

Territorial Marketing in the Development of Sustainable Cities — Proposal for the Autonomous Region of Príncipe

Marketing territorial no desenvolvimento das cidades sustentáveis — Proposta para a Região Autónoma do Príncipe

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Abstract: In an environment marked by several changes and competitiveness, the territories seek to promote their visibility and enhance their attributes. In this perspective, territorial players see strategic planning and territorial marketing as two innovative instruments that help to promote and boost the socio-economic and environmental development of a given territory. This research aims to present and discuss a framework of contributions to the Development Plan of the Autonomous Region of Príncipe (ARP), focusing the contributions of territorial marketing and strategic planning, presenting the readjustment of the vision, mission and values, SWOT matrix, critical success factors and sources of competitive advantage. Target segments, positioning and marketing objectives were also defined, which boost ARP 's attractiveness, and support the activation of the proposed brand for the island, in order to promote responsible tourism and affirm ARP in the market, as a sustainable brand inclusive and participatory. In view of the results, it can be considered that the strategic development plans are significant tools, which guide the development of the countries, allowing the assessment of the gap between the not achieved and achieved strategies.

Keywords: territorial marketing, strategic planning, competitiveness, sustainable development, Autonomous Region of Príncipe

Resumo: Num ambiente marcado por várias mudanças e competitividade, os territórios procuram promover a sua visibilidade e melhorar os seus atributos. Nesta perspectiva, os actores territoriais vêem o planeamento estratégico e o marketing territorial como dois instrumentos inovadores que ajudam a promover e impulsionar o desenvolvimento sócio-económico e ambiental de um determinado território. Esta investigação visa apresentar e discutir um quadro de contribuições para o Plano de Desenvolvimento da Região Autónoma do Príncipe (ARP), focalizando as contribuições do marketing territorial e do planeamento estratégico, apresentando o reajustamento da visão, missão e valores, matriz SWOT, factores críticos de sucesso e fontes de vantagem competitiva. Foram também definidos segmentos-alvo, posicionamento e objectivos de marketing, que aumentam a atractividade da ARP, e apoiam a activação da marca proposta para a ilha, a fim de promover o turismo responsável e afirmar a ARP no mercado, como uma marca sustentável, inclusiva e participativa. Tendo em conta os resultados, pode-se considerar que os planos de desenvolvimento estratégico são instrumentos significativos, que orientam o desenvolvimento dos países, permitindo a avaliação da lacuna entre as estratégias não alcançadas e as estratégias alcançadas.

Palavras-chave: marketing territorial, planeamento estratégico, competitividade, desenvolvimento sustentável, Região Autónoma do Príncipe

Introduction

In a time where there is a climate of increasing competitiveness between cities, highly motivated by the profound socioeconomic and environmental changes seen in the last decades, there is an urgent need for territorial players (government, private sector, civil society, non-governmental organizations, among others) to find solutions in order to minimize the impacts of these frantic changes, so that the territories become in a more resilient, more attractive, more inclusive space and with a better quality of life.

The Autonomous Region of Príncipe (ARP), in the context of small African island territories, has been standing out, thanks to small measures implemented in nature conservation and preservation and sustainable tourism, which in 2012 guaranteed it the title of UN Biosphere World Reserve Organization for Education, Science and Culture (UNESCO)

and, very recently, a compliment from the United Nations (UN), as an example to follow.

From the need for a strategic plan for sustainable development for the island of Príncipe, which is, by the way, under construction by the competent authorities of that region, it became opportune to carry out this investigation, with the aim of contributing to the study and definition of the design, implementation and monitoring of the mentioned plan.

The main objective of this investigation is to understand how territorial planning and strategic marketing can support the sustainable development of ARP, through the elaboration of a framework of contributions to the island of Príncipe, in order to support territorial decision makers. in the implementation and monitoring of the strategic plan for sustainable development of ARP.

The achievement of these objectives, aims, not only to contribute to the accumulation of knowledge in this research area, but also to present results that provide information to the authority of ARP and all the players interested in the development of the island; classify and evaluate the development measures of the Príncipe2030 proposal; assist in the performance of the strategies of the Príncipe2030 proposal, regarding the implementation and monitoring of that plan.

2. Literature Revision

In this chapter will be addressed the concepts that support the proposal presented, namely, strategic planning, one of the main tools for planning and managing territories; and territorial marketing, as an enhancer of territories through the promotion of a set of dynamics.

Strategic planning supported by territorial marketing policies has been giving good results in Europe and recently in Portugal, always trying to project the territory, through sustainable projects and measures (Barros, 2011).

2.1. Strategic Planning

Territorial strategic planning has become, as one of the main planning and management tools for territories, in this globalized environment marked by constant fluidity and change (Gomes, 2014; Simplício, 2000).

Strategic planning consists in the definition of objectives and the selection of

means and ways so that these objectives are more likely to be achieved”, that is, “it corresponds to the attempt to anticipate and respond in a timely manner to events that may occur. in the external environment through the definition and structuring of general lines of long-term action, in order to achieve the proposed objectives (Nunes, 2015).

In addition, this instrument, seen as adding value to the territories, transforms them into a field of competitiveness with other places, as it takes advantage of opportunities and consequently eliminates threats (Fonseca, 2006).

This tool consists of a cyclical and decisive process for the success of sustainable cities and territories, since it allows to build, diagnose and evaluate their strategies and, through that, build a path based on the innovative vision, which promotes the identity of the places, reinforces social cohesion and responds to emerging paradigms, at the same time that: it determines the responsibilities of each actor and supports them in adapting to changes, fostering cooperation and mutual assistance between all; enables the plan's executors to act with greater clarity and accuracy; clarifies strategic objectives and makes them accessible to everyone; and manages resource savings in the best way (Araújo, 2016; Guell, 2000; Anholt, 2002).

In this sense, when this tool is well used, it should design the territory, in the sense of growth, development and innovation, in the following areas, as shown in Table 1 (Gomes, 2014).

Table 1
Main strategic sectors of intervention of the strategic plans

Strategic Areas of Intervention	
1. Quality of Life	Housing, Education / Training, Health and Safety, Sports, Infrastructure, Consumption and Services, Environment and Urban Ecology
2. Social Infrastructure	Vulnerable and minority groups, Unemployment and Professional Training
3. Culture and Territorial Identity	Artistic and cultural activity, Heritage and participation, Cooperation and Image of the city
4. Urban Management	Municipal services, Other public services, Administration and finance, Urban Planning and soil policy
5. Productive and Technological Capacity	Economic activity, Telecommunications, Transport, Human resources, Research and Development (R&D) equipment and infrastructure
6. Relationship with the Outside	Regional, National, Community and International Scope

Source: Gomes (2014)

Territorial strategic planning occurs due to the urgency to control the global socio-economic system, urban development and, mainly, to guarantee interaction and cooperation between all players of territorial development, such as: government, companies, residents, non-governmental organizations, among others, in order to attract resources of interest to the territory (Carvalho, 2012).

2.2. Territorial Marketing in the Development and Enhancement of the Territory

Territorial marketing is still a recent approach to marketing, since it was first consigned in literature in 1993 by Philip Kotler, Donald Haide and Irving Rein, as a strongly acceptable theory, through the comparison between the cities and the products (Anholt, 2002; Aragonez & Alvez, 2013).

However, for a better understanding of territorial marketing, it is first of all necessary to make a reference to the concept of marketing. Now, this consists of identifying the needs of consumers and the way in which those needs are met, in order to retain them, that is, marketing is the way in which organizations adapt their products / services to the needs of their target audience and make them reach the market (Kotler & Keller, 2012).

In this perspective, territorial marketing is understood, as being, the analysis, planning, execution and control of processes conceived by the players of a territory, in a more or less concerted and institutionalized way, which aims, on the one hand, to respond to the needs and expectations of people and entities and, on the other hand, to improve the quality and the global competitiveness of a city in its competitive environment (Cidrais, 1998, referenced by Mendes, 2020, p.21).

In addition, this tool has as

function to influence the target audience to behave in a positive and respectful way towards the products or services associated with a specific place, involving, for this purpose, the analysis and satisfaction of the needs of the *stakeholders* in order to create advantageous relationships in the exchange relationship with these and increase the value and attractiveness of territories (American Marketing Association, 2020, referenced by Mendes, 2020, p.21).

Thus, “*territorial marketing involves re-evaluating the re-presentation of regions to create and promote a new image, in order to increase their competitive position, both in terms of attracting investment and retaining available resources*” (Stokols & Shumacker, 1981). So, like the products, also places are “*classified and evaluated in all their dimensions*”, being necessary for its players to promote territorial values and attributes, efficiently and effectively, in order to attract audiences that are of interest to the territory (Kotler, Haider, & Rein, 1993).

The elaboration and implementation of territorial marketing in a region, should have as guide, a clear and concise strategy, involving a set of techniques and an organizational culture that excels essentially on teamwork.

In addition, this tool seeks to “*understand the competitive opportunity in the geographical context, define an effective strategy according to a given opportunity and the agents involved, stimulate action and carry out interventions and communicate with current and potential agents*” (Fernandes & Gama, 2006).

Table 2
Target markets of territorial marketing

Target Markets of Territorial Marketing
— Residents and workers — The existence of people is the most necessary condition to develop development strategies, which is why many territories have been betting on incentives to attract and fix population.
— Business and industry — The existence of a cohesive business and employer network can promote the population's fixation and consequently attract new resources.
— Tourists and Visitors — The mobilization of this group encourages the creation of hotel infrastructures and consequently generates new jobs, and promotes the improvement of the transport, health and other sectors.
— Exploration Market — Should not be considered isolated in the system, because no territory has all resources inherent to development.
— Initiatives-reinforcement and local attractiveness — Creation of events with international projection.

Source: Barros (2011)

The main task of strategic territorial marketing focuses on planning, organizing and validating the relevance of cooperation between stakeholders, as well as ensuring the involvement of all territorial players in local development (Moreira & Silva, 2007), since the territorial development, based on marketing strategies, promotes autonomy and creativity in search of solutions, contributing to a constant renewal of territorial affirmation strategies and reinforcing territorial self-esteem / self-image (Cidrais, 2008).

3. Methodology

The problem of this research focuses on the Sustainable Development of the Autonomous Region of Príncipe, supported by two tools: the Strategic Territorial Planning, which elaborates and outlines the guidelines/strategies for sustainable development; and Territorial Marketing, which by its means seeks to operationalize them making the territory more attractive. In order to respond to this problem, a framework of contributions was made for the elaboration of the ARP Strategic Plan of Sustainable Development, and, subsequently, for the implementation and monitoring phase of the referred plan. The work presented here was preceded by a comparative analysis between the guidelines of the Agenda 2030 of the United Nations for Sustainable Development, the Strategic Plan of Sustainable Development of Cape Verde, São Tomé and Príncipe and the ARP plan itself.

4. Contributions to the Strategic Plan for Sustainable Development of the Autonomous Region of Príncipe

This chapter seeks to cooperate with ARP players in the implementation and monitoring of the ARP Strategic Plan of Sustainable Development. In this way, it will be possible to enumerate the island's strengths, weaknesses, threats and opportunities, through territorial marketing and strategic planning. In addition, it will be possible to create a strategy that will improve the Príncipe's visibility with its audiences.

To this end, were used the mechanisms of strategic planning and territorial marketing, as shown below.

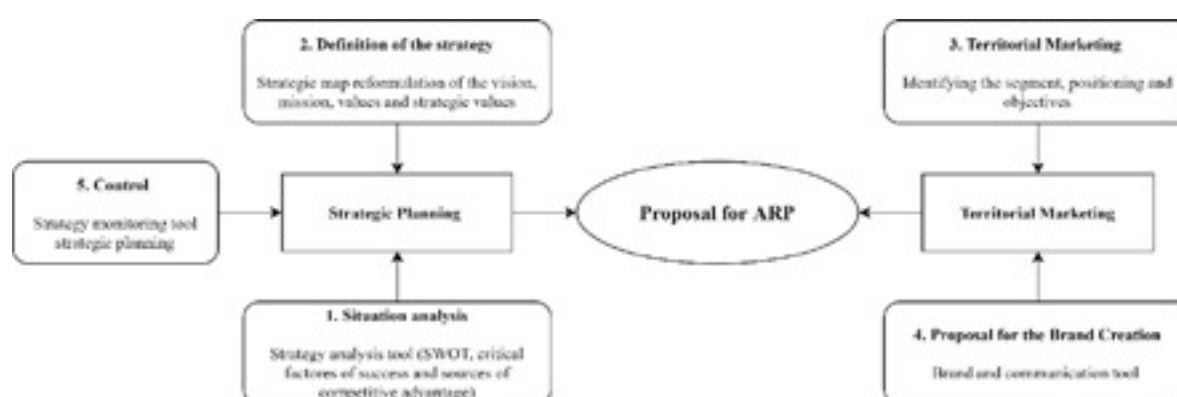


Figure 1
Mechanisms of strategic planning and territorial marketing
Fonte: Mendes (2020)

4.1. Situation analysis

In the global assessment of RAP, it was decided to use the SWOT analysis to identify the strengths, weaknesses, opportunities and threats.



Figure 2
SWOT Analysis
Source: Adapted from Mendes (2020)

The exposed elements are not watertight elements, they are elements that vary according to the evolution of the ARP development.

In clarifying the main critical factors of success for the development of ARP, it is concluded that they are the high biodiversity; availability of energy resources (water, solar, waves and seas, wind); return of staff trained abroad; and staff training to generate more value and competitiveness. The sources of competitive advantage, on the other hand, go through the sustainable lifestyle; quality of services; and strategic partnerships.

Vision

Autonomous Region of Príncipe, a world reference in the conservation of biodiversity, responsible tourism and sustainable development.

Mission

Autonomous Region of Príncipe, World Biosphere Reserve, aims to promote its sustainable development based on responsible tourism and biodiversity conservation, in order to encourage the return of its personnel qualified abroad, requalify the existing infrastructure, restructure the basis of public administration, boost its attributes, promote quality of life and green to blue economy, in order to meet the needs of sustainable development and biodiversity conservation.

Values

Promote Sustainability, in the three dimensions of sustainable development (economic, social and environmental); **Foster Inclusion**, through the return of staff trained abroad and the creation of measures that promote the reintegration of people in situations of social vulnerability, for greater social cohesion; **Resilience**, creating and adopting measures that mitigate the impacts of climate change; **Excellence**, promoting the competitiveness and quality of services throughout the public and private administration, so that it stimulates growth; **Innovation**, combining all existing synergies, in order to foster the entrepreneurial and creative competence of individuals, establish the alignment of education from pre-school to high school and encourage the use of new communication and information technologies, in order to generate knowledge; **Justice**, through inclusive and participatory governance before all actors.

Strategic Objectives

The strategic marketing objectives that will support the vision and mission, in order to make ARP a more attractive place to visit, live or invest in, are as follows:

- Create an attractive image of ARP, in order to promote its visibility;
- Bet on the qualification of its staff, to facilitate interaction with the market and, consequently, efficiently meet the needs of different audiences;
- Foster investment attraction.

4.2. Territorial Marketing

Segmentation

The segmentation of target audiences in a territory allows actors in the territory to clearly identify for whom, to develop strategies. Thus, the main segments for ARP are: residents, tourists, events, and investors.

Positioning

The positioning proposed for ARP is based on an **“environmentally friendly island, where nature and man go hand in hand, and where everyone is part of the development process, for an increasingly sustainable Príncipe, with better quality of life, more resilient and, above all, more inclusive”**.

The defined positioning highlights the following key notions, for the success in the development of ARP: sustainability, translates the idea of promoting economic and social sustainability, but above all environmental; quality of life, it is desired that ARP is a place, where men can live with dignity, have access to health conditions, education, housing, decent employment, security, among others; development, boosting economic and social development, always respecting the environment; Inclusion and Cohesion, protecting people in situations of vulnerability and giving them conditions to develop, in a healthy environment; resilience, developing measures mainly to halt the impacts of climate change; people, the involvement of all individuals in the ARP heritage development and conservation process.

4.3. Brand Creation Proposal

Brand Identity

Brand Name

“Príncipe Island”

The designation was privileged, in English, because most of the people who visit the island are foreigners, even though they are not from an English-speaking country, it is assumed that the majority uses English mainly during the trip, to communicate.

This name is due to the fact that the intention is to project and promote the island of Príncipe and its attributes, before the international community, in order to attract, mainly tourists and investors.

Logo

The logo will be illustrated with a parrot, which symbolizes the island of Príncipe on the country's coat of arms (STP) and underneath the name previously proposed, "Príncipe Island".

Regarding the colors used, it will refer to the colors of the ARP flag, as well as the warm colors that represent the African continent. Note that the blue represents the sea, the green the abundant vegetation that covers the island, the black symbolizes the rocks of the island, the yellow the attributes of the island and the red the intensity and cultural immensity of Africa.

Slogan

"Discover our world and have an experience"

Just like the brand name, the slogan will also be in English since the main targets are external audiences (tourists, investors, and Social Organizations).

Brand Image

The objective of ARP is to develop a brand that conveys the idea of proximity to its public and, above all, that values the island's attributes, through a concept that strives for quality, excellence, inclusion and above all sustainability, in order to provide the targets with a unique experience, feeling an integral part of the island.

Brand Identity Prism

The prism of the brand identity translates what the brand is, how it relates to its segments and how they interpret it.

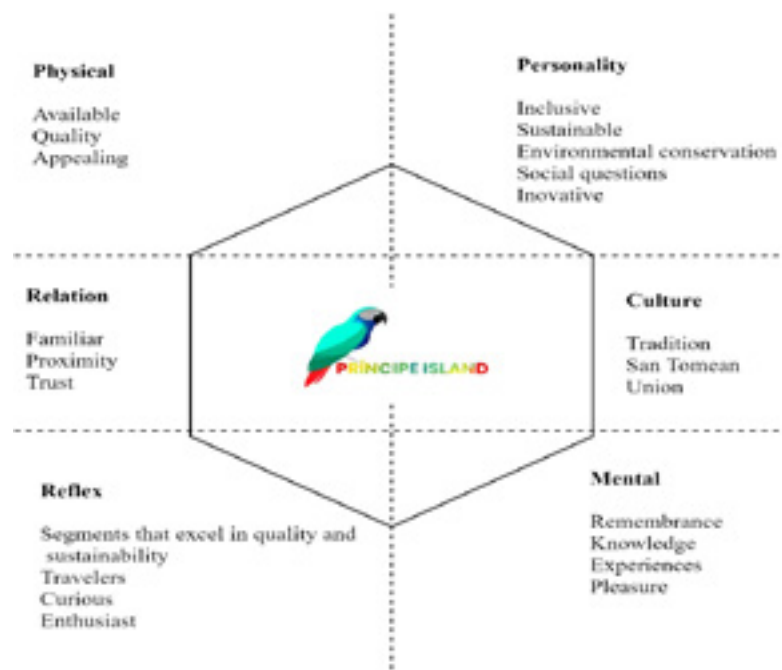


Figure 3
Brand Identity Prism
Source: Mendes (2020)

In this light, the elements defined in this prism, will allow to consolidate the global vision that is intended for ARP, as well as stipulate the region's identity.

4.4. Control

The suggested tool for monitoring ARP's territorial marketing strategies is the Strategic Map through the four perspectives of the Balanced Scorecard, (financial, customer, internal processes and learning and growth), which will allow to assess the global strategic situation of the territory.

The use of these four perspectives of the Balanced Scorecard facilitates the monitoring of strategies and provides actors with detailed information on the achievement of objectives.

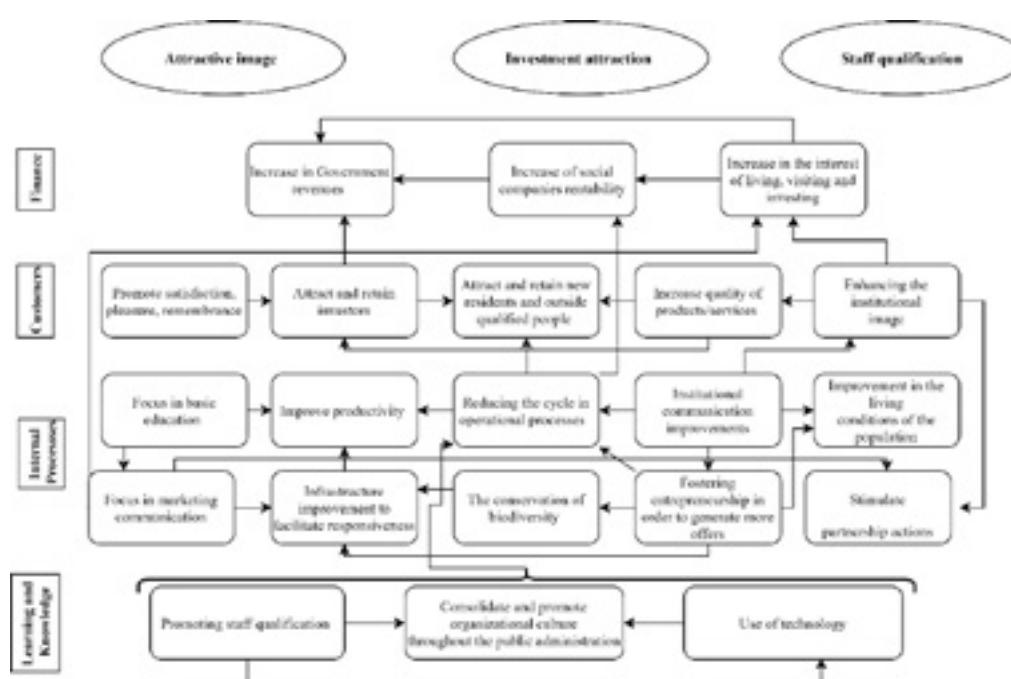


Figure 4
Strategic Map
Source: Mendes (2020)

In addition to these contributions, it is recommended that ARP continue to boost its development based on sustainability policies, so that it is in the main forums and “stages”, where it can share its experience and acquire new knowledge with other nations.

The combination of the different perspectives of the documents mentioned above, allowed the creation of a framework of contributions to ARP, which favored analyzing the global situation of ARP and monitoring its development strategy, improving competitiveness,

promoting territorial promotion strategies, identifying the attractions according with the different target audiences, to improve the way of communicating with the different targets and to foster entrepreneurship through a clear and concise strategic vision.

It is considered that this instrument will be an asset for the development of ARP, because through it it will be possible to outline the path to follow towards a more sustainable, more inclusive, more resilient and more environmentally friendly island of Príncipe. It is a possible situation, if this instrument facilitates the establishment of cooperation, strengthens ties of friendships, attracts investments, structures public administration, enhances education, favors the involvement of all actors, among other benefits.

Conclusions

A wide field of reflection is open on the main difficulties that small island states have been facing, mainly due to the weaknesses shown in strategic planning, not supported by territorial marketing policies. It becomes necessary to build strategies for the development of places, based on tools such as strategic planning and territorial marketing, so that the planning instruments are able to face the new paradigms of sustainable cities and territories, generating competitive advantages (Precedo, Orosa, & Míguez, 2010; Lapa, Reis, Silva, Trajano, Sá & Correia, 2018).

Considering that the strategic development plans are important tools that guide the development of countries and allow them to assess the gap between strategies that have not been implemented and those that have been implemented. Measures were proposed that could assist the ARP plan, especially in the context of strategic planning and territorial marketing.

This translates a set of measures that aim to enhance the island's visibility, so that ARP is an ideal place to live, visit and invest. In this sense, it is up to the actors of that region to bet not only on basic attractions, but on attractions that bring value to the island and its people.

In the general framework of the investigation, it was concluded that strategic planning based on territorial marketing strategies, becomes an asset for territories that wish to be competitive, because it allows the development of a cohesive, consistent development strategy that generates value for all the actors. In addition, the combination of these two tools, fosters cooperation between the public and private sectors, facilitates communication between all actors, and assigns the responsibilities of each agent so that the strategy is successful.

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