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**Territorial attractiveness and “glocalisation” strategies  
Attractivité territoriale et les strategies de «mondialisation»**

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**Abstract**

To cope with the globalization of markets, SMEs / SMIs should strengthen their ties to the local level. They often favor a particular internationalization where their global commercial activities are based on efficient cooperation at the local level strategy; this is the strategy of glocalization. The performances of these companies are dependent on the availability, quality and proximity of local resources.

A new form of regional governance implies an explicit managerial and organizational forms reference; which have been proven in developed countries confirming the comparative advantages and local characteristics till now ignored.

**Keywords:** Glocalisation - Regionalization - Industrial Cluster -Territorial Planning - Local Governance

**Résumé**

Pour faire face à la mondialisation des marchés, les PME / PMI doivent renforcer les liens qu'elles entretiennent

à l'échelle locale. Elles optent souvent pour une stratégie particulière d'internationalisation où leurs activités à vocation commerciale mondiale sont fondées sur des coopérations efficaces au niveau local ; c'est la stratégie de glocalisation. Les performances de ces entreprises étant dépendantes de la disponibilité, de la qualité et de la proximité des ressources locales.

Une nouvelle forme de gouvernance régionale implique une référence explicite à des formes managériales et organisationnelles, qui ont fait leur preuve dans des pays développés en confirmant des avantages comparatifs et des spécificités locales jusque-là ignorées.

**Mots clés :** Glocalisation – Régionalisation – Grappe industrielle, Aménagement territorial – Gouvernance locale

## Introduction

To cope with the globalization of markets, SMEs / SMIs should strengthen their links to the local level. They often opt for a particular internationalization strategy where their global commercial activities are based on efficient cooperation at a local level; it is glocalisation strategy.

The performance of these companies depends on the availability, quality and proximity of local resources.

The infrastructure quality, the insightful perspectives of the public management of local affairs and modern networks of alliances can greatly simplify the satisfaction of a globally dispersed customer base.

A new form of regional governance implies an explicit reference to managerial and organizational forms; which have been proven in developed countries confirming the comparative advantages and local characteristics hitherto ignored.

There is no need to recall that information and communication technologies, combined with new forms of governance are effective supports for these local organizations; with obvious effects on the economic and financial performance.

Around the world, vast pans of territories that have suffered the brunt of the effects of the long lasting crisis dating back to the oil shocks, have known, from the early 90s an economic resurrection through an optimal integration of technologies and commendable efforts of synergies; as shown by many development experiences of various forms of technopoles.

### 1 /. Territorial patterns of conversion: the role of the metropolis

Each national space, witnesses on its territory a diffuse network or dense metropolitan areas being structured and combining more and more resources and powers.

This metropolisation movement pushes the experts to question incessantly the role and place of cities in development. This reflection is important because it allows a better understanding of the current forms of management of the global space.

The nation-state was the main institutional form of modernity and facilitated the transition to a new stage in the structuring of the world economy, however, it is increasingly downgraded in favor of new forms supra and infranational.

### *Two central questions arise:*

- ⇒ A first issue concerns the place and **role of cities in regulating the global space, national and regional**. It allows us to describe the type of governance that allows the metropolis. It highlights the nature of organizational forms present on the metropolitan area to actualize this governance.
- ⇒ A second question related to **the dynamics of economic production and reproduction of these "huge living environments."** If the metropolis is a social construction and not the result of a meta-social determinism, then it is subject to a constant effort to adapt to a global reality; itself constantly changing. Economically, this effort is marked by the creation of new places of wealth production: as the

development of electronics industry, but also by industrial conversion or industrial redeployment on its territory.

## 2 /. The socio-economic innovation and the Metropolitan Construction

Innovation is an economic concept that is increasingly taking place in other areas of analysis of reality, such as geography and economic sociology. How do the notions of technological innovation relate to those of social innovation and territorial innovation? What role does social and territorial innovation play in the construction of metropolitan areas? How can local and regional institutional arrangements become structural elements of technological innovation? So many questions seeking an answer!

### 2.1. Dialectics "polarization-internationalization" of innovation activities

What are the impacts on the technological specialization of nations?

Until the 1980s, the technological specialization of the territories was not countered by the internationalization process, insofar as firms concentrated their innovation activities in their native country. But since the 1990s, the establishment of R&D activities abroad also reflects considerations of the access to competent skills. One may wonder if the globalization of technological knowledge will have destabilizing effects on the sustainability of technological specialization. In fact, there is not a disruption of technological specialization profiles of nations, on the contrary, **globalization deepens the cognitive dimension of the international division of labor**. (Archibugi and Pianta 1994 Patel and Pavitt 1994, 2000).

This result confirms the fundamental role of national innovation systems in the formation and evolution of the performance of industrial countries. Meanwhile, geographical economy was particularly interested in recent years in polarized character in space activities. This polarization observed at the regional (subnational) would be correlated with the technological specialization of nations and its stability (Maurel and Mouhoud 2001). Yet there has also been, for fifteen years, a rise of the globalization of technological knowledge production activities by multinational firms that previously focused their R&D activities mainly in their native country. Now they are organizing more and more their innovation activities in a transnational way.

### 2.2. Metropolitan-cities, pioneering innovation?

Innovation is urban, it creates and recreates the city.

Innovation is fundamentally a metropolitan fact, because the city concentrates the technology and knowledge that make innovative environments. It has the advantage of saving space that facilitates relationships between coordinated actors. This creative power of cities, connected together in networks (eg Stock markets) made the core centers of the planet, global cities that shape the global space. However, supervision by the state remains crucial, if not imperative for the development of large metropolises.

The Metropolitan innovation process (which dates back to the small town) itself has generated since the Industrial Revolution, a uniform (accelerated since the end of World War II); landscapes, lifestyles, cultures around the world, including the developing countries.

However, in developing countries, many resistances have developed, like the cities of sub-Saharan Africa; marked by the recovery of tribal social solidarity.

### 2.3. Facilitating development actors of the metropolitan area:

The actors belong to heterogeneous networks (private, public, civil society, trade unions, NGOs ...) and belong to organizations offering a variety of services and resources to private companies. The actor's point of view is less a promotional speech than it is a critical discourse about their practices. It allows to identify the strengths and weaknesses of intervention modalities while releasing the key issues that guide their actions.

In a context of economic globalization, it becomes increasingly important to understand how industrial development deploys and redeploys itself, hence the importance of cross expertise from territorial spaces using heterogeneous governance of their territory, but all bear the imprint of real synergies between different socioeconomic partners!

### 3 /. Which impacts of the environment on the competitiveness of the territorial system of production?

Examples of successful regions in the context of globalization (Benko and Liepietz, 1992) have highlighted the specific benefits to local contexts to improve the competitiveness of production systems. Thus, since the late 70s, territorial production systems are the subject of numerous analyzes in regional economics (Colletis et al 1990. Crevoisier and Maillat, 1989; Scott, 1986).

The factors on which the competitiveness of territorial systems of production is based, appear through the emblematic cases of analysis of territorial production systems: **industrial districts, technology parks, industrial clusters....**

The themes of competitiveness (Michalet, 1999; Pyke and Sengenberger, 1992; Storper and Walker, 1989) and competitive advantage (Porter, 1990; Asheim, 1997), have been widely discussed, that it became clear that the competitiveness of territorial systems of production revolves around two types of intangible interrelated factors:

- **Inventories and knowledge flows;**
- **Coordination modes.**

Moreover, to some extent, the interdependence between these two factors is itself a guarantee of competitiveness of systems. The creation and the renewal of resources depend largely on effective coordination mechanisms in a territorial system of production and the latter must in turn be adapted to ensure sustainability of resources.

The analysis of the competitive factors of territorial production systems enables a reinterpretation of the concept of environment (Maillat, 1995): This is not a production system, but rather the brain of a territorial system of production since it refers to a type of mode of coordination and organization of actors (logic of interaction and dynamic learning). It therefore covers a portion of the elements ensuring the competitiveness of territorial systems of production. Specific knowledge to each system are added, at first, although their creation and renewal are subject to the mode of coordination established between the actors.

### 3.1. New basis of territorial planning

There is a break with the old natural or sectoral factors of location of activities. Now what counts is the human factor, skills and qualifications; linking universities, research

organizations and companies, public and private initiatives, and the common will to change, to innovate, because global competition requires specialization of territories. Innovation planning exists when there is a "desire to change"; taking into account global developments.

Still must have the means, hence the need for quality training. It is the concentration of intellectual forces, of managerial know-how, governance ... creating innovative territories.

***Innovative territories are organized in a more direct link between the Global and the Local, thanks in particular to new communication technologies.***

- ⇒ The territory becomes a place of synthesis between the needs and initiatives at the local and global context (eg Italian Districts).
- ⇒ Fear of the global (homogeneous, single) leads to the rise of the local and the search of the unique. The territory is organized according to people's daily lives and leads from a sectoral policy to horizontal, deep regionalization, the **catchment area** policy, employment, population ... and the inter-regions notion.
- ⇒ But the Global-Local torque **bypasses** the intermediates (What future, what role now for the state and for the existing administrative boundaries? Managed by democratically elected officials!) And strengthens the interplay of local economic actors, directly integrated in the globalization! ***like the metropolises of the South of France, the Cholet, Italian districts, the Swiss watchmaker arc, the Technopoles ...***

### 3.2. The territories changed under the leisure effect:

The themes of the new leisure were often discussed. The Free time differs from the "unproductive time" increasingly interfering with the "productive time" (eg Races on the way to work, sports on the workplace ...).

Increasing mobility, "explosion" of communication, large groups will to develop tourism, the deindustrialization of cities, recreation management by the private sector etc ... have profoundly changed the city, becoming now entertainment venues, city recreation (eg: old industrial and mining sites become theme parks, abandoned factories, shopping centers ...). The city attracts because the city takes the stage.

#### ⇒ The case of American "Disneylisation" of urban space:

- Firstly, the invention of theme park with a typical form;
- Secondly, the park spreads and becomes a model of organizing the suburban area in crisis;
- Thirdly, Disney (and others) invests the city center (eg Time Square) and public and private authorities interfere.

⇒ **The French case Futuroscope differs from the US model:** Created in a rural area, completely "foreign", this image Park became an animator pole of space, a transactional area (300 companies, heads of -SFR networks -E-earning ... commercial area ...) the factor of heritage rehabilitation of the surrounding towns, housing, life, economy (artisans ...) but with a rise of urban lifestyles.

⇒ **The case of southern cities-resorts of Europe:** These resorts of seasonal activity (the Grande Motte - Cullera - Benidorm ...) became, due to the increase of free time, weekends, mobility, of teleworking ... bi-places of residence and permanent residence of active or retirees. The chosen cities either were not suitable or were not designed for this (eg in Benidorm, 70,000 permanent residents for a capacity of 300 000 persons).

In short, nowadays leisure has a real function of development, and is a producer of a permanent life, and recreated nature!

There was a time when leisure and tourism were a figure-product of the city, more or less parasitic appendage which produced island stations in the urban space.

The role of leisure has changed dramatically: **"Tourism Development through the development of the territory's leisure"**

#### **4 /. Industrial clusters in technology parks; concepts and methodology**

Clusters, districts, networks, grids, sectors, valleys, ... the economic literature abounds, for some time, in terms, new and old, for a form of structure and / or organization of the productive fabric that contrasts with the traditional notion of sector and focuses on complementarities and existing inter-relationships between different actors. This type of approach has been the subject of many theoretical developments and resulted in several regions around the world, the implementation of socio-economic development strategies; to exploit its potential.

##### **4.1. Clusters: definition**

By combining the results of different studies, theoretical and empirical, on this theme, one can stipulate: *a cluster includes companies of various sizes, united by a common interest (common needs and constraints), complementarities or interdependencies and voluntarily developing cooperative relations in one or more areas*. According to various observers and analysts, the cluster may also include institutions, mainly educational and research centers, with which the companies develop collaborations.

The concept of clusters differs from that of "poles of excellence".

In fact, the cluster consists mainly of industrialists as the center of excellence that brings together special scientific and technical skills, which are localized mainly at universities and research centers.

The two main types of clusters that are found both in literature and in experiments conducted on this subject are:

- ⇒ The macroeconomic clusters, or "mega clusters", generally covering the entire territory and multi sectors united by vertical or horizontal type links.
- ⇒ The micro-economic clusters, consisting in concentrations of interrelated businesses locally.

The emphasis on the spatial dimension of clusters is also based on the idea that economic development must be based on the input / output matrix or the Porter framework, who in the early 90s has significantly contributed to distributing the clusters theory.

##### **4.2. The foundations of the cluster concept**

The national production systems have recently experienced several major changes that may explain the growing interest in the industrial cluster concept.

The sectoral compartmentalization technology multiplies their application areas and drives the use in some sectors, a wide range of different technologies. Therefore, it becomes increasingly difficult to understand the technology transfer within an economy, or to carry out development strategies with structuring the production fabric based on traditional sectors.

The concept of clusters is used to analyze the productive fabric on a basis other than the traditional sectoral boundaries. It is possible, in this way, to highlight the links between



different types of activities and identify the path followed by the technological diffusion process. Therefore, this tool facilitates the identification of economic policy measures - especially in the field of innovation - whose effects are likely to multiply. It also allows to assess the density of the production system and identify niches to develop and maximize the value creation within the considered economy.

The concept of a cluster is also very useful for organizing consultation and collaboration between different actors united by common interests. These help strengthen the competitive position of enterprises through:

- an easy access to available expertise;
- a reduction of the uncertainty related to a more fluid flow of information;
- an accelerated diffusion of technology;
- convergence of visions of the future;
- sharing certain costs, resulting from collective action;
- broadening opportunities for access to certain markets (public and international markets).

At last, strategies based on the concept of clusters are likely to attract foreign investors interested in the prospects of potential synergies. They can also be a key element in the fight against relocations, and anchoring activities in the regional context.

#### 4.3. Key factors for the Success of a cluster policy

In this regard, analysts are almost unanimous on one point: the cluster development should be based on a "bottom up" and participatory approach.

- ⇒ **The "bottom up"** implies that the initiative comes from the companies themselves, being aware of the opportunities of collaboration in the fight to maintain competitiveness.
- ⇒ **The participatory approach** requires a strong commitment of stakeholders to develop common strategies within the long term and to implement the necessary means to achieve the objectives defined jointly.
- ⇒ **A LOCAL ECONOMIC INTERACTIVE SERVICE:** In fact, companies generally have only partial knowledge of resources and expertise in the local economy. This lack of knowledge often checked within a region is even clearer within a space containing a border, such as the "Northern Provinces - East or South of Morocco." Now, to address the problem of employment, companies in such regions must innovate and produce new wealth. In this aspect, it is noted that the local economy often has many potentially exploitable products or projects but could not develop. These "somnolent" projects represent a potential basis for the creation of activities, increased trade, and therefore the compartmentalization of these regions.

This sort of system for collecting and disseminating information designed to provide participants with accurate data on the technological and economic environment of the cluster (technological, market information, competition, support structures, ...) and the characteristics thereof (number and size of businesses, leading companies, performance ...). These data should allow the actors to identify the strengths and weaknesses of the cluster, define needs, establish priorities and develop action plans. All of this must be based on the support of the actors themselves, conferring to it the necessary legitimacy to its effectiveness.

- ⇒ **The establishment of coordination and management structures** to provide logistical support to the implementation of action plans. These tools can be

accommodated within existing organizations (professional associations, chambers of commerce and industry, research centers ...) or created ex nihilo.

- ⇒ **The development of rules** defining the rights and duties of each member. These include managing cost-sharing problems and gains arising in any cooperation.
- ⇒ **The presence of support** for education and training structures (educational system), research and innovation (universities, research centers, support structures for technological innovation), financing (banks, venture capital funds), information transfer (chambers of commerce, professional associations ...) and development between them and the cluster companies, collaboration of close ties.

In general, most experts point out that the conditions generating a conducive climate to forming a cluster can't be met all at once. It takes time for the different underlying mechanisms to take place, especially as these require a profound change in attitudes and behaviors.

#### 4.4. The role of public authorities

The "Bottom up" character of cluster strategies exclude any interventionist action of the public authorities. These should rather act as a "facilitator", "accompanist", determined to encourage the formation of clusters and to contribute to their success.

In this context, the following tasks are generally assigned to public authorities as part of a cluster policy:

##### At the formation of clusters

- Educate business challenges of a cluster strategy and provide information that will likely encourage the emergence of initiatives among the actors (Business folder).
- Use the leverage of public orders to initiate collaborations that may lead to lasting partnerships
- Provide assistance in the early stages (audit, feasibility studies, business plan).

##### At the clusters stabilizing stage

- Support the management and coordination structures.
- To fund collaborative projects within the framework of conventional aid.
- To implement appropriate programs for training and research and development.

##### The accompanying clusters level

- Collect and disseminate relevant technical and economic data on clusters and their environment, in order to enable actors to conduct the analysis of strengths and weaknesses that must underlie their action plans; possibly grant aid for the completion of these analyzes (aid for consultancy).

Conceived in this perspective, the government intervention generally requires the cooperation of several departments and different levels of power. It should be borne in mind that the role of public authorities and the instruments to implement depend on the cluster characteristics (number and size of companies, domain (s) concerned (s), geographic coverage ...). In fact, the essence of a cluster policy is to promote development strategies tailored to the specific actors.

#### 5. The lessons of some Western experiences

The review of some experiments can provide answers to several questions. It is important however to avoid simple replication strategies developed in other contexts and launch initiatives that are relevant to the needs of the companies.



### 5.1. Technopoles of France

There are now between 30 and 40 science parks in France which, while very different, mostly follow the model of a technological park: it is a question of a well-defined area, located in the vicinity of academic establishments and research centers, mostly on the outskirts of a large city, and usually include an "incubator" of companies, for receiving new businesses and help them grow.

It is the local authorities that are responsible for almost all projects, but a broad public / private partnership is sought (presence of virtually all the actors in the local economy in the administration advice).

This strategy, which was implemented from the late 70's, was based on:

- A new policy of localization of research and technological development, which seeks to create centers of excellence in the regions;
- An opening of public research to industry needs and requirements of technology transfer.

The experience of technology parks thus follows a logical "**Technology push**". According to some observers, the expectations have not always been met in terms of job creation and business (although some achievements represent real success, as Sophia Antipolis, near Nice). One reason is that it is an exogenous development (import research laboratories, engineering and business schools) without sufficiently close links with the socio-economic environment of the region.

But the effectiveness of a science is measured by its ability to generate and nurture a creative environment, which is a long-term work.

Moreover, since 1995, the emergence of interactive innovation process has been observed in these areas.

### 5.2. Clusters in Flanders

Flanders has launched a cluster policy, in this case called "clusters" in the early 90s at the time, these strategies were centered on existing businesses in sectors that have already reached a certain maturity. From 1994, the focus was on activities with high technological content and resulted in projects of "valleys".

However, despite their initial territorial nature, valleys are meant to open research centers to companies and other Flemish regions wishing to cooperate. Their vocation is particular to constitute a magnet for investors or foreign researchers.

Currently, a dozen clusters are operational in Flanders.

Clusters are based on self-organization. The government intervenes to raise the awareness, give guidance and even material and financial support in favor of certain projects of particular importance...

### 5.3. Industrial districts in Italy

Italian industrial districts are set of localized small businesses, active mostly in traditional fields.

The specialization occurs in one or more segments of the production process and subcontracting; companies allocate the needed resources to manufacture a final product.

These companies are united by ties of an interdependence type of customer-supplier.

Sometimes these production areas have some big units with modern organizational structures and using advanced technologies. These leaders are able to direct the entire local system to some types of products, markets and technologies.

Today there are a hundred districts, bringing together 60,000 companies and nearly 500,000 employees and producing 10% of Italian GDP. These districts are characterized by an outstanding performance in terms of employment and growth.

The district is an economic and social organization whose pillars are the same system of values shared by all the actors and a collective will to cooperate while preserving competition. The cooperation covers all kinds of actions, including:

- Exchange of information and knowledge;
- Creation of an innovation center;
- Creation of a research institute;
- Creation of a common structure for the management of the distribution;

#### 5.4. Clusters of Quebec

In Quebec, the idea was developed in the early 90s when improving the competitiveness of the economy used to be based on cooperative actions by the Government, businesses and workers.

In this perspective, 13 clusters have been identified: 5 "competitive" clusters and 8 "strategic" clusters.

**The "competitive" Clusters** have a number of world-class companies that have already established strong partnership networks covering critical areas (Aerospace, Pharmaceuticals, Information Technology (plus sub-cluster media Transformation metals and minerals, production facilities, transmission and distribution of electricity).

**The "strategic" clusters** play an important role in the development of different regions of Quebec and offer a good growth potential. Still it remains much less developed than the competitive clusters. These clusters cover various fields (land transport equipment, petrochemicals and plastics, organic food products, Housing and Construction (plus the home automation sub-cluster, Fashion and textiles, forest products, Environment, Cultural Industries).

#### **The elements of a cluster can be connected:**

- Through upstream / downstream relations;
- Through the use of a common resource or a common process. For example, the cluster "metals and minerals" is based on using common methods of primary production (electrolysis and electrothermics) related to the availability of a stable power source, that is reliable and competitive.
- Through their contribution to the achievement of a given function. For example:
  - ⇒ The cluster "Production equipment, transmission and distribution of electrical energy" covers areas related to the manufacture of equipment required for providing electrical power.
  - ⇒ The fashion / textile cluster gathers: the primary and secondary processing of textiles, leather and fur; clothing and accessories; shoes; jewelry; toiletries and cosmetics; support activities (designers, equipment manufacturers, specialized journals ...).
  - ⇒ The "Environment" cluster includes industrial and service companies exercising one or more activities that help analyze, reduce, recover, reuse, recycle, enhance, remove or prevent emissions of substances that can cause damage to the environment: manufacturers of equipment related to

environmental protection, recycling firms, decontamination firms, consultants, research laboratories and measurements ...

Moreover, clusters can be integral or interdependent:

- The cluster of terrestrial transport equipment and the aerospace interested in both metals and new materials;
- The information technologies have an impact on housing (home automation), the media, cultural and telecommunications industries.

### **5.5. The experience of the networks (Yorkshire & the Humber) in United Kingdom**

The region covered by the Yorkshire & the Humber is in the north of England and counts 4.9 million inhabitants. Its economy is marked by the weight of traditional industries (coal, steel, textiles, shipbuilding and mechanical engineering) which puts its performance below the national and European average.

In 1996, the region launched an action entering, under the RIS program (Regional Innovation Strategy) of the European Union and based on sectoral strategies in numerous areas considered important.

In each of these areas, an "Innovation Board" bringing together large and small companies in the industry, customers, suppliers, support structures and representatives of scientific circles, was established and received a double Mission:

- Establish a network that can function autonomously in the future;
- Define and implement a series of projects designed to meet the needs of the sector in the short, medium and long term.

### **6. What challenges for advanced regionalization in Morocco?**

Regionalization, in the form of regionalist political claims that under the administrative divisions has geostrategic and economic purposes, is a national cause that is being prioritized more than ever on the agenda. The economic issue, that is imposed de facto considering the alarming imbalances in the economic and social development, combined with the political and administrative aspects of the regional issue, has not helped to simplify the data of a complex issue, especially in a country of centralizing traditions and impregnated Colbertism like ours.

The multiple attempts of political and administrative decentralization and integration into the international economy -regarding the issue of regional development-, suggest, potential solutions, while unprecedented and complex problems are arising.

In Morocco, among the most recent and the most important measures to counter the problem of development imbalances and its impact on the development of the national territory (polarization, coastal development, impoverishment of some provinces, socioeconomic dichotomy of large cities ...), is the project of advanced regionalization that nourishes so many hopes.

The holistic and centralizing designs, which have prevailed since the independence of Morocco, ensued a territory planning, with a vision of regional expansion by industrial decentralization and the establishment of growth poles from territorial redistribution of the activities of large companies.

In this yet effective policy, in Morocco; which can be analyzed as a kind of territorial regulation of the Fordist growth (Lipietz, Leborgne 1988), the measures favoring SME development, representing the basis of the regional economic tissue appear more as an accompanying device rather than the pivot of local economic policies.

Among the economic, institutional, legislative and regulatory measures, we will mention principally:

- ✓ The adoption of a fiscal framework that is "attractive for investment" since the coming into force of the Investment Charter and adoption of a conventional system that allows large investors to sign agreements or investment contracts with the state for special benefits.
- ✓ The overhaul of the institutional environment for investment, is based on a better deconcentrated division of tasks and roles between central government and regions:
  - ⇒ In the regions, the Regional Centre for Investment (**CRI**) for assistance and support to investors in each of the sixteen regions of the Kingdom,
  - ⇒ At a national level, the National Investment Commission (**CI**) is charged of both deciding on the problems that block the realization of large investment projects, approving contracts and investment agreements and proposing any measures to improve the investment climate.

In Morocco, given the strategic importance of investment; including the promotion of the poorest areas, the state has granted to the regions, albeit timidly, the operational implementation of a coherent economic environment in line with their specific characteristics (social, economic, environmental ...); including providing them with new regulatory and fiscal powers. But has the transfer of powers between state/regions allowed the emergence of a real regional executive? Have they contributed to the emergence of a new mode of governance for sustainable development of the region? Nothing is less certain in light of the mitigated economic records of Moroccan regions and their disconcerting gaps!

Ensuring the socio-economic attractiveness of a region, whatever its strengths, can hardly be decreed by a centralized state control and favoring the often outdated leverage, of conventional incentives such as financial subventions, real estate, fiscal or even geostrategic advantages.

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