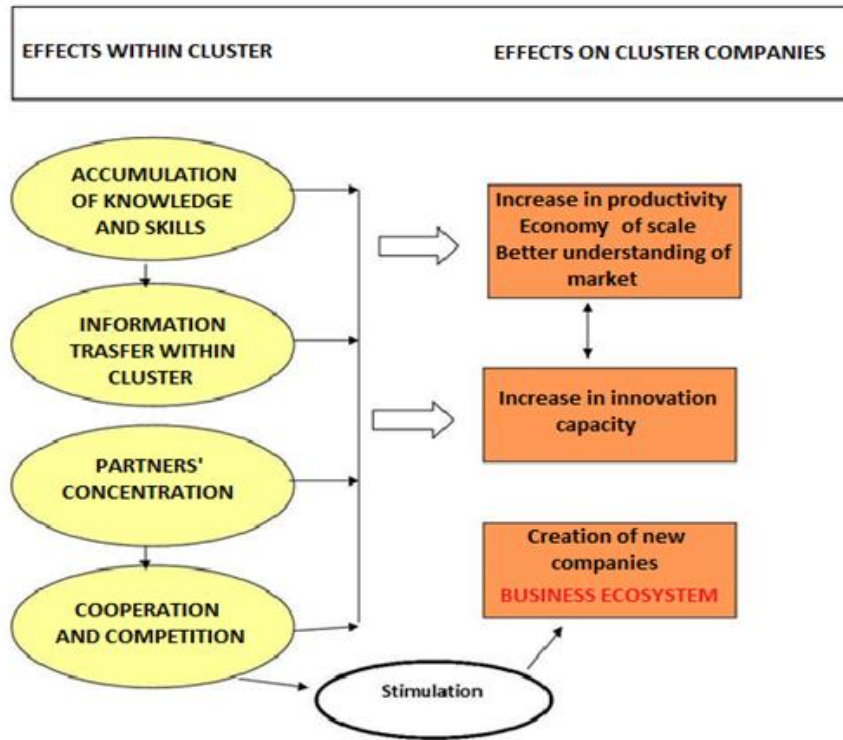
Nathalie Fabry, in her article entitled "The tourism cluster: relevance of the concept and issues for destinations", takes up the diversity of the cluster definitions and concludes that the term should be considered as an umbrella concept comprising a large number of local forms of organization of activities.

Moreover, there are three axes of accepted appreciations of the term cluster in the literature. First, the term cluster is approached from an economic point of view. It is then considered to be a grouping of enterprises linked by relationships or technology transfers, having a qualified employment pool, customers or common distribution networks. The second approach is part of a logic of geographical proximity. Finally, the third approach is based on a territorial vision, highlighting a marked territorial anchorage. The cluster is then considered as "a place, a pole, presenting a critical mass of actors thanks to a particularly strong concentration of companies, research and training organizations, operating in a particular field.

In the same way that they fosters an environment of both cooperation and competition between actors, clusters stimulate the activity of the peripheral sectors. The cluster will not only promote the companies that are part of it, but all the activities that affect the sector, such as businesses, local crafts, banking, healthcare, telecommunications, etc. It also requires the development of infrastructure often indivisible for the development of business tourism (roads, airports, energy supplies, waste and wastewater treatment, etc.).

As can be seen in the diagram below, the concentration of firms, the accumulation of knowledge and the atmosphere of cooperation and competition are elements that make the cluster a magnet for external entrepreneurs who maximize their chances of success by locating their project in the cluster to benefit from its advantages.

Figure 1: Multiple Cluster Effects



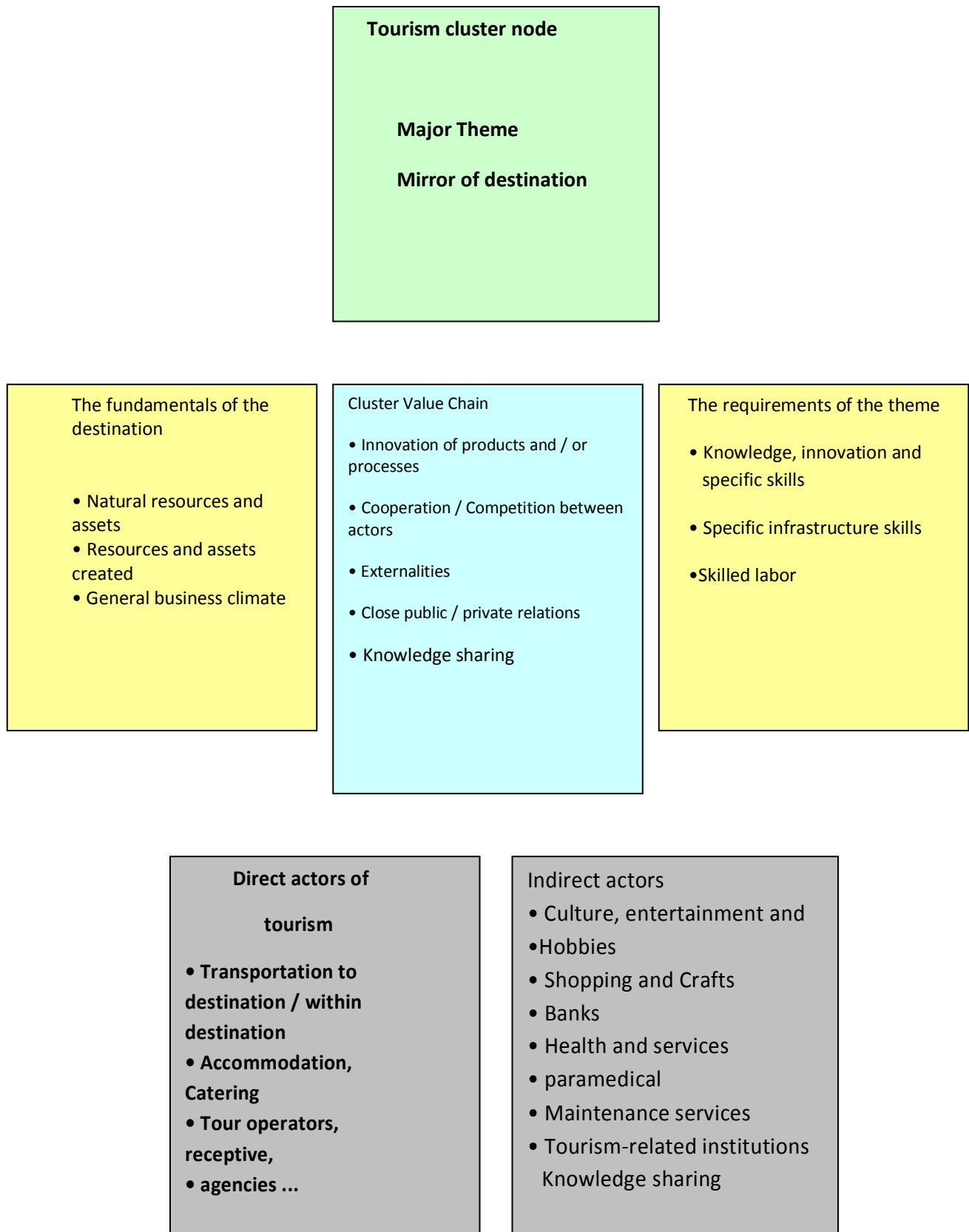
Source: BOSSU, 2013

First of all, what mainly distinguishes an industrial cluster from a tourism cluster is the tourism orientation of the cluster. It will be a production of services where the place of production is also the place of consumption because of the immobility

A touristic cluster focuses on the image and the theme of the destination to be conveyed. This theme is the crucial point of the cluster since it is on this theme that the supply of actors and demand will be built. In the diagram below, this theme is referred to as the node of the cluster.

The diagram emphasizes that for a destination to succeed in a cluster project, it must demonstrate fundamentals and prerequisites. For example, a destination wishing to position itself on business tourism must first have adequate infrastructure. Besides this, the quality of all the other infrastructures such as transport, accommodation or catering reinforces its attractiveness.

Figure 2: The structure of a tourism cluster



Source : Fabry, 2009

A territory becomes an attractive touristic destination as long as it is able to attract flows and retain them. We also noted the importance of a destination as being able to retain its own population.

One of the fundamental characteristics of the tourism sector is that it comprises a very large number of heterogeneous players (hotels, tourism, transport, catering, leisure ...), but for the most part all of them are interdependent. In order for tourism to be effective, it is essential that all players put in place coherent strategies in order to propose a strong destination offer. It is already at this first level that a cluster model is relevant insofar as the cluster meets this need for networking or clustering. The cluster will then make it possible to strengthen the links between the various actors, to foster an atmosphere of cooperation and / or competition, favorable to innovation.

In summary, a cluster-type organization applied to business tourism enhances the external visibility of the destination while consolidating its legibility and internal consistency.

The cluster gives the destination offer a built character and may involve a rise in range of offer.

A federation of actors implies a more competitive offer on the international scene.

According to N. Fabry, the touristic cluster is a relevant concept for a destination because:

"It allows the avoidance of duplication and overlapping of expensive and unsuccessful skills, facilitates the functional and strategic complementarity of the actors, reinforces the dynamic specialization of a destination and allows the networked actors to better understand and anticipate the emerging trends and the changes under way".

3. The proximist approach

Proximity has many implications for the economy, politics and society. For Grossetti (2000), the approach of proximity is to "understand the logics that produce formal or informal trade exchanges between organizations placed in a proximity situation. Empirical studies have shown that these exchanges are more important than in situations of lesser spatial proximity".

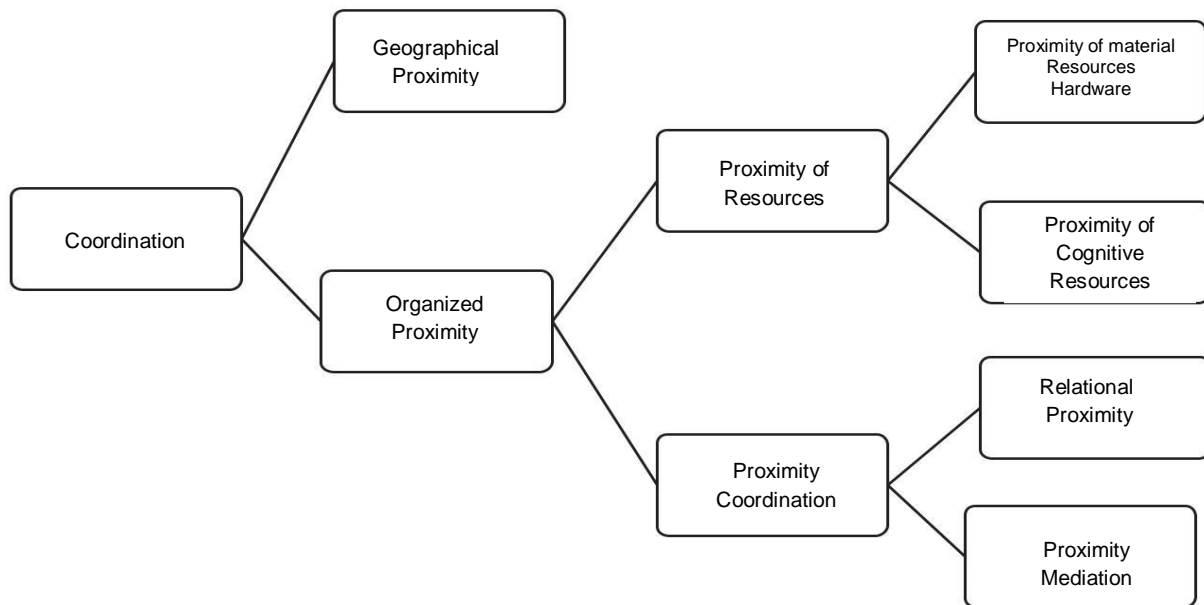
Proximity influences belonging to groups or networks and the way people or organizations interact. Boschma (2004), whose work has enriched the proximity approach, speaks of a "black box" when he introduces the concept of proximity. Researchers generally distinguish two types of proximity: geographic proximity and organizational proximity (Gilly and Torre, 2000). The first refers to links in terms of spatial distance. It makes it possible to take into account, on the one hand, the natural and physical constraints of space, and on the other hand, aspects of social construct such as transport infrastructures that influence the access modalities. The second reflects "the extent to which actors share the same space of relationships" and the extent to which they share "the same space of references and knowledge" (Boschma, 2005).

According to Boschma (2004), organizational proximity is naturally influenced by a third form of proximity: institutional proximity, which corresponds to "a common space composed of representations, models and rules applied to thought and action" (Kirat and Lung, 1995). Organizational proximity stems from two facts: the coordination of transactions and the transfer and / or exchange of information and knowledge. Organizational proximity is "the extent to which relationships are shared" within a mode of governance (Boschma, 2004). Some works present a segmentation of the organizational proximity in cognitive and / or social proximity, others introduce them in the form of social or cognitive dimension.

The work of Kirat and Lung (1995), Grossetti (2000), Colletis-Wahl and Pecqueur (2001), Torres (2003) and Gomez (2011) distinguish three forms of proximity: geographical, institutional and organizational. On this basis, we extend the declination of proximities to authors of the interactionist current and the work of Boschma in sociology.

Another typology of the approach of proximity, which we found very interesting for our study, is that of Bouba-Olga and Grossetti (2008).

Figures 3: Typology of proximities



In this typology, Bouba-Olga and Grossetti (2008) propose a segmentation of proximities from the simplest level of interaction, namely between two individuals. They consider that two individuals may be close because they are similar or complementary. First of all, we talk about the proximity of resources. In this case, the analysis focuses on the individual characteristics of their activities and resources. The analysis focuses on the "networks or devices that structure coordination" (Bouba-Olga and Grossetti, 2008), that is to say the elements that slow down or

promote their coordination apart from individual characteristics. We speak in this case of proximity of coordination.

According to Bouba-Olga and Grossetti (2008), the proximity of resources requires individuals to share similar characteristics or to be complementary (we speak of similarity and complementarity). The proximity of resources is then decomposed in proximity of material resources and proximity of cognitive resources. To justify this new ramification, the authors specify what they mean by these resources.

Resources represent both a constraint (financial resources for example), because their characteristics limit the action of the actor, and an issue (economic or political, for example) insofar as they can be coveted by other Actors.

Resources can be intangible (information, knowledge, rules, standards, etc.) and material (tools, energy, infrastructure, etc.).

The proximity of material resources reflects the fact that individuals are "similar or complementary in terms of the resources available to them (patrimony, income, diplomas, social status, etc.)" (Bouba-Olga and Grossetti, 2008).

Bouba-Olga and Grossetti (2008) use language as an example to illustrate intangible resources. Language represents a resource both individually and collectively, since each individual must master it personally and then share it within a group through their exchanges. Consequently, "certain resources have the characteristic of being essentially present in the heads of individual actors" (Bouba-Olga and Grossetti, 2008) and constitute the cognitive dimension of the proximity of resources which represents "a similarity or complementarity of values, "Projects", routines, conventions, referents, and so on. ..". (Bouba-Olga and Grossetti, 2008). They attribute to cognitive resources a "shareable" character and indicate that individuals mobilize them in order to coordinate their actions. Cognitive proximity refers to "everything that happens in the minds of people" (Bouba-Olga and Grossetti, 2008). Thus, this type of proximity concerns only the resources of the individual. The authors note that in some situations spatial proximity enhances cognitive proximity and facilitates information exchange. In the case where two companies are geographically distant, they can share a sectoral culture that facilitates the flow of knowledge. In order to identify the role of cognitive proximity, it is necessary to analyze the discourses and practices of the actors.

Within the proximity of coordination, (which concerns all the elements which slow down or favor the coordination of individuals outside the individual characteristics) Bouba-Olga and Grossetti (2008) operate a new segmentation and distinguish the relational proximity from the proximity of mediation . This distinction stems from the works of Granovetter (1973, 1983) on the "strength of weak ties". Granovetter defines weak ties as relationships between an individual and a distant acquaintance such as a friend of a friend. This weak link is a bridge between an individual and a group to which he or she can have access. Weak links are more open and bridge between groups of actors. Thus, individuals exchange more new information even if their

encounters are less frequent. Conversely, within a network of strong relationships (friend, family), individuals meet frequently and information flows redundantly among its members. Relational proximity is defined by the "position of the different actors in the networks" (Bouba-Olga and Grossetti, 2008). The greater or lesser distance which separates the actors within this chain of personal relationships represents the inter-organizational relational proximity. According to these two authors, this proximity is based on an inter-individual relational proximity. Two individuals from the same school can bring together the two organizations they work for to solve a problem. The inter-organizational relational proximity link would not be broken when one of the two individuals leaves his or her functions (decoupling process).

Bouba-Olga and Grossetti (2008) define a second type of coordination resource: proximity to mediation. In this case, the actors coordinate without using their social networks. Let us take again the example of Granovetter. In order to fill a position, a company will submit a hiring application to a recruitment firm or publish an advertisement. The individual responds to offers by sending spontaneous applications directly to companies or recruitment firms. Communication means (Internet, postal services, telephone, etc.), communication media (newspapers, web page, etc.) and "human intermediaries of recruitment and placement agencies" (Bouba-Olga and Grossetti, 2008) constitute the mediation resources. This type of proximity is supported by cognitive resources (languages, social norms, etc.) at the collective level.

For a job offer in a foreign country, the candidate will certainly have to share a common language with the company's staff. For a congress to take place in a destination, the organizers and the business or association of professionals must share a language.

4. Research methodology

The qualitative approach relies more on quality and provides a better understanding of the intended target, seeking answers to the question "how" and not "how much". It is more about understanding than quantifying. The interview is a social situation based on a meeting and an exchange that presupposes a direct contact between the researcher and his interlocutors. It implements communication and interaction processes, where the interviewee will be free to express himself / herself. The objectives of the qualitative analysis are to collect a set of information to better know our research topic. The qualitative method presents a number of advantages such as speed because it is not a matter of having a large number of respondents, but to have some to better understand the behaviors (sample of 10 to 70 people). In addition, there are different methods of data analysis, from abstract to content analysis. Lastly, there exist different techniques for collecting data in qualitative research (individual or group interviews, directive or semi-directive interviews, direct and indirect observations, etc.).

4-1 Presentation of the Study

We conducted an exploratory study to answer the following questions:

- How is the Cap Nord area situated as a business destination?
- What will be the impact of the business tourism cluster on the players?
- What would be the impact of the business tourism cluster on Cap Nord?

We have opted for a qualitative study, through semi-directive interviews with tourism stakeholders from Cap Nord Territory.

Through the snowball sampling methods, we selected a sample of 23 tourism operators from the Cap Nord region, made up of managers and experts from tourism professionals (hotels, travel agencies, events and communication agencies, Tourist transport, etc.), representatives of the State (tourism delegate, director of regional tourism council), tourism training officers, and a representative of the local population, as well as managers of foreign companies located in Cap Nord.

- Five managers of classified hotels in Tangier (Movenpick, Cesar, Solazur, Rambrand, Mirage);
- Three Travel Agencies (Gazelles Destination, MTO, Morocco Polo);
- Four event and communication agencies (private event, LG event, vevent.com, scoop com);
- A Tourist Transporter (President of the Association of Tourist Transporters in Tangier);
- Two State officials: Tourism Delegate and Director of CRT (Regional Council of Tourism).
- Two tourism training managers (ISIT – International Higher Institute of Tourism -TANGIER);
- A representative of the local population (responsible for the environment at Tangier town hall);
- Four managers of foreign companies (2 located in Tangier Free Zone and 2 in Mghoura Industrial Zone)
- One Journalist specialized in tourism, Editor in chief of the tourism and gastronomy magazine.

(Interview guide: Annex 1)

5. Analysis and discussion of the results of the exploratory survey

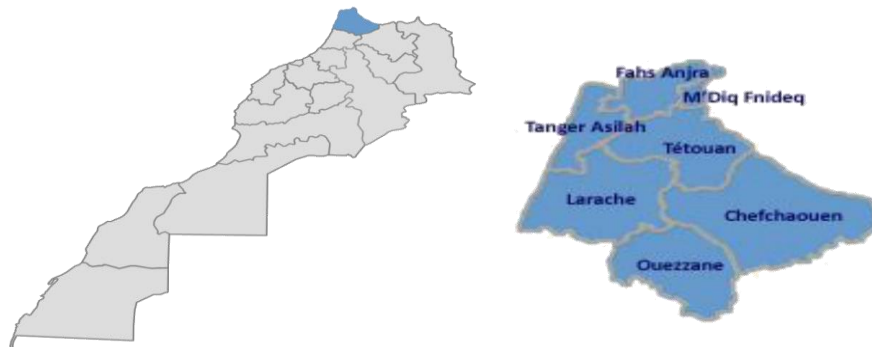
In this section, we will present the Cap Nord territory, advantages and touristic positioning, as well as the analysis of the results obtained during our qualitative exploratory study, which we carried out with the tourism actors of the Cap Nord territory concerning business tourism cluster.

5-1. Presentation of Cap Nord

The development of the business tourism industry in Morocco is based on four key pillars: the living environment of the destination, transport infrastructure, accommodation and MICE reception facilities, cultural wealth and civilization reach, and leisure and entertainment. Some cities in the Kingdom have important potentialities for hosting the biggest professional events, while for others there are still challenges.

Each administrative region of Morocco belongs to one or more of the identified tourist territories. For a region, the territory is a platform that gives it international visibility and a catalyst for working together with neighboring regions. Like a territory, at its level, each region will deploy an offer of its own, but which must be consistent within the strategic positioning of its territory or territories of belonging. Thus, an analysis was carried out at the level of each region so as to be able to better evaluate its potentialities, opportunities and constraints, and to foster dialogue for the elaboration of action plans specific to it by all the partners concerned. The Regional Contract Programs summarize the commitments for the region.

The Cap Nord territory consists of 5 provinces of the Tangier-Tetouan region (Chefchaouen, Fahs-Anjra, Larache, Tetouan and Ouezzane provinces) and the Tangier's Asilah and Mdiq-Fnideq prefectures.



According to the Regional Contract Program of Cap Nord, in terms of structuring of the offer, the touristic development of the region will have to be built around 3 axes:

- Increased valorization of cultural and natural products
- The development of a specialized MICE offer at international trade fairs, based on the motors of economic development in the region

- Consolidation of the seaside offer on the Tangier-Tetouan coastline; in particular, to rehabilitate and enhance the cultural product of Tetouan and integrate it into a seaside offer of quality, exclusive and seasonally adjusted.

Our work focuses on the development of the MICE offer in Cap Nord, and we propose to adopt and adapt the business tourism cluster concept as a management mode. Basing ourselves on an exploratory study of actors of tourism in Cap Nord, we will explore and understand their perceptions concerning the role of the Tourism Cluster in the development of business tourism.

5-2. Analysis of the qualitative study of the Cap Nord territory

Presentation of the results

The results of the semi-directive interviews with the tourist operators, represented by a sample of 23 actors, showed points of agreement and points of disagreement.

One thing that we have well marked is the quality of the reception with which they welcomed us: it was for us a true sign of willingness to change in the positive sense.

During the interviews with actors in our sample, we were asked several times to explain the concept of business tourism cluster.

Analysis and interpretation of results:

For the question:

• How is the Cap Nord area situated as a business destination?

- All the actors of tourism of our sample affirmed that Cap Nord has become a tourist destination of the first plan in Morocco, and that it has all the elements united (natural and created) to develop an attractiveness and competitiveness with the competitors (South of Spain), or those on the southern side (Casablanca and Marrakech ..).

They also affirmed that Cap Nord with its diversity of touristic resources and its special atmosphere, the territory can fully satisfy the tourists who are looking for two types of experience in their travels: an experience of cultural discovery, with the sites of Tangier and Tétouan, and an experience of relaxation and discovery of 'nature and seaside' with the sites of Chefchaouen, Asilah and Larache.

- For the question of **locating Cap Nord as a business destination**, we have noted two distinct positions:

- State representatives, trainers and representatives of the local population all affirmed that Cap Nord has all the assets to go forward for business tourism, especially since Cap Nord has a double vocation, the first one is touristic with all its natural and cultural resources, and the second one is industrial with the rapid pace that the city of Tangier knows in terms of hosting of large international industrial firms.

- Tourism professionals (hotels, travel agencies, transport companies, event agencies, etc.) have stated that Cap Nord has strong elements to position itself in business tourism, but with caution, and they have marked the existence of a lack of co-operation and co-ordination between the tourism actors and which can constitute a real constraint for such a positioning. The professionals added that a well-crafted strategy must be devised for the development of business tourism in their territory, that the infrastructure for hosting international fairs has not yet emerged, and that initially we must aim for meetings and incentives.

- The managers of foreign companies located in Cap Nord affirmed that the territory has all the conditions to develop a competitive business tourism and that the work in infrastructure is considerable in a quasi absence of work in terms of management of the players of the territory.

For the question: **What will be the impact of the business tourism cluster on the players?**

- After having explained the concept of the business tourism cluster, its technical details, advantages, objectives and successful experiences of this concept, all the players in our sample expressed a positive reaction, while stressing their willingness to study the adoption and adaptation of this concept for Cap Nord territory:

- Representatives of the State as well as those responsible for training and representatives of the local population affirmed that the relations between the tourism actors in Cap Nord territory have always been active and that the cooperation work is regular. They added that the concept of business tourism cluster would be of great added value to inscribe the attractiveness of the territory in a dynamic and sustainable approach.

- Tourism professionals (hotels, travel agencies, transport companies, events agencies, etc.) have denied all forms of cooperation between tourism actors in Cap Nord territory. For them the concept of a tourism cluster would be a remedy for the development of a competitive business tourism, and it would be a powerful tool to strengthen the links between the different actors, to foster an atmosphere of cooperation and / or competition, favorable to innovation.

- The managers of foreign companies based in Cap Nord appreciated the idea of the cluster of business tourism, and they affirmed and confirmed that this would be a relevant solution to remedy the management problem that they evoked in the first question.

For the question: **What would be the impact of the business tourism cluster on Cap Nord?**

- All the actors of tourism of our sample affirmed that the cluster of business tourism would be of great importance for the reinforcement of the external visibility of the Cap Nord business tourism

destination while strengthening its readability and its internal consistency. Business tourism is also a complementary activity of leisure tourism and represents an opportunity to extend the seasons and diversify the customer base.

Conclusion

Thanks to the variety of its landscapes, its high quality touristic infrastructure and the diversity of its cultural, industrial and technological heritage, Cap Nord territory has an invaluable competitive advantage. It would be a shame not to use it with intelligence and determination to enhance its attractiveness and develop competitive business tourism, a sector whose economic spin-offs should contribute to sustainable and dynamic development of the territory. This service activity also offers the invaluable advantage of being a showcase for exposing the various potentialities of the territory and attracting foreign investments.

Our exploratory study has shown that the main constraint for the development of a competitive business tourism in Cap Nord territory is mainly managerial and relational among tourism stake holders. The concept of business tourism cluster stands out as a remedial solution in order to inscribe the development of Cap Nord territory in a dynamic and lasting approach.

Bibliography

Works

FRANCOIS Ludovic. Territorial Intelligence: the economic intelligence applied to the territory. Paris: Lavoisier, 2008, 121p.

FORSMAN M., SOLITANDER N. (2003) Network knowledge versus Cluster knowledge. The Gordian Knot of Knowledge, Hanken School of Economics, Department of Management and Organization, Entrepreneurship and Management, Working Paper 494, 30 p.

PORTER Michael. The competitive advantage of nations. New York: Free press, 1990,883p.

Theses

BERTHINIER PONCET Anne. Governance and innovation in French clusters. Thesis for the degree of Doctor in Management Sciences. Université de Grenoble, 2012, 495.

BÉDÉ.S The Cluster, a territorialized network of organizations, for an attractive destination: the case of tourism of meetings and congresses of the PACA region. Thesis in order to obtain the title of Doctor of Management Sciences. University of Nice - Sophia Antipolis, 2013, p. 67-80.

ARTICLES OF REVIEWS AND NEWSPAPERS

BOSCHMA, R. (2004), Proximity and Innovation, Rural Economics, Vol. 280, No. 1, p. 8-24.

- BOSCHMA, R. (2005), Proximity and innovation: a critical assessment, *Regional Studies*, Vol. 39, No. 1, p. 61-74.
- BOULA-OLGA, O. and GROSSETTI, M. (2008), Socio-economy of proximity, *Revue d'Economie Régionale & Urbaine*, n ° 3, p. 311-328.
- Boula-Olga, O. and Zimmerman, J.-B. (2002). Models and measures of proximity, *Universities of Aix-Marseille II and III*.
- CERVEAUX Corinne. Goazen, cluster tourism of the Basque Country. *Revue ESPACES*, May-June 2013, No. 312, pp. 25-33.
- CHABAULT, D. (2007), m The governance of territorial organizational networks: a literature review of an emerging concept}, *Research papers of the Center for Management Studies and Research in Touraine (CERMAT)*.
- CLERGEAU Cécile and VIOLIER Philippe. The specific challenges of tourism clusters. *Revue ESPACES*, May-June 2013, n ° 312, p.15-24.
- CLERGEAU Cécile. Decentralization of tourism clusters: perspectives and challenges. *Revue Espaces* n ° 330, May 2016, p.2-4.
- FABRY Nathalie. Tourism clusters, competitiveness of players and attractiveness of territories. *International Review of Economic Intelligence*, 2009/1 Vol 1, p 55-66.
- FABRY Nathalie and ZEGHNI Sylvain. Cluster tourism in the Val d'Europe: the ambition of Excellence. *Revue ESPACES*, May-June 2013, n ° 312, p.43-48.
- FABRY Nathalie and ZEGHNI Sylvain Tourism and local development: an application to tourism clusters. *Worlds in Development*, 2012/1 (n ° 157), Pages 97 - 110
- FABRY, Nathalie, The "tourist cluster": relevance of the concept and stake for the destinations}, *Sociedad española de estudios de la comunicación iberoamericana*, 2009, n ° 20, p. 13.
- FABRY, Nathalie, m Sustainable innovation in tourism: the case of the European City of Culture and Sustainable Tourism (CECTD), *Management & Avenir*, 2012, n ° 6, p. 100-113.
- FABRY, Nathalie. Tourism cluster and territorial anchorage, *tourism worlds • tourism and research • March 2013*, p.43-53.
- GOLLUB J., HOSIER A., WOO G. (2002) Using cluster-based economy to minimize tourism leakages, UNWTO, 60 p.
- GROSSETI, M. (2000), The effects of spatial proximity in relations between organizations: a question of embedding, *Space and Society*, n ° 101-102.

KADRI Boualem, REDA KHOMSI Mohamed and BONDARENKO Maria. " The concept of Destination, "Téoros, January 2011, p.12-24.

LACOUR C. (2009) A new regional science? Journal of Regional and Urban Economics, No. 2, 289-314.

MENDEZ, A. and Messeghem, K. (2009), m Introduction, Management & Future, n ° 5, p. 135-143.

PAUTRIZEL Françoise. Testimony. Director General of Biarritz Ocean, former member of the Management Committee GOAZEN. Revue ESPACES, May-June 2013, n ° 312, p 25-33.

PROVAN, K. G. and Kenis, P. (2008), m Modes of network governance: Structure, management,

And effectiveness, Journal of public administration research and theory, Vol. 18, No. 2, p. 229-252

STORER Michael. Buzz: face-to-face contact and the urban economy. Journal of Economic Geography, January 2003, No. 4, p. 351-370.

ZIMMERMANN Jean-Benoît. The territory in economic analysis. Revue française de gestion 4/2008 (no. 184), p. 105-118.

List of Tables and Figures

Table 1: The four attributes of a touristic destination	P5
Figure 1: Destination model as a set of projects	P4
Figure2 : The multiple effects of the cluster	P9
Figure 3 :The structure of a tourism cluster	P10