

A Structural Equation Modeling Approach to Territorial Competitiveness in Morocco

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Abstract: This paper scrutinizes the efficacy of a novel Structural Equation Modeling (SEM) approach tailored to assess and enhance territorial competitiveness in Morocco. It encompasses a multidimensional analysis of demographic characteristics, territory attributes, innovation, industrialization, administrative structures, strategic surveillance, and stakeholder engagement. By constructing a SEM, the paper addresses the complex interplay between these elements and their collective impact on territorial management and competitiveness. Drawing from a robust qualitative analysis, the study validates the SEM against the intricate Moroccan socio-economic backdrop, demonstrating its utility in capturing the nuanced effects of governance and strategic initiatives on regional development. The proposed SEM serves as a versatile framework, offering policymakers and researchers a sophisticated tool for dissecting and advancing territorial intelligence applications. The study's findings advocate for a paradigm shift towards data-driven governance models that can maneuver the challenges and harness the opportunities within the dynamic Moroccan territories.

Keywords : Territorial Competitiveness; Territorial Management; Innovation; Strategic Surveillance; Regional Development

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1. Introduction

Territorial intelligence, as a strategic system, plays a pivotal role in the development and evolution of territories, particularly in a diverse and evolving landscape like Morocco. This paper explores the multifaceted nature of territorial intelligence, integrating disciplines such as information management technology and analytical methodologies to understand and manage regional territories effectively. In the Moroccan context, territorial intelligence is instrumental in facilitating a unique blend of socio-tribal, economic, and institutional dynamics. This intelligence system aids in optimizing regional resources and qualifications, enhancing socio-economic development. The paper highlights the necessity of digital strategies and e-government for efficient information management and decision-making, a crucial aspect of modern governance. The role of local entities, particularly municipal councils and rural administrative annexes, is critical in this framework. These bodies significantly contribute to local and regional development by managing resources, representing citizen interests, and maintaining public order, thus facilitating the flow of information essential for territorial intelligence. This study adopts a qualitative approach, synthesizing literature and developing theoretical models to understand the role of territorial intelligence in Morocco's development. It critically examines the coordinated efforts of local actors, including municipal councils and territorial administrations, essential for unifying interests and achieving administrative awareness for effective local development. Territorial intelligence serves as a crucial element in understanding and managing the complexities of regional territories. Its role in governance, strategic planning, and coordination among territorial actors underscores its importance in achieving sustainable development and enhancing regional competitiveness in Morocco.

2. Literature reviews

Territorial intelligence, as defined in your text, is a strategic system crucial for the development and evolution of territories. It encompasses a scientific and multidisciplinary approach, integrating various domains such as information management, technology, and analytical methodologies [1; 2]. This system plays a pivotal role in understanding and effectively managing regional territories by acting as a bridge between researchers and regional actors. The role of municipal councils and commanders, as outlined in your text, is crucial in territorial governance. These entities, operating within defined geographical, socio-tribal, economic, and institutional boundaries, significantly contribute to local and regional development [1]. The municipal council, particularly, is instrumental in managing resources and representing citizen interests at higher administrative levels. Similarly, commanders or rural administrative annexes play a key role in maintaining public order and security, thereby facilitating information flow essential for Territorial Intelligence. Territorial Intelligence is fundamental in achieving local and regional development. At the regional level, it aids in optimizing the use of qualifications and resources, thereby enhancing the socio-economic development of the region [3; 4]. The text highlights the necessity of digitization and e-government adoption in this context, emphasizing the importance of technology in efficient information management and decision-making. The success of Territorial Intelligence largely depends on the coordinated efforts of various local actors, including municipal councils and territorial administrations. This coordinated approach is essential for unifying interests and achieving administrative awareness, leading to effective local development [5; 6]. The role of Territorial Intelligence in strategic planning and implementation is significant. It involves identifying the study domain, collecting and analyzing information, and disseminating findings to assist in decision-making processes [3]. This approach is vital for addressing internal and external challenges and leveraging opportunities for regional development. Territorial Intelligence serves as a crucial element in understanding and managing the complexities of regional territories. Its role in governance, strategic planning, and coordination among territorial actors underscores its importance in achieving

sustainable development and enhancing regional competitiveness. The integration of technology and digital strategies further reinforces its effectiveness in contemporary governance and development processes.

2.1 The Conceptual Framework of Territorial Intelligence in Morocco

This axis delves into the theoretical underpinnings of territorial intelligence, exploring its multidisciplinary nature which encompasses information technology, regional planning, and strategic management. The focus is on understanding how this approach is adapted in the Moroccan context, considering the country's unique socio-economic and cultural landscape. The role of territorial intelligence in facilitating data-driven decision-making and strategic planning for regional development in Morocco is emphasized. This aspect of territorial intelligence in Morocco is detailed in the work of [7], who discuss the concept and its primary elements in the Moroccan context.

2.2 The Conceptual Framework of Territorial Intelligence in Morocco

This axis explores the practical application of territorial intelligence in Morocco, focusing on the roles of local and regional authorities such as municipal councils and commanders. It examines how these entities utilize territorial intelligence for resource management, policy formulation, and project implementation, analyzing the challenges and successes in integrating territorial intelligence into local governance and development strategies in Morocco. For instance, the strategic positioning of the Fès-Meknès region as highlighted in a study provides insights into the application of territorial intelligence at the regional level.

2.3 Territorial Intelligence and Socio-Economic Development in Morocco

This axis assesses the impact of territorial intelligence on socio-economic development in Morocco. It explores how territorial intelligence contributes to regional development, investment attraction, and economic growth. This part also examines how the adoption of e-government and digital technologies within the framework of territorial intelligence can lead to more efficient and transparent governance, thus facilitating socio-economic development. The case model of French industrial parks in Morocco as discussed by [8] is a prime example of how territorial intelligence can be leveraged to enhance territorial attractiveness and development.

2.4 Challenges and Opportunities for Territorial Intelligence in Morocco

This final axis critically analyzes the challenges and opportunities associated with implementing territorial intelligence in Morocco. It discusses issues such as data availability and quality, coordination between various governmental levels, and the integration of local communities and civil society in the territorial intelligence process. This section also explores future prospects and potential strategies for enhancing the effectiveness of territorial intelligence in Morocco's regional and local development. The study by [8] on the innovation and instruments of territorial innovation in Morocco provides insights into the instruments set up for the benefit of regional innovation policies, a critical aspect of territorial intelligence.

3. Methodology

This study adopts a qualitative approach to examine the role of territorial intelligence in achieving development, inspired by the integrative method of literature synthesis and theoretical model building. The literature search was conducted on several databases, including Web of Science, Scopus, and Google Scholar, following a methodology similar to that of [9] for article selection.

Search period: The search extended without restriction of publication date to include a wide range of studies, following the example of [10] who emphasize the importance of longitudinal analysis.

Inclusion and Exclusion Criteria: Inclusion and exclusion criteria are based on principles established in the technology adoption literature [11], favoring articles in English and focused on the role of territorial intelligence in achieving development.

Text analysis: The analysis relies on analytical techniques to examine the relationship between concepts related to the role of territorial intelligence and achieving development, drawing on the methods of [12] and [13] for textual analysis.

Model development: The aim is to develop a specific model of AI adoption in SMEs, taking into account the work of [14] Venkatesh & Davis (1996) on the TAM model and adapting it to the SME context.

By referencing these authors and works, the study's methodology gains credibility and is in line with a rigorous scientific approach, linked to previous research on territorial intelligence and achieving development.

4. Results and discussions

4.1 Research Period

This section will delineate the specific timeframe during which data was collected and analyzed, providing insights into the temporal context of our study. Understanding the period in which the study was conducted is essential for appreciating the relevance and applicability of our findings to current and future territorial management practices. The choice of the research period for our study was guided by several key factors. Firstly, we aimed to capture a timeframe that reflected significant developments in territorial management, including shifts in policy, demographic changes, and advancements in technology. Additionally, the period was chosen to ensure the availability of comprehensive and reliable data, enabling a robust analysis of the trends and patterns in territorial management. This period is also reflective of recent global and regional economic and socio-political dynamics, which are essential for understanding contemporary challenges and opportunities in territorial management. Given this range of our literature review, the research period for our study encompasses at least the years from 2012 to 2023. This period is significant as it likely captures a range of developments in the field of Territorial Management, including shifts in demographic trends, advancements in technology, changes in administrative systems, and evolving approaches to stakeholder engagement and competitiveness. This eleven-year span provides a substantial timeframe to observe and analyze trends, patterns, and changes in Territorial Management practices and theories. It also allows for the inclusion of both historical perspectives and the most current thinking and developments in the field, offering a comprehensive view of the subject matter. For our study on Territorial Management, we have established precise inclusion and exclusion criteria to filter the most pertinent and high-quality research sources. These criteria are designed to hone in on the specific aspects of Territorial Management, considering the wide-ranging nature of the field.

4.2 Inclusion and Exclusion Criteria

Inclusion Criteria:

1. **Language and Accessibility:** Prioritize articles written in French and English. This ensures a coherent understanding and analysis, given the diversity of global research in Territorial Management.
2. **Publication Type:** Include only studies published in peer-reviewed journals. This criterion guarantees the scientific rigor and credibility of the sources, which is essential for a study of this nature.

3. **Thematic Focus:** Select articles that specifically focus on Territorial Management, including aspects like demographic influence, administrative systems, stakeholder engagement, and the impact of innovation and industrialization. This aligns with the axes of our literature review and the hypotheses being tested.

Exclusion Criteria:

1. **Irrelevant Subject Matter:** Exclude studies that do not focus on the core themes of Territorial Management. For example, studies primarily centered on unrelated fields or general management practices without a specific focus on territorial aspects.
2. **Non-Academic Sources:** Avoid non-academic literature such as blogs, general press articles, and documents not peer-reviewed or validated by experts. This ensures the academic integrity of our research.
3. **Duplicate Studies:** Eliminate any redundant or duplicate studies to avoid repetition and ensure a diverse range of perspectives in the analysis.

These criteria serve to guide a focused and in-depth analysis, ensuring that the data and literature reviewed are directly relevant to the complex aspects of Territorial Management. This approach aids in synthesizing a comprehensive understanding of the field, directly aligning with our study's objectives and hypotheses.

4.3 Analyse des Textes

In this phase of our study, we will deploy analytical methods to thoroughly examine the interrelationships among various concepts pertinent to our research themes. This process will encompass:

1. **Thematic Analysis:** Our goal here is to identify and categorize key themes emerging from the texts, focusing on areas like demographic influences on territorial management, the role of technology and innovation, and the impact of administrative systems. We will also delve into themes related to stakeholder engagement and the overall competitiveness of territorial strategies.
2. **Integrative Synthesis:** This involves amalgamating the findings from different studies to construct a cohesive narrative. By doing so, we aim to bring together diverse perspectives and uncover common trends or patterns that cut across various aspects of Territorial Management.
3. **Relevance Assessment:** Each source will be evaluated based on its relevance to our research questions. We will concentrate on studies that provide insights directly applicable to the nuances of Territorial Management, ensuring the appropriateness and applicability of our source material.
4. **Source Criticism:** A critical analysis of the methodology, results, and conclusions of the selected studies will be conducted. This step is crucial to affirm the rigor and validity of our synthesis. We will scrutinize the sources for their methodological soundness, the credibility of their findings, and the strength of their conclusions in the context of Territorial Management.

This analytical approach is designed to yield a rich and multifaceted understanding of the dynamics within Territorial Management. Our aim is to create a comprehensive review that is both deep in its examination of individual themes and broad in its integration of these themes into the wider context of Territorial Management.

4.4 Analyse des Textes

In our study on Territorial Management, developing a structural model is a crucial step. This model serves as a framework to understand the complex relationships and interactions between various factors

identified in our research. It will encapsulate the dynamics of Territorial Management, including demographic influences, administrative systems, stakeholder engagement, and the impact of innovation and industrialization.

4.4.1 Demographic Influence on Territorial Management

The influence of demographic characteristics on territorial management is a significant area of study in the field of regional development and urban planning. Demographic variables, including age, education, and experience, are presumed to impact how individuals and authorities approach the management of territorial resources, policy formulation, and implementation. This axis of the literature review will explore the extent to which these demographic factors shape the strategies and decisions in territorial management, drawing from various academic sources and empirical studies. Age as a demographic factor can significantly influence territorial management approaches. Younger administrators may be more inclined towards embracing innovative technologies and progressive strategies, as suggested by [3]. In contrast, older individuals in similar positions might prefer traditional methods, as indicated in the work of [4]. The generational shift in attitudes and values, as discussed by [1], could reflect in the prioritization of different aspects of territorial management, such as sustainability, technology adoption, and community engagement. The educational background of individuals in territorial management roles profoundly affects their approach and decision-making process. Higher education, particularly in fields related to urban planning, environmental sciences, and public administration, equips individuals with the necessary skills and knowledge to tackle complex territorial challenges. Studies by [7] and [2] highlight the correlation between educational attainment and the propensity to adopt multidisciplinary and data-driven approaches in territorial governance. Experience, encompassing both the length and diversity of professional engagement in the field, is a crucial determinant of competence in territorial management. Experienced individuals are likely to have a deeper understanding of the socio-economic and cultural fabric of the territory, which is essential for effective management. The importance of experience in navigating the complexities of territorial governance is supported by the findings of [8], who illustrate how seasoned professionals are more adept at leveraging territorial intelligence for regional development. The interaction between age, education, and experience presents a nuanced picture of territorial management. As [5] and [6] note, a blend of youthful innovation and experienced pragmatism can lead to more effective territorial governance. This synergy is essential for addressing the multifaceted challenges of regional development, from resource allocation to policy formulation and implementation. In summary, the demographic characteristics of individuals significantly influence their approach to territorial management. The interplay of age, education, and experience shapes the methodologies, strategies, and effectiveness of territorial governance. Understanding these demographic influences is crucial for formulating policies and strategies that are well-suited to the diverse needs and challenges of territorial management, ultimately contributing to sustainable regional development.

H1: The demographic characteristics of the respondents (age, education, experience) significantly influence their approach to territorial management.

4.4.2 Territory Characteristics and Management

The characteristics of a territory, encompassing its geographical, socio-economic, cultural, and environmental aspects, play a pivotal role in shaping its management strategies. Understanding the nuances of these characteristics is essential for effective territorial governance and planning. This axis of the literature review explores how different territory-specific factors influence management approaches and decision-making processes in territorial governance. The geographical landscape of a territory, including its topography, climate, and natural resources, significantly impacts territorial management strategies. For instance, coastal regions may prioritize maritime resources management

and flood defense mechanisms, as suggested by studies on coastal urban planning [2]. Similarly, mountainous areas may focus on preserving natural landscapes and promoting eco-tourism, as discussed in the context of sustainable development in hilly regions [3]. The socio-economic profile of a territory, which includes factors like population density, income levels, employment patterns, and industrial composition, dictates the focus areas in territorial management. Highly urbanized areas with dense populations may prioritize housing, transportation, and public services, as [1] note. In contrast, rural areas might focus on agricultural development, rural infrastructure, and local economies, as explored in the works of [7]. Cultural and historical aspects of a territory significantly influence its management. The preservation of historical sites, promotion of cultural heritage, and respect for local traditions play a crucial role in territorial identity and tourism strategies. The integration of cultural aspects into territorial planning is essential for maintaining the uniqueness of the region and fostering community engagement, as highlighted by [8]. Environmental sustainability is a key consideration in modern territorial management. Issues such as biodiversity conservation, pollution control, and climate change mitigation are increasingly central to territorial governance. The adoption of green technologies and sustainable practices, as noted by [5], is crucial for preserving ecological balance while promoting development. The interplay between various territorial characteristics necessitates a holistic and adaptable approach to management. A region's geographical, socio-economic, cultural, and environmental attributes must be harmoniously integrated into the decision-making process. This multidisciplinary approach, supported by territorial intelligence, enables the formulation of tailored strategies that address the unique challenges and opportunities of each territory. The effective management of a territory is deeply influenced by its inherent characteristics. Geographical, socio-economic, cultural, and environmental factors collectively shape the governance and developmental strategies. Recognizing and adapting to these characteristics is essential for sustainable territorial development. This understanding not only aids in addressing the specific needs of a territory but also ensures that the development strategies are culturally sensitive, economically viable, and environmentally sustainable.

H2: The characteristics of the territory (natural, human, and infrastructure capital) significantly impact the territorial management practices.

4.4.3 Innovation and Industrialization's Impact on Management

In the contemporary landscape of territorial management, innovation and industrialization emerge as critical drivers of change and development. This axis of the literature review examines how innovation, particularly in technology and industrial practices, influences the strategies and effectiveness of territorial management. The review will delve into the role of industrialization in shaping the economic and social fabric of regions, and how these transformations necessitate novel approaches to governance and planning. Technological advancements have a profound impact on territorial management strategies. The introduction of digital technologies, smart city concepts, and data-driven decision-making processes are revolutionizing the way territories are managed and governed. [3] highlights the importance of e-governance and digital tools in enhancing efficiency and transparency in territorial administration. Moreover, [1] discuss the integration of information and communication technologies (ICT) in urban planning and management, facilitating more informed and responsive governance. Industrialization plays a pivotal role in the economic transformation of territories, influencing employment patterns, urbanization rates, and income levels. The shift from agrarian to industrial economies brings about significant changes in land use, resource allocation, and infrastructure development. [7] explore how industrialization drives urban growth and necessitates new frameworks for territorial planning and management, particularly in rapidly developing regions. Innovation in industrial practices, including the adoption of sustainable manufacturing processes, renewable energy

sources, and circular economy models, is reshaping territorial management. The transition towards greener and more sustainable industrial practices is essential in mitigating environmental impacts and promoting long-term ecological balance. Studies like those by [8] emphasize the need for territories to adapt their management strategies to accommodate and foster sustainable industrial practices. The relationship between innovation, industrialization, and territorial management is complex and dynamic. As territories evolve with technological advancements and industrial growth, the approaches to managing these areas must also adapt. This involves not only addressing the challenges brought about by rapid industrialization, such as environmental degradation and social disparities, but also leveraging the opportunities presented by technological innovations for improved governance and sustainable development, as noted by [5]. Innovation and industrialization are key determinants in the evolution of territorial management practices. The impact of technological advancements and the shift towards industrial economies necessitate a reevaluation of traditional management approaches. Embracing innovation in governance and industrial practices is essential for addressing contemporary challenges and harnessing opportunities for sustainable territorial development. This requires a strategic and adaptable approach, integrating technological innovations and sustainable industrial practices into the planning and governance of territories.

H3: The level of innovation and industrial activities in a territory significantly affects the territorial management strategies.

4.4.4 Administrative Systems Affecting Management

Administrative systems play a crucial role in territorial management, shaping the efficacy and approach of governance in regional and local contexts. This axis of the literature review focuses on the impact of various administrative frameworks and structures on the management of territories. It explores how different systems of governance, policy implementation, and bureaucratic processes influence the planning, development, and sustainability of regions. Administrative systems vary significantly across different regions and countries, each with its unique set of rules, regulations, and governance structures. These variations influence how territories are managed. For instance, decentralized systems may offer more autonomy to local governments, allowing for tailored approaches to territorial management that are closely aligned with local needs and characteristics, as highlighted by [3]. Conversely, centralized systems might ensure uniformity in policy implementation but could lack the local specificity needed for effective territorial governance, as discussed by [1]. The efficiency of bureaucratic processes within administrative systems significantly impacts territorial management. Efficient bureaucracies can expedite decision-making processes, resource allocation, and implementation of development projects. Studies by [7] emphasize the importance of streamlined administrative procedures in enhancing the responsiveness and agility of territorial management. In contrast, bureaucratic inefficiencies and red tape can hinder development initiatives and slow down the pace of regional progress. Administrative systems are responsible for the formulation, implementation, and enforcement of policies that govern territorial management. The effectiveness of these systems in enforcing compliance with laws and regulations is vital for maintaining order, ensuring sustainable development, and protecting the rights and interests of inhabitants. The research by [8] illustrates the challenges and opportunities in policy implementation within different administrative frameworks, highlighting the importance of adaptability and responsiveness to local contexts. The quality of governance and leadership within administrative systems significantly influences territorial management. Effective leadership can foster innovation, streamline decision-making processes, and encourage public participation in governance. [5] discuss the role of visionary and participative leadership in driving regional development and implementing change. The capacity of leaders to navigate complex administrative systems and advocate for the needs of their territories is crucial for effective management and development. The administrative systems

governing territories are fundamental to the efficacy of territorial management. These systems, with their varying structures, efficiencies, and governance styles, directly impact how regions are planned, developed, and sustained. Understanding and navigating these administrative frameworks is essential for policymakers, planners, and regional leaders to effectively manage their territories. The adaptability of these systems to local needs, coupled with efficient governance and policy implementation, is key to achieving sustainable and responsive territorial management.

H4: The administrative system (decentralization and deconcentration) significantly influences territorial management.

4.4.5 Strategic Surveillance and Economic Intelligence on Management

Strategic surveillance and economic intelligence are increasingly recognized as pivotal components in the realm of territorial management. This axis of the literature review will explore how the systematic gathering, analysis, and application of information relevant to a territory's economic environment can significantly influence management strategies. This encompasses the role of strategic surveillance in identifying opportunities, threats, and emerging trends, as well as the impact of economic intelligence in shaping policy decisions and development plans. Strategic surveillance involves the continuous monitoring of external and internal environments to guide decision-making processes. In territorial management, this means keeping abreast of demographic changes, economic shifts, technological advancements, and political developments. [3] highlights the importance of strategic surveillance in anticipating future challenges and opportunities, enabling territories to adapt proactively rather than reactively. This anticipatory approach is vital for sustainable development and long-term strategic planning. Economic intelligence refers to the collection and analysis of information related to economic activities, market trends, and business environments. In territorial management, it aids in understanding the economic landscape, identifying key sectors for investment, and formulating policies that foster economic growth and stability. [1] discuss how economic intelligence can be leveraged to attract investments, boost regional competitiveness, and tailor economic strategies to the specific needs and strengths of a territory. The integration of strategic surveillance with economic intelligence provides a comprehensive approach to territorial management. This synergy enables territories to not only monitor and adapt to current conditions but also to anticipate and prepare for future economic scenarios. [7] illustrate how such integration can lead to more informed, data-driven decision-making processes, resulting in more effective governance and development strategies. Implementing economic intelligence and strategic surveillance in territorial management presents both challenges and opportunities. Challenges include issues related to data collection, analysis, and interpretation, as well as the need for skilled personnel capable of handling complex economic data. On the other hand, the opportunities are vast, including the potential for enhanced competitiveness, better risk management, and improved resource allocation, as explored by [8]. Strategic surveillance and economic intelligence are critical tools in modern territorial management. They provide valuable insights that can guide policy formulation, development planning, and investment decisions. Effective integration of these tools can transform a territory's approach to governance, enabling a more proactive, informed, and strategic response to the dynamic economic landscape. Embracing these approaches is essential for territories aiming to achieve sustainable development, economic resilience, and competitive advantage in an increasingly complex and interconnected world.

H5: The implementation of strategic surveillance and territorial economic intelligence practices has a significant positive impact on territorial management.

4.4.6 Territorial Management's Impact on Competitiveness

Territorial management, encompassing the strategies and practices used to govern and develop specific regions, plays a critical role in shaping their competitiveness. This axis of the literature review examines how effective territorial management can enhance a region's ability to attract investment, foster economic growth, and sustainably utilize its resources, thereby increasing its competitiveness both domestically and internationally. Competitiveness in a territorial context refers to the ability of a region to offer an attractive environment for business, innovation, and sustainable development. This concept extends beyond economic performance to include factors like quality of life, infrastructure, education, and governance. As highlighted by [1], territorial competitiveness is a multifaceted concept that encompasses economic, social, and environmental dimensions. Strategic planning in territorial management is essential for identifying and leveraging a region's unique strengths. [3] emphasizes the importance of long-term visioning and planning in creating competitive advantages. This includes the development of specialized clusters, promotion of innovation and technology, and improvement of transportation and infrastructure networks. Such strategic initiatives position territories to better compete in the global economy. The governance model and policy framework within a territory significantly impact its competitiveness. Effective governance, characterized by transparency, efficiency, and responsiveness, can create a conducive environment for business and innovation. [5] note that policies fostering economic diversification, skill development, and public-private partnerships are vital for enhancing a territory's competitiveness. Sustainable management of natural and human resources is another key factor in determining territorial competitiveness. Territories that successfully balance economic growth with environmental sustainability and social inclusivity are more likely to be competitive in the long term. [7] discuss how sustainable practices not only preserve natural resources but also attract environmentally conscious investments, contributing to a region's competitive appeal. Technological advancement and innovation are powerful drivers of competitiveness. Regions that foster a culture of innovation, support research and development, and embrace new technologies are better positioned to compete. [8] illustrate how investment in technology and innovation can lead to the creation of high-value industries and services, enhancing a territory's economic profile. Territorial management plays a pivotal role in shaping the competitiveness of regions. Through strategic planning, effective governance, sustainable resource management, and the promotion of innovation and technology, territories can enhance their attractiveness for investment, innovation, and skilled labor. The ability of a territory to strategically manage its assets and opportunities is crucial in determining its success in the global economic landscape. Effective territorial management, therefore, is not just about governance and development but is intrinsically linked to the economic vitality and competitive standing of a region.

H6: Effective territorial management positively influences the competitiveness of the territory.

4.4.7 Stakeholder Engagement and Competitiveness through Management

Stakeholder engagement is a critical aspect of effective territorial management, playing a significant role in enhancing a region's competitiveness. This axis of the literature review focuses on how the involvement of various stakeholders - including local communities, businesses, government entities, and non-governmental organizations - in the planning and decision-making processes can contribute to the overall competitive advantage of a territory. Engaging stakeholders in territorial management ensures that the diverse needs and perspectives of different groups are considered in policy-making and development projects. [1] emphasize the importance of inclusive governance models that incorporate stakeholder input, thereby ensuring that territorial strategies are well-informed and broadly supported. This inclusive approach can lead to more sustainable and effective territorial management practices. Collaborative approaches in territorial management, involving various stakeholders, can enhance a

region's competitiveness by pooling resources, knowledge, and expertise. [3] highlights how collaboration between public, private, and civil sectors can lead to innovative solutions to regional challenges, thereby improving economic prospects. Such collaborations often result in more efficient resource utilization, better infrastructure development, and the creation of more resilient economies. The active participation of stakeholders in policy formulation and implementation is crucial for ensuring that policies are relevant, practical, and effectively address the region's unique challenges and opportunities. [5] discuss the benefits of stakeholder-driven policy-making in creating policies that are more aligned with local needs and contexts, thereby improving the efficacy of territorial management and enhancing regional competitiveness. Stakeholder engagement is particularly important in the context of sustainable development and long-term planning. [7] argue that stakeholder involvement ensures a balance between economic growth, environmental sustainability, and social equity, which is essential for the long-term competitiveness of a territory. By incorporating diverse perspectives, territorial management can foster a more holistic and sustainable approach to development. Effective stakeholder engagement builds trust and social capital, which are vital assets for competitive territories. [8] demonstrate how trust between stakeholders and authorities can facilitate smoother implementation of projects and policies, reduce conflicts, and enhance the overall business environment. Strong social capital, fostered through stakeholder engagement, contributes to a more cohesive and collaborative society, which is a key factor in attracting investment and talent. Stakeholder engagement is a cornerstone of effective territorial management and a key driver of competitiveness. By involving a broad range of stakeholders in the decision-making process, territories can develop more inclusive, innovative, and sustainable management strategies. This collaborative approach not only addresses the immediate needs of the region but also lays the groundwork for long-term prosperity and competitiveness.

In an increasingly interconnected and complex world, the ability of territorial managers to effectively engage and collaborate with stakeholders is more important than ever for achieving sustainable and competitive regional development.

H7: Stakeholder engagement in territorial management significantly contributes to enhancing territorial competitiveness.

Tableau 1 : Synthesis of hypothesis and references related

Hypothesis	Key Authors and Publication Year	Description/Axis
H1	Cohen (2017), Fitzgerald et al. (2012), García-Madurga et al. (2020), Bouchida and Azougagh (2023), Rotondo et al. (2022), Wahabi, Drissi, and Soudi (2016), Prota and Viesti (2022), Kumar et al. (2012)	Demographic Influence on Territorial Management: This hypothesis explores how demographic factors such as age, education, and experience influence approaches to territorial management.
H2	Rotondo et al. (2022), Cohen (2017), García-Madurga et al. (2020), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016), Prota & Viesti (2022)	Territory Characteristics and Management: This hypothesis examines the impact of geographical, socio-economic, cultural, and environmental characteristics of a territory on its management.
H3	Cohen (2017), García-Madurga et al. (2020), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016), Prota & Viesti (2022)	Innovation and Industrialization's Impact on Management: This hypothesis discusses how innovation, particularly in technology and industrial practices, affects territorial management strategies.
H4	Cohen (2017), García-Madurga et al. (2020), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016), Prota & Viesti (2022)	Administrative Systems Affecting Management: This hypothesis focuses on how different administrative systems influence territorial management, considering aspects like

		decentralization and policy implementation.
H5	Cohen (2017), García-Madurga et al. (2020), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016)	Strategic Surveillance and Economic Intelligence on Management: This hypothesis addresses the role of strategic surveillance and economic intelligence in shaping territorial management practices.
H6	García-Madurga et al. (2020), Cohen (2017), Prota & Viesti (2022), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016)	Territorial Management's Impact on Competitiveness: This hypothesis explores how effective territorial management enhances a region's competitiveness through various strategic initiatives.
H7	García-Madurga et al. (2020), Cohen (2017), Prota & Viesti (2022), Bouchida and Azougagh (2023), Wahabi, Drissi, and Soudi (2016)	Stakeholder Engagement and Competitiveness through Management: This hypothesis assesses how stakeholder engagement in territorial management contributes to enhancing territorial competitiveness.

This table effectively captures the essence of the hypotheses, aligning them with the relevant authors and their work, thus providing a clear overview of the various aspects covered in the literature review.

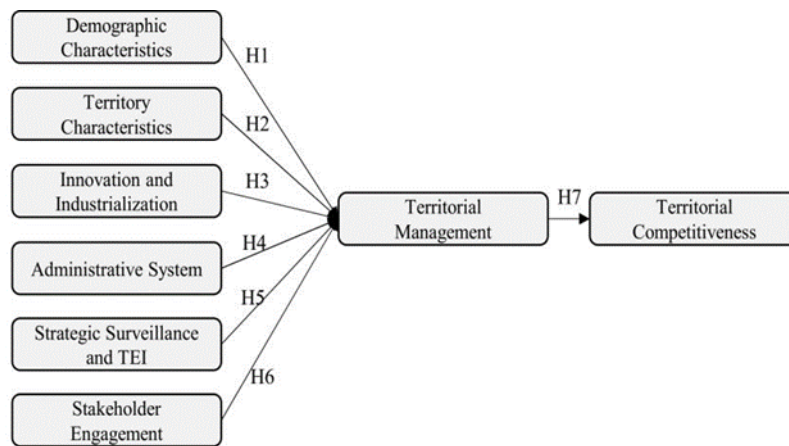


Figure 1: Proposed structural model.

This model is comprehensive, taking into account a range of factors that are essential in understanding how various elements can collectively contribute to the competitiveness of a territory. It emphasizes the interconnectedness of social, economic, and governance factors and their combined impact on a territory's ability to compete and thrive.

4.5. Discussions

The effectiveness of territorial intelligence in local governance forms a crucial aspect of our study. In the Moroccan context, the role of municipal councils and rural administrative annexes is imperative in implementing territorial intelligence. This section of the discussion evaluates how these local entities manage resources, represent citizen interests, and maintain public order, thereby contributing significantly to regional development. The assessment includes an analysis of the strategies employed by these bodies in governance and their effectiveness in ensuring sustainable regional development. Further, the paper delves into the impact of territorial intelligence on socio-economic development in Morocco. It explores the adoption of e-government and digital technologies, examining their roles in enhancing governance efficiency and transparency. This part of the discussion aims to understand the extent to which modern technological tools and approaches have been integrated into the Moroccan governance framework, and how this integration has influenced socio-economic growth and development. A critical analysis of the challenges and opportunities associated with the

implementation of territorial intelligence in Morocco forms another significant segment of the discussion. This analysis includes an examination of issues such as data availability, data quality, and the coordination between different governmental levels. The integration of local communities and civil society in the process of territorial intelligence is also scrutinized. This segment aims to highlight the practical difficulties and potential advantages inherent in the adoption of territorial intelligence strategies in Morocco. The discussion also covers the significant role of territorial intelligence in strategic planning and decision-making processes. Evaluating how this intelligence system has been used to address internal and external challenges, and leveraging opportunities for regional development, is essential to understand its effectiveness. This part of the discussion assesses the strategic approaches adopted and how they have contributed to addressing specific regional challenges and opportunities in Morocco. Finally, the paper concludes with an overview of future prospects and potential strategies for enhancing the effectiveness of territorial intelligence in Morocco. It offers comprehensive recommendations for policy and practice, as well as suggestions for further research. This conclusive segment aims to provide a roadmap for future action and research, highlighting the areas where territorial intelligence can be further refined and effectively utilized for the betterment of Moroccan regional development.

Conclusion

The culmination of this study is marked by the development of a nuanced Structural Equation Modeling (SEM) approach, which promises to enrich the analysis of territorial competitiveness within the Moroccan context. This innovative model, grounded in the multidimensional factors identified throughout the research, stands as a testament to the intricate interplay between demographic characteristics, administrative systems, innovation, and stakeholder engagement in shaping territorial governance and management. Our exploration has demonstrated that territorial intelligence, when harnessed effectively, can significantly bolster socio-economic development and strategic planning, ultimately fostering a more competitive territorial environment. The proposed SEM offers a structured method for capturing these complex relationships, serving as an analytical lens through which policymakers and scholars can discern the subtle dynamics of territorial management. Through the application of this SEM, the study has identified key leverage points where interventions can be most impactful. The results underscore the transformative potential of e-government and digital strategies in enhancing governance efficiency. Moreover, the model delineates the critical role of stakeholder engagement in not only navigating but also capitalizing on the challenges and opportunities that the Moroccan territories face. The implications of this research extend beyond the academic sphere, providing tangible insights for practitioners and decision-makers in the realm of territorial development. The SEM approach fosters a more informed, strategic, and holistic management of resources, which is paramount for Morocco's ascendancy in the global economic landscape. Challenges such as data availability, quality, and the need for skilled personnel to manage economic information have been brought to light, offering avenues for continued research and policy refinement. The study advocates for an interdisciplinary approach to territorial management, one that embraces the complexity of its many influencing factors. Future research should endeavor to validate and refine the proposed SEM in various territorial contexts, ensuring its robustness and applicability across diverse governance landscapes. By doing so, we can continue to advance our understanding of territorial competitiveness and management, not just within Morocco but as a universally applicable framework for regional development. The insights yielded from this study reinforce the premise that territorial intelligence is not a static concept but a dynamic tool for achieving sustainable and competitive territorial development. As Morocco strides forward, the SEM approach stands as a beacon for strategic territorial governance, paving the way for economic resilience and prosperity.

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