

# Collaborative Innovation: Boosting the Attractiveness and Competitiveness of Tomorrow's Regions

Abdellah Haida<sup>1</sup>

Doctor in Economics and Organizational Management Ibn Zohr University LERASE laboratory

Publication Date: 2025/10/11

**Abstract:** In a context of constant digital, environmental, and societal change, territories are called upon to enhance their attractiveness, competitiveness, and sustainability. Collaborative innovation is emerging as a key strategic approach that reconfigures local development trajectories by mobilizing the collective intelligence of diverse actors. Drawing on open innovation, social innovation, and territorial intelligence, this study examines how cooperation among public institutions, private actors, academia, and citizens can strengthen a territory's capacity to innovate, differentiate, and adapt.

A qualitative approach is adopted through an in-depth case study of the Souss-Massa region in Morocco, which has implemented collaborative innovation mechanisms such as third places, living labs, and participatory projects. Semi-structured interviews with elected officials, institutional managers, entrepreneurs, association members, and innovation facilitators were analyzed inductively to identify triggers, obstacles, and impacts of collaborative initiatives on territorial attractiveness and local economic dynamics.

Findings indicate that collaborative innovation goes beyond leveraging local resources: it fosters resilience, supports co-construction and experimentation, strengthens territorial identity, structures innovation ecosystems, and promotes inclusive governance. Its effectiveness depends on robust coordination mechanisms, assertive leadership, and a culture of sustained cooperation.

The study is presented in three parts: the first revisits the theoretical foundations of collaborative innovation and its role in territorial dynamics; the second details the methodology and the Souss-Massa case study; and the third discusses the main empirical findings, highlighting best practices, measurable effects on territorial attractiveness and competitiveness, and encountered limitations.

**Keywords:** Collaborative Innovation, Territorial Attractiveness, Competitiveness, Collective Intelligence, Local Development, Participative Governance, Co-Construction, Souss-Massa.

**How to Cite :** Abdellah Haida (2025). Collaborative Innovation: Boosting the Attractiveness and Competitiveness of Tomorrow's Regions. *International Journal of Innovative Science and Research Technology*, 10(10), 520-536.  
<https://doi.org/10.38124/ijisrt/25oct211>

## I. INTRODUCTION

Today's societies are undergoing profound transformations that affect both citizens' daily lives and the organization of territories. The widespread use of digital technologies, environmental challenges, and evolving social dynamics are compelling territories to rethink their development strategies. In this context, maintaining attractiveness, competitiveness, and sustainability is no longer optional, but a necessity. Collaborative innovation plays a central role, enabling public, private, academic, and civic actors to pool knowledge and resources to design solutions tailored to local realities (Chesbrough, 2003; Carayannis & Campbell, 2009).

Recent studies on open innovation and social innovation highlight the importance of collaborative dynamics in generating territorial value (Etzkowitz & Leydesdorff, 2000; Moulaert et al., 2013). Building on territorial intelligence (Girardot, 2010), these approaches promote experimentation as well as resilience and adaptability within local ecosystems (Kohler & Piller, 2015; Dubé et al., 2017). At the same time, the literature underscores the critical conditions for successful initiatives, including inclusive governance, effective coordination mechanisms, and a culture of sustained cooperation among stakeholders (Torre & Wallet, 2014; Fontan & Klein, 2019).

This research aligns with this perspective, focusing on the Souss-Massa region of Morocco. As an actively engaged

territory in innovative approaches, it provides a relevant case study for examining how collaborative innovation influences local attractiveness and competitiveness. Our qualitative approach relies on semi-structured interviews with a broad range of stakeholders, including elected representatives, entrepreneurs, public institutions, associations, and innovation facilitators. The analysis aims to identify the triggers, obstacles, and practical outcomes of these collaborative initiatives.

The study is structured in three main parts. First, it revisits the theoretical foundations of collaborative innovation and its role in territorial dynamics. Next, it presents the methodology and details the Souss-Massa case study. Finally, it analyzes the empirical results, highlighting best practices, impacts on attractiveness and competitiveness, and observed limitations, providing avenues for future research.

## II. LITERATURE REVIEW

In a rapidly changing world, territorial innovation plays a pivotal role in shaping local development and enhancing regional competitiveness. Positioned at the intersection of economics, geography, and sociology, it provides an integrated framework for understanding how territories can adapt, differentiate, and thrive. Beyond technical or economic dimensions, innovation functions as a driver of collective transformation, enabling local actors to collaborate in designing sustainable solutions tailored to their territorial contexts.

### ➤ *Territorial Innovation and Local Development*

Territorial innovation is a key driver of local development, with the potential to reshape regional dynamics. As a lever for competitiveness and attractiveness, it enables territories to differentiate themselves by creating value and generating new opportunities. This process extends beyond technological advances to encompass profound organizational transformations. Institutional and social changes foster enhanced collaboration and coordination among actors, thereby strengthening a territory's capacity to respond to contemporary challenges. Central to this approach is the effective mobilization and valorization of local resources.

By leveraging the region-specific knowledge, skills, and assets, territorial innovation reinforces the identity and resilience of local ecosystems. Concurrently, technological mobilization plays a pivotal role, providing tools and platforms that facilitate knowledge exchange, support collaborative projects, and promote sustainable and inclusive growth.

- *Territorial Innovation: a Lever for Competitiveness and Regional Attractiveness*

According to Sellami and Rouggani (2024), territorial innovation is a fundamental component of local development. They define this form of innovation not as a simple adaptation of existing models, but as an endogenous process of generating innovative solutions, whether products, services,

or processes, that specifically address the unique needs and challenges of a given territory. This perspective highlights the contextual and distinctive nature of innovation when it is rooted in a particular geographical and societal setting

Sellami and Rouggani (2024) emphasize that the success of territorial innovation does not rely on isolated initiatives. Rather, it depends on a territory's capacity to mobilize and leverage its own resources, human (knowledge, skills), natural (raw materials, ecosystems), and technological (infrastructure, research centers). Moreover, territorial innovation is inherently collaborative. The authors highlight the importance of close cooperation and synergy among local actors. Whether from the public sector (local authorities, universities), the private sector (companies, startups), or the voluntary sector (NGOs, associations), their collaboration is crucial for transforming local resources into a genuine driver of economic growth. This collective dynamic not only enhances regional economic performance but also strengthens competitiveness, endows the territory with a distinctive identity, and increases its ability to attract new investors, talent, and projects.

- *Organizational Change to Enhance Regional Attractiveness*

In the current context of profound economic and social transformation, territories are compelled to rethink their development strategies to maintain their relevance. Sellami and Rouggani (2022) argue that, in the face of structural change, governments and local actors must reinvent their governance models and development approaches. Territorial innovation is no longer merely an option but has become an essential mechanism for adaptation and growth. It is considered a primary lever for enhancing regional attractiveness and competitiveness, particularly in a globalized environment where inter-territorial competition is intensifying. In other words, a region's capacity to innovate, both in processes and products, is increasingly a decisive factor in its long-term success.

- *Inclusion of Local Resources and Technological Mobilization*

Territorial innovation, as conceptualized by Sellami and Rouggani (2024), can no longer be understood solely through a technological lens or as a process of isolated creation detached from the local context. It is increasingly framed within an integrative approach, where local resources constitute the foundation of any innovative initiative. These resources, human, material, natural, or organizational, serve as strategic levers for developing solutions tailored to the specific needs of a territory. In this perspective, human capital, existing infrastructures, and endogenous know-how are mobilized in a coordinated manner to foster creative dynamics capable of addressing contemporary territorial challenges (Sellami & Rouggani, 2024).

This view aligns with Carayannis and Campbell (2009), who emphasize that successful innovation ecosystems rely on the valorization of territorial assets and the active involvement of local stakeholders in collaborative processes. Accordingly, territorial innovation does not merely deploy

advanced technological tools; it combines the mobilization of local knowledge with emerging technologies, such as digital solutions and collaborative platforms, to maximize the impact of initiatives on local development. This strategic integration of resources and technology supports the continuous adaptation of territories amid economic, social, and environmental transformations (Kohler & Piller, 2015).

Furthermore, incorporating local resources into innovation processes strengthens territorial resilience. By fostering active participation from local communities and integrating their specific knowledge, innovative projects gain relevance and effectiveness. This approach also encourages more inclusive and participatory territorial governance, creating an environment conducive to co-construction and the long-term sustainability of initiatives (Torre & Wallet, 2014). Dubé, Carayannis, and Denicolai (2017) highlight that combining local knowledge with cutting-edge technologies generates collaborative innovation dynamics capable of sustainably transforming local economies while enhancing their attractiveness and competitiveness at national and international levels.

Territorial innovation thus emerges as a hybrid process, combining endogeneity and openness, in which local resources are synergized with technological tools to produce innovative solutions rooted in the territorial context yet capable of responding to global competitiveness demands (Chesbrough, 2003; Girardot, 2010). This broader vision underlines the importance of considering innovation not just as a technical process, but above all as a collective and integrated mechanism, mobilizing in a complementary way the internal assets of the territory and the opportunities offered by digital transformation and new technologies.

#### ➤ *Social Innovation and Territorial Impact*

Unlike technological innovation, which primarily aims at technical development, social innovation focuses on addressing social challenges. It is defined as any approach, practice, intervention, or product designed to improve a

situation or respond to a social or socio-economic issue, and that engages market actors, institutions, organizations, or communities (Bouchard, 2010; Ourrach & Touhami, 2023).

Ourrach and Touhami (2023) examine various theoretical perspectives on social innovation, including public policy modernization, social enterprise, and institutionalist approaches. Despite differing frameworks, these perspectives converge on the creation of sustainable, effective, and efficient solutions to economic and social challenges.

The authors further evaluate the contribution of social innovation to territorial development through a case study of the TAYSSIR program in Morocco. This conditional cash transfer program, aimed at combating school drop-out in disadvantaged rural and urban areas, represents a concrete example of social innovation implemented in an institutional and inclusive manner.

Social innovation extends beyond the mere redistribution of resources; it seeks to generate a dynamic of local development by actively involving beneficiaries and integrating social dimensions into public policies. The TAYSSIR program exemplifies this approach, contributing to territorial development by improving access to education and reducing school drop-out rates, particularly among girls, thereby strengthening social and family cohesion. This case demonstrates that sustainable innovation, when institutionalized and oriented toward local needs, requires participatory governance.

This type of innovation aligns with the principles of territorial resilience, as illustrated in Figure 1. TAYSSIR embodies several axes of the “resilience compass” (Cerema, 2020), notably Cohesion–Solidarity and Adaptation, Learning, and Innovation. By reinforcing social and family ties, the program directly contributes to cohesion, while its participatory design and responsiveness to local challenges highlight its capacity for adaptation and innovation.



Fig 1 A resilience Compass for Regional Adaptation

Source: Cerema (2020)

According to Ourrach and Touhami (2023), social innovation, when adapted to the local context and supported by targeted public policies such as TAYSSIR, constitutes an effective strategy for transforming territorial development. This approach enhances the equity, inclusiveness, and sustainability of development initiatives, integrating both social and spatial dimensions to create a positive and lasting impact.

#### ➤ *Territorial Governance and Socio-Spatial Innovation*

Socio-spatial innovation serves as a key lever for local development when combined with effective territorial governance. According to Torre and Wallet (2014), this form of innovation, which integrates social and spatial dimensions, fosters action models based on coopetition, a combination of cooperation and competition, and strengthens coordination among local actors. These dynamics promote the collective mobilization of resources and interactions across the public, private, and associative sectors, facilitating the emergence of innovative initiatives tailored to the unique characteristics of each territory.

The success of this approach depends on organizational arrangements and strong territorial leadership, elements considered essential for the implementation and sustainability of innovative practices (Fontan & Klein, 2019). Leadership, whether exercised by public institutions, civil society, or economic actors, ensures effective stakeholder coordination, aligns objectives, and stimulates collaboration to achieve concrete results. It also helps establish common standards that structure relationships and support the development of coherent, sustainable projects (Gagnon & Klein, 2016).

Proximity, geographical, organizational, institutional, or cognitive, is a crucial catalyst for territorial governance. As noted by Aït Lemqeddem and Tomas (2019), proximity facilitates exchanges, strengthens social capital, and improves the flow of information. It fosters trust and reduces information asymmetries, enhancing the effectiveness of collective strategies and public policies while supporting the emergence of socio-spatial innovations that are well rooted in the local context.

Finally, socio-spatial innovation is inherently a social process rooted in the territory. Long (2004) emphasizes that innovation emerges within networks of actors and specific spatial arrangements that shape interactions and the evolution of practices. This collective and interactive character gives

innovation an adaptive, evolutionary dimension, enabling it to respond to economic, social, and environmental changes within the territory.

#### ➤ *Territorial Intelligence and Cooperative Strategies*

Today, territorial intelligence constitutes a strategic lever for structuring and coordinating local development dynamics. It is defined as a collective process for producing, processing, and sharing strategic information to guide the decisions and actions of territorial actors. According to Bertaccini and Bouchet (2006), territorial economic intelligence enables the alignment of diverse activity poles around common issues by creating bridges between companies, universities, public institutions, and local clusters. This coordination enhances knowledge circulation and fosters the emergence of innovative solutions tailored to the specific needs of territories, while strengthening their competitiveness in a globalized context.

The integration of cooperative strategies within territorial intelligence reflects a logic of informational openness and resource pooling. Salvétat and Le Roy (2007) explain that cooperative intelligence approaches allow strategic information to be shared among actors in contexts of simultaneous cooperation and competition. By reducing information asymmetries and generating organizational synergies, this coopetitive dynamic strengthens the capacity of territories to innovate and anticipate economic, technological, and social changes.

Similarly, Carayannis et al. (2012) highlight the importance of innovation networks based on the Quadruple Helix model and, more broadly, the Quintuple Helix. These frameworks emphasize close interaction among the academic, industrial, public, and citizen spheres, with the environmental dimension incorporated in the quintuple model. By integrating these multiple dimensions, regions develop ecosystems where knowledge, innovation, and sustainability mutually reinforce one another.

Territorial intelligence extends beyond mere data collection; it is part of a collective learning process and the co-creation of solutions. This approach facilitates anticipatory territorial steering, adaptability, and continuous innovation, enabling territories to pursue sustainable and competitive development trajectories while strengthening cohesion among local actors (Bertaccini & Bouchet, 2006; Salvétat & Le Roy, 2007; Carayannis et al., 2012).



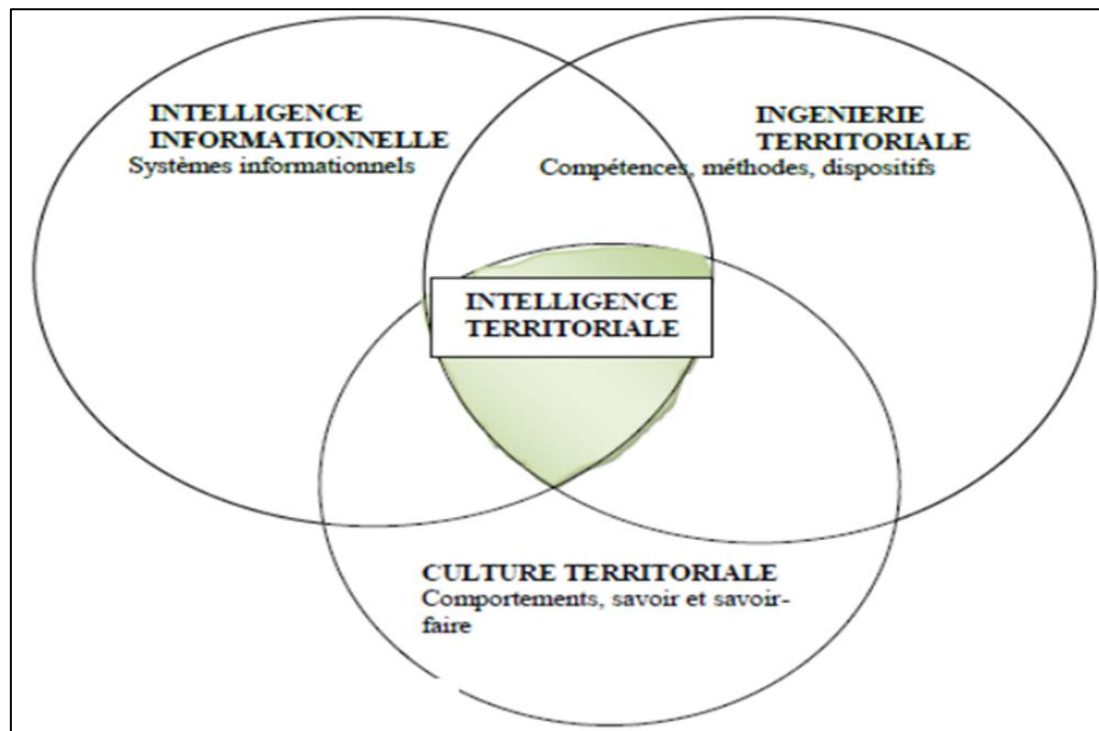


Fig 2 Territorial Intelligence  
Source: Janin, Grasset, (2009)

This perspective is closely linked to the three components illustrated in the diagram. Information intelligence, grounded in information systems, provides the data necessary to analyze trends and anticipate challenges. Territorial engineering, with its skills, methods, and tools, transforms this information into concrete projects. Finally, territorial culture, encompassing behaviors, knowledge, and know-how, forms the foundation of trust and cooperation, enabling the collective sharing and implementation of solutions. The intersection of these three elements constitutes territorial intelligence, which drives both innovation and resilience.

Territorial intelligence also facilitates the structuring of collaborative ecosystems, where trust and the sharing of expertise are essential. This framework supports the transfer of knowledge and technologies and promotes the networking of local skills to generate contextually adapted and sustainable innovations. Through these cooperative strategies, territories enhance their capacity for innovation and resilience, thereby consolidating their attractiveness and competitiveness in the face of economic and societal change.

### III. RESEARCH METHODOLOGY

The present study on collaborative innovation adopts a qualitative approach to examine in depth the dynamics that drive territorial attractiveness and competitiveness. This methodological choice is justified by the exploratory nature of the topic, as it allows for capturing the perceptions and meanings that different local actors attribute to their practices and to the interactions shaping territorial strategies (Creswell & Poth, 2018).

The research was conducted in the Souss-Massa region of Morocco, selected as the study site due to the significant economic and social transformations it is experiencing. These characteristics make the region an ideal context for observing and analyzing collaborative initiatives and their impacts on regional development.

Data collection primarily relied on semi-structured interviews with a purposive sample of key stakeholders, including representatives of public institutions, business leaders, association heads, and experts in territorial development. This approach enabled the capture of diverse perspectives and facilitated a contextualized analysis of existing collaboration mechanisms.

#### ➤ *Choice of Epistemological Position*

The present study is grounded in an interpretivist paradigm, which posits that social realities are not objective but are constructed through individuals' interactions and interpretations (Guba & Lincoln, 1994). Rather than merely describing observable facts, the study seeks to uncover the perceptions, motivations, and reasoning that shape collaborative innovation practices in the region.

This approach is particularly suited to exploring the complex relationships among territorial actors and analyzing the dynamics of cooperation in a constantly evolving environment. As highlighted by Denzin and Lincoln (2011), qualitative methodologies are essential for capturing the depth and complexity of social phenomena, placing participants' experiences and testimonies at the center of the analysis.

To investigate this socially constructed reality, the research employed a qualitative approach based on semi-structured interviews with twelve key stakeholders in the study area. This method enables a nuanced understanding of the participants' experiences and the meanings they attribute to collaborative innovation practices.

For rigorous analysis, systematic thematic analysis was applied to identify recurring patterns and motifs in the responses. Comparative examination of the interviews allowed for validation of interpretations by contrasting the perspectives of different participants. Unlike quantitative research, which emphasizes objectivity, rigor in qualitative studies relies on the transparency of the analytical process and the credibility of interpretations (Guba & Lincoln, 1994).

This methodological framework reconciles the richness of qualitative data, which captures the depth of perceptions, with a structured and systematic analytical approach, thereby ensuring the reliability and trustworthiness of the study's conclusions.

#### ➤ *Research Problem, Hypotheses and Conceptual Model*

For this study, the research process was rigorously structured to ensure a robust connection between the theoretical framework and the empirical analysis. The first step involved defining a clear research problem and formulating precise hypotheses, which serve as the foundation for data collection and subsequent analysis (Creswell, 2014).

The next step entailed developing a conceptual research model that visualizes the relationships among the key concepts under investigation and organizes the manner in which these interactions will be examined. This model functions as a roadmap throughout the research, facilitating the integration of collected data into a coherent analytical structure. By systematically linking theory and empirical observations, this approach ensures a methodical exploration of the subject and reinforces the validity of the study.

#### • *Research Problem*

In the current Moroccan context, this study addresses a central question: How does collaborative innovation contribute to a region's attractiveness and competitiveness? More specifically, what factors are conducive to the success of this process?

The primary objective of this research is to examine how cooperation among diverse local actors, including businesses, universities, public institutions, and organizations, can generate creative and contextually relevant solutions to regional challenges. To provide a concrete illustration, the study focuses on the Souss-Massa region.

In this context, the research problem is closely tied to strategic initiatives aimed at economic diversification, the development of local resources, and the strengthening of public-private partnerships. The key challenge lies in understanding how these interactions can produce

innovations that support the sustainable development and prosperity of the region.

#### • *Research Hypotheses*

To address the research problem, several hypotheses were formulated to guide the study by examining the relationships between collaborative innovation and the enhancement of territorial attractiveness and competitiveness. These hypotheses are not mere conjectures; rather, they are propositions grounded in a thorough review of the scientific literature and preliminary field observations.

Their purpose is to elucidate the factors and mechanisms that determine the success of collaborative initiatives within the specific context of the Souss-Massa region. They provide a structured framework for data collection and analysis, facilitating a systematic understanding of the dynamics at play and revealing how collaborative efforts can effectively drive regional development.

#### ✓ *H<sub>1</sub>: Territorial Resources → Collaborative Mechanisms.*

The study of territorial resources and their role in fostering collaboration is grounded in the principles of the Resource-Based View (RBV). Developed notably by Wernerfelt (1984) and Barney (1991), this framework emphasizes an entity's capacity to achieve a sustainable competitive advantage through its unique resources.

According to RBV, a territory endowed with resources that are rare, difficult to imitate, and non-substitutable is better positioned to generate collaborative dynamics that stimulate innovation and value creation. These resources may be material, such as infrastructure and industrial zones, or immaterial, including knowledge, social capital, and local culture, forming the foundation of collaborative innovation strategies (Camagni, 2002; Capello, 2019).

Complementing this perspective, the systemic approach to innovation, exemplified by the concepts of National and Territorial Innovation Systems (Lundvall, 1992; Cooke, 2004), underscores the importance of complementary resources for effective collaboration. Territories endowed with skilled human capital, advanced digital infrastructures, and supportive institutions, such as research centers, incubators, and clusters, are better equipped to establish collaborative platforms that generate innovations with significant economic and social impact (Asheim & Gertler, 2005; McCann & Ortega-Argilés, 2015).

In the Souss-Massa region, specific resources linked to agriculture, fishing, and tourism, combined with local skills and supportive policies, create an environment conducive to the emergence of collaborative mechanisms. The multiplier effect of these resources, when embedded within diversified stakeholder networks, constitutes a key determinant of collaborative success (Boschma, 2005; Martin & Sunley, 2015).

Based on this theoretical framework, the first hypothesis of the study is formulated as follows:

- *H1: The Effective Mobilization of Territorial Resources Reinforce the Development of Collaborative Mechanisms Within the Territory.*

✓ *H\_2: Stakeholder Networks → Collaborative Mechanisms.*

The development of contemporary regions increasingly relies on their capacity to mobilize diverse and interconnected networks of actors, fostering the emergence of collaborative dynamics. Collaborative innovation extends beyond the mere aggregation of resources; it constitutes a co-construction process in which each actor—whether institutional, economic, academic, or associative—contributes specific value that enriches joint projects and reinforces their territorial embedding.

In the Souss-Massa region, this logic assumes particular significance. The presence of ecosystems comprising businesses, public institutions, research centers, and civil society organizations provides fertile ground for the implementation of structured collaborative mechanisms. These mechanisms not only facilitate the generation of innovative solutions tailored to local needs, but also enhance the region's competitiveness and attractiveness by creating shared value and consolidating synergies among stakeholders.

Indeed, the denser, more diversified, and more open the actor networks, the more they facilitate the deployment of effective collaborative mechanisms, ranging from innovation platforms to strategic partnerships centered on common projects. Such fluid interactions optimize knowledge transfer, accelerate the dissemination of innovations, and strengthen the territorial anchoring of initiatives.

Accordingly, the following hypothesis is proposed:

- *H2: The Intensity and Diversity of Actor Networks Positively Influence the Effectiveness of Collaborative Mechanisms.*

This hypothesis underscores that network quality is not merely a coordinating factor but a genuine driver of territorial transformation. In the Souss-Massa region, this dynamic is particularly evident in sectors such as agrifood, sustainable tourism, and the green economy, where the alignment of local skills and collective resources has yielded high-impact collaborative projects.

✓ *H\_3: Public Policies → Collaborative Mechanisms.*

Public policies play a pivotal role in structuring and reinforcing collaborative mechanisms within territories. They serve as an essential lever for creating an environment conducive to cooperation among diverse actors, companies, public institutions, universities, research centers, and civil society organizations, by facilitating networking and resource sharing. Lundvall (1992) emphasizes that well-designed public policies foster the emergence of interactive innovation systems by stimulating synergies among heterogeneous

actors, thereby reinforcing collective dynamics of innovation and competitiveness.

Network theory further highlights the influence of public action on the quality and intensity of collaborative relationships. Granovetter (1985) notes that social and institutional ties act as catalysts for knowledge exchange and the co-construction of innovative solutions, but require governance frameworks supported by public mechanisms. In this context, Porter (1998) argues that successful clusters rely not only on geographical proximity but also on incentive-based public policies that promote cooperation and collective learning.

Similarly, open innovation theory (Chesbrough, 2003) underscores that public interventions—through funding, tax incentives, or the creation of collaborative platforms—facilitate the integration of external knowledge and foster a culture of collective experimentation. Such interventions enable territories to enhance their attractiveness and resilience while strengthening their capacity to respond flexibly to economic, social, and technological challenges.

The territorial governance perspective (Pecqueur, 2000) also emphasizes the role of public policies in coordinating actors and building a shared strategic vision. Clear regulatory and institutional frameworks support sustainable collaborative mechanisms, reduce information asymmetries, and promote the emergence of high value-added collective innovations.

In summary, insights from innovation, network, and governance theories converge to demonstrate that public policies are key catalysts of collaborative mechanisms within territories. They facilitate interaction, reduce barriers to cooperation, and stimulate the creation of collective value.

Based on this theoretical foundation, the following hypothesis is proposed:

- *H3: Public Policies Enhance the Development and Strengthening of Collaborative Mechanisms in Territories.*

✓ *H\_4: Innovation Culture → Collaborative Mechanisms.*

The culture of innovation constitutes a critical lever for stimulating and strengthening collaborative mechanisms within organizations and territories. It embodies a set of values, beliefs, and practices that promote openness to change, risk-taking, and experimentation, thereby creating an environment conducive to cooperation among diverse actors. Schein (2010) highlights that organizational culture profoundly influences collective behavior by establishing norms and routines that guide collaborative practices. Consequently, when an organization or territory embraces a culture oriented toward innovation, it facilitates the formation of exchange networks and partnerships essential for co-creation and the pursuit of innovative solutions.

This perspective is reinforced by the resource- and capability-based view (Barney, 1991), which posits that

innovation arises from the combination and sharing of unique resources among actors. Collaborative mechanisms serve as catalysts for optimizing these resources, for instance through joint projects, innovation laboratories, or knowledge-sharing platforms. Additionally, organizational learning theory (Argyris & Schön, 1978) emphasizes that collaboration fosters collective learning, thereby enabling the development of innovations that are more relevant and better adapted to stakeholder needs.

Open innovation frameworks (Chesbrough, 2003) further stress that a culture of innovation encourages the integration of external ideas and inter-organizational cooperation. This openness enhances the agility and effectiveness of collaborative mechanisms, supporting the exploration of new opportunities and rapid adaptation to environmental changes. Likewise, social network theory (Granovetter, 1985) underscores that both strong and weak ties within an innovation ecosystem facilitate the rapid dissemination of information and strengthen collective innovation capacity.

In this way, a culture of innovation, by fostering trust, knowledge sharing, and experimentation, becomes a decisive factor in establishing and sustaining collaborative mechanisms. These mechanisms, in turn, reinforce the innovation culture, creating a virtuous cycle of co-creation and collective competitiveness (Nonaka & Takeuchi, 1995).

Based on this theoretical foundation, the following hypothesis is proposed:

- *H4: Innovation Culture Positively Influences the Development and Effectiveness of Collaborative Mechanisms.*

- ✓ *H\_5: Public-Private Partnerships → Collaborative Mechanisms.*

Public-private partnerships (PPPs) have emerged as a strategic lever for strengthening collaborative dynamics within territories. They enable the mobilization of diverse resources, the combination of complementary skills, and the sharing of risks between public and private actors, thereby generating innovative and sustainable solutions. Klijn and Teisman (2003) highlight that PPPs facilitate the creation of cooperative networks capable of transcending traditional hierarchical governance models by introducing more horizontal and participatory approaches. This collaborative logic is grounded in the recognition that territorial challenges, whether economic, social, or environmental, require coordinated and integrated action among multiple stakeholders (Yescombe, 2018).

Network governance theories (Rhodes, 1997) underscore that PPPs foster environments in which information exchange and strategic coordination are enhanced, thereby reinforcing collaborative mechanisms. This dynamic is particularly evident within territorial ecosystems, where actors, despite pursuing diverse objectives, leverage cooperation to optimize resources and improve collective efficiency (Provan & Kenis, 2008).

Additionally, stakeholder theory (Freeman, 1984) emphasizes the necessity of incorporating the interests of all relevant stakeholders into decision-making processes, providing a robust foundation for effective and inclusive collaborative mechanisms.

From an organizational perspective, PPPs promote collective innovation by pooling knowledge and exploiting complementary skills (Hodge & Greve, 2007). This approach not only facilitates the co-creation of solutions tailored to local needs but also supports the implementation of more flexible and adaptive collaborative governance arrangements. Ansell and Gash (2008) note that such partnerships serve as platforms for building trust among actors, a crucial condition for the success of collaborative initiatives.

Overall, public-private partnerships act as catalysts for activating and reinforcing collaborative mechanisms, establishing sustained dynamics of cooperation and innovation at the territorial level.

Based on this theoretical foundation, the following hypothesis is proposed:

- *H5: Public-Private Partnerships Positively Influence the Development of Collaborative Mechanisms.*

- ✓ *H\_6: Collaborative Mechanisms → Territorial Attractiveness and Competitiveness.*

Several theoretical perspectives highlight the central role of collaborative mechanisms in enhancing territorial attractiveness. The theory of regional innovation systems, for instance, emphasizes that interactions among public actors, companies, and academic institutions facilitate knowledge circulation and stimulate local creativity (Asheim & Isaksen, 2002). This framework underscores the importance of both formal and informal networks in creating an environment conducive to investment and the development of innovative activities.

From a different angle, multi-level governance theory emphasizes coordination among institutional actors at local, regional, and national levels as a driver of efficiency in public action, ultimately contributing to a territory's competitiveness (Marks, 1993; Hooghe & Marks, 2001). These approaches converge in suggesting that collaborative mechanisms are not merely administrative instruments but also informal "arteries" of trust, resource sharing, and co-construction of projects.

Regional social capital theory further posits that a dense web of inter-organizational relationships, grounded in trust and reciprocity, strengthens a territory's collective capacity to attract talent, investment, and initiatives (Putnam, 1993; Boschio et al., 2020). Complementarily, insights from the new economic geography highlight that proximity externalities, particularly those facilitating information exchange and cooperation among firms, enhance territorial competitiveness by generating productivity and innovation gains (Krugman, 1991; Fujita & Thisse, 2002).



By integrating these theoretical perspectives, including regional and national innovation systems, multi-level governance, regional social capital, and proximity externalities, we gain a comprehensive understanding of how collaborative mechanisms contribute to the creation of attractive and competitive territories. They promote local innovation dynamics, facilitate collective learning, and enable the coordinated mobilization of resources.

Based on this theoretical foundation, the following hypothesis is proposed:

- *H6: Collaborative Mechanisms Enhance Territorial Attractiveness and Competitiveness.*

#### • *Conceptual Model*

Following the development of the research hypotheses, it becomes essential to present the conceptual model that structures our study. This model provides a visual and synthetic representation of the assumed relationships between the different variables, thus constituting a frame of reference for the empirical analysis. It clarifies potential interactions and situates each variable within the study process.

More specifically, the conceptual model illustrates how collaborative innovation can contribute to strengthening the attractiveness and competitiveness of territories, while identifying the conditions and mechanisms required for its effectiveness. In the specific context of the Souss-Massa region, it provides an integrated reading of territorial dynamics and action levers likely to influence local performance and attractiveness.

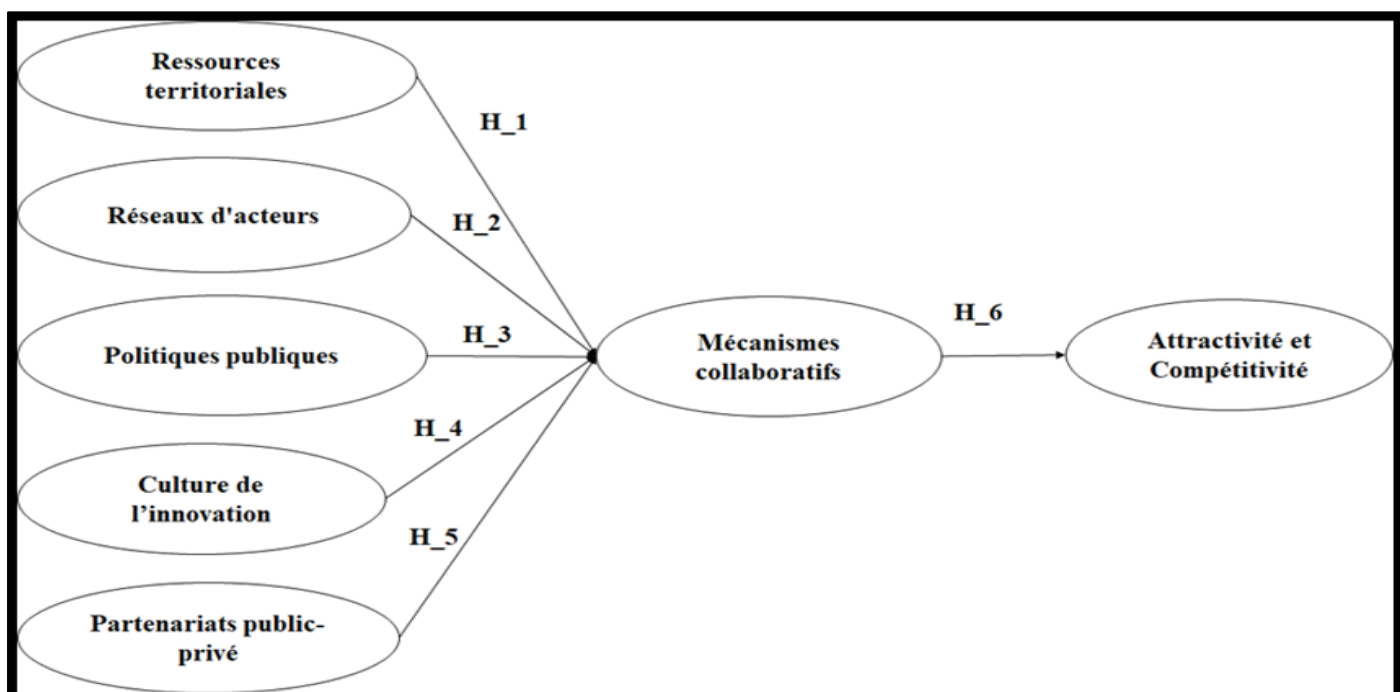


Fig 3 Conceptual Research Model

Source: Authors

#### ➤ *Designing the Interview Guide and Collecting Data*

The design of an interview guide constitutes a critical step in qualitative research, particularly when addressing complex themes such as collaborative innovation and its impact on territorial attractiveness and competitiveness. The guide provides a structured framework for conducting interviews, ensuring that key dimensions of the research problem are systematically explored and that responses can be meaningfully compared across participants. At the same time, it allows sufficient flexibility to probe deeper into specific issues as they emerge during the conversation.

Data collected through these semi-structured interviews offers insights into collaborative mechanisms, the conditions under which they are implemented, and the factors influencing their effectiveness. It enables an understanding of local dynamics, interactions among public, private, and

associative actors, and strategic issues specific to the Souss-Massa region. This qualitative approach yields rich, context-specific information that complements and nuances analyses based on secondary or quantitative data, thereby supporting a more comprehensive and grounded interpretation of the phenomena under study.

#### ➤ *Data Processing*

Data processing constitutes a critical stage in qualitative research, as it establishes the connection between field-collected information and its scientific interpretation. As noted by Miles and Huberman (1994), this phase transforms raw data, such as interview transcripts, into structured elements suitable for analysis. The objective is to extract meaning from the collected information by organizing it into coherent conceptual categories, thereby identifying trends,

convergences, and divergences that inform the understanding of the phenomena under study.

In the context of this research, which investigates collaborative innovation and its impact on territorial attractiveness and competitiveness, thematic analysis provides an appropriate and robust analytical method. As Braun and Clarke (2006) argue, this approach enables the identification, organization, and interpretation of recurring patterns in participants' discourse, linking them to existing theoretical frameworks. It offers a valuable tool for highlighting cooperative dynamics between public and private actors, shared innovation practices, and collaborative territorial strategies, all of which contribute to strengthening territorial competitiveness.

The thematic analysis follows an iterative process. Data are first carefully reviewed through multiple readings to ensure full immersion, and then systematically coded. These codes are subsequently organized into themes that capture key dimensions of collaborative innovation, such as inter-organizational synergies, participatory governance, and the co-creation of territorial value (Boyatzis, 1998). Conducted in close dialogue with the theoretical framework, this analytical process enables the development of explanatory models that elucidate how collaborative innovation functions as a strategic lever for enhancing the attractiveness and competitiveness of territories.

Finally, the analysis is guided by an abductive logic, combining empirical exploration with continuous engagement with theoretical constructs (Dubois & Gadde, 2002). This dual approach allows for a nuanced and contextually grounded interpretation, particularly suitable for the Souss-Massa region, where actor interactions and collaborative practices are central to understanding the dynamics of territorial innovation.

#### IV. PRESENTATION AND DISCUSSION OF STUDY RESULTS

The data collected from the semi-structured interviews were analyzed using NVivo software, which proved particularly effective for in-depth examination. The tool facilitated the organization and coding of information, allowing us to uncover the underlying logic of participants' discourse and to identify recurring patterns and divergent perspectives. Additionally, NVivo enabled the generation of graphical representations, diagrams, and hierarchies, enhancing the understanding of collaborative innovation dynamics and their role in strengthening territorial attractiveness and competitiveness.

##### ➤ Data Analysis

The analysis aims to identify the mechanisms through which collaborative innovation can serve as a lever for territorial performance. It examines the conditions necessary for its effectiveness in a specific regional context, highlighting both the resources that can be mobilized and the obstacles to be overcome. The results illuminate how cooperation among public, private, and institutional actors

can foster territorial synergies, enhance competitiveness, and strengthen the attractiveness of the territories under study.

##### • Manual Thematic Analysis

To understand how collaborative innovation enhances a region's attractiveness and competitiveness, we first conducted a manual thematic analysis of the interviews. This method enabled the identification of recurring themes, key terms, and the main arguments put forward by participants. As Paillé and Mucchielli (2012) explain, this approach involves gradually establishing categories of meaning from the discourses and is particularly effective for deciphering complex phenomena, especially those related to territorial dynamics.

Several major themes emerged from the analysis, including the importance of cooperation between institutions, the mobilization of local resources, and the emergence of new forms of territorial governance. As Creswell (2014) notes, manual analysis of qualitative data not only captures the diversity of individual perceptions but also reveals collective patterns that reflect shared logics.

Regional actors perceive collaborative innovation as a strategic lever for development, facilitating synergies among companies, universities, local authorities, and civil society. This perspective aligns with Chesbrough's (2003) theories on open innovation, which position it as a driver of long-term competitiveness. The findings also underscore that the effectiveness of this approach depends on several conditions: the establishment of trust among partners, the definition of shared objectives, and the implementation of collective governance—points previously highlighted by Torre and Wallet (2016).

##### • Thematic Analysis Using Nvivo

To complement the manual analysis, a thematic analysis assisted by NVivo software was conducted to enhance methodological rigor and strengthen the validity of the results. Widely recognized in qualitative research (Bazeley & Jackson, 2013), this tool allows for the systematic coding of data, the identification of relationships between themes, and the generation of visualizations that facilitate the interpretation of complex dynamics. NVivo also enables cross-referencing of the discourses of different stakeholders, highlighting prominent trends regarding the role of collaborative innovation in enhancing territorial competitiveness and attractiveness.

##### • Word Frequency Analysis by Density

Thematic interviews were conducted to identify the conditions and perceptions of collaborative innovation at the territorial level. The results highlight the crucial role of several factors, including funding, governance, attractiveness, and skills development, in strengthening the competitiveness of territories.

Local funding and resources were consistently identified by participants as a fundamental prerequisite for establishing collaborative projects. Adequate financing enables the support of local initiatives, experimentation with

innovative solutions, and the enhancement of regional capacity for innovation, representing a key lever for successful collaboration.

Collaborative innovation is also perceived as a strategic asset for regional development and attractiveness. It contributes to reinforcing the positive image of territories, stimulating key economic sectors, attracting investment, and creating opportunities that consolidate local roots.

Effective governance and clearly defined objectives are essential for the success of collaborative innovation. Institutions must establish precise guidelines and support stakeholders in their initiatives. Strong governance

coordinates efforts, optimizes resources, and ensures a shared vision of territorial development.

Finally, the involvement of universities, research centers, and skills development programs is decisive. The success of collaborative initiatives depends on the active participation of academic and training institutions. Enhancing skills and aligning them with local needs are crucial for the sustainability of these initiatives.

In summary, collaborative innovation serves as a driver of territorial performance, provided it rests on a combination of factors: adequate funding, effective governance, attention to territorial attractiveness, and investment in human capital and research.

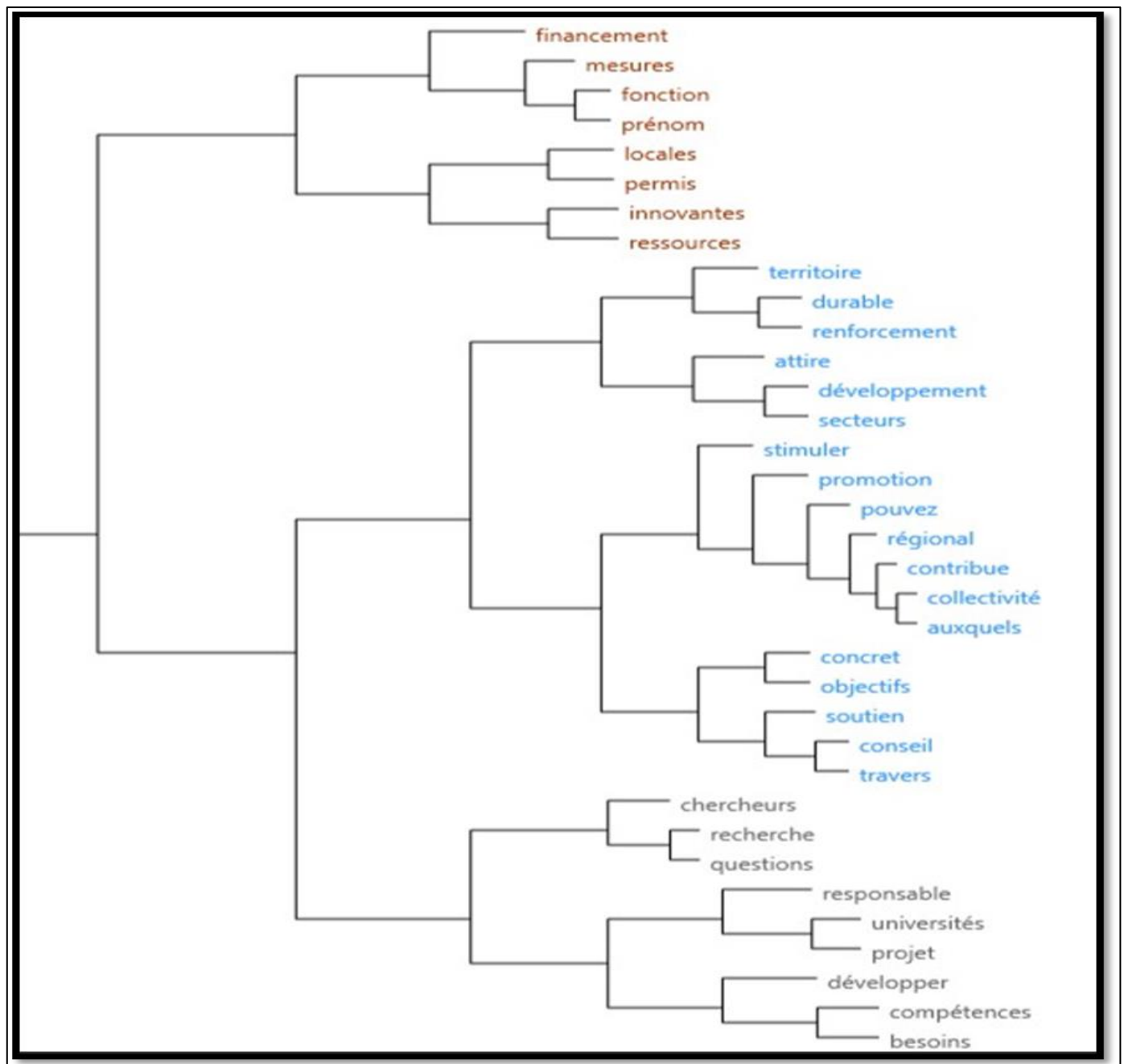


Fig 4 Words Most Frequently used by Interviewees

Source: Nvivo software Output. 11

The figure also emphasizes the interdependence of the various dimensions that structure collaborative innovation. It shows that financial and material resources alone are insufficient and must be complemented by inclusive governance and clearly defined objectives to achieve full effectiveness. Furthermore, territorial attractiveness is shaped not only through the implementation of concrete projects but also through the capacity of regional actors to promote their territory, enhance its image, and stimulate strategic sectors.

The figure underscores the pivotal role of research institutions and universities as catalysts of knowledge and skills. Their contribution enables the development of projects tailored to the specific needs of territories and ensures that collaborative innovation is grounded in a logic of sustainability. Networking between institutions, companies, and academia is therefore essential to address the challenges of territorial development.

Ultimately, the figure illustrates that the effectiveness of collaborative innovation depends on a coherent integration of funding, governance, attractiveness, and human capital. It is the interaction between these dimensions, rather than each in isolation, that allows collaboration to function as a

powerful lever for enhancing territorial competitiveness and attractiveness within a specific regional context.

#### • Word Importance by Density

The word cloud provides a compelling visualization of the theme of collaborative innovation and its influence on territorial attractiveness and competitiveness. The relative size of the words reflects their frequency in the interview data, highlighting the key concepts emphasized by participants. Terms such as “collaborative”, “innovation”, “competitiveness”, “regional” and “companies” emerge prominently, indicating that research and development within a partnership framework is a central concern.

Notably, “collaborative innovation” is strongly associated with “territories”, “region” and “development”, supporting the view that this approach is regarded as a critical driver of local progress. Additionally, the prominence of terms such as “attractiveness”, “strengthening”, and “promotion” underscores the perception that collaboration constitutes a strategic lever for enhancing the image and appeal of regions.



Fig 5 The Importance of Words by Density

Source: Nvivo Software Output. 11



The figure further highlights the critical role of actors and resources in the collaborative innovation process. Prominent terms such as “companies”, “universities”, “researchers” and “communities” indicate that collaborative innovation functions as an ecosystem dependent on a diversity of stakeholders. Words like “funding”, “resources”, “projects”, “support” and “advice” emphasize the essential conditions for the successful implementation and effectiveness of these initiatives.

The appearance of interrogative terms such as “how”, “which” and “conditions” reflects the study’s focus on the methods and factors that drive successful collaborative innovation. Additionally, the presence of “research”, “skills” and “development” underscores the importance of investing in human capital and knowledge to ensure the sustainability of collaborative projects and their alignment with regional specificities.

#### • Associations and Links Between Words Expressed by Interviewees

The figure below presents a conceptual map linking competitiveness to other key concepts identified through text analysis. Competitiveness is shown to be closely connected with both the attractiveness and the development of territories. The arrows and accompanying labels illustrate how collaborative innovation is perceived as a strategic lever for influencing these dimensions.

On the left side of the diagram, the primary objective of collaborative innovation is depicted as enhancing and reinforcing territorial attractiveness. Specific examples are highlighted, including the creation of high value-added jobs and the strengthening of academic research capacities. These findings reflect the perception that partnerships among local stakeholders, such as companies and research institutions, can drive transformative effects on regional economic development.

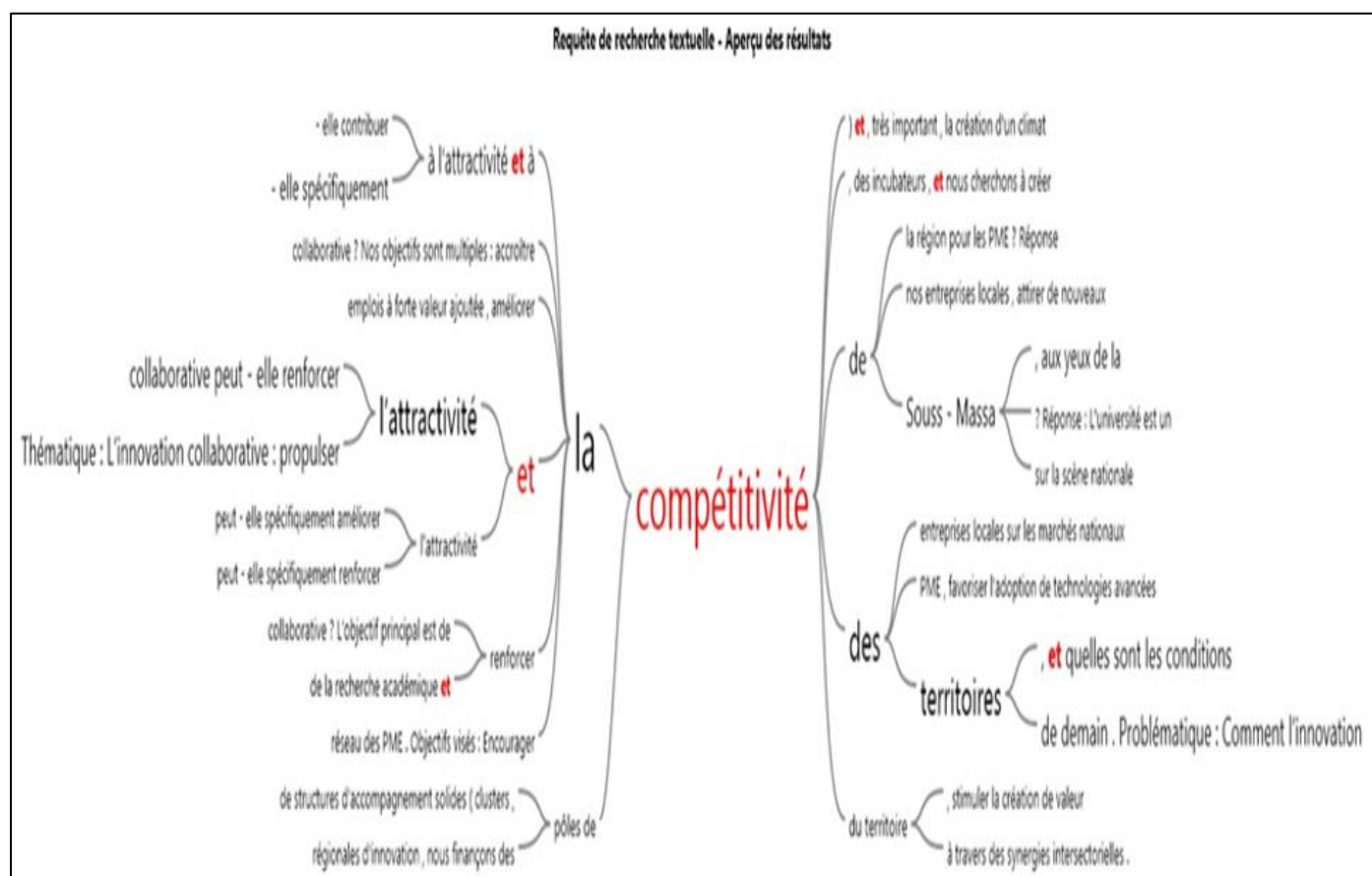


Fig 6 Associations and links Between Words Expressed by Interviewees

Source: Nvivo Software Output. 11

The right-hand side of the diagram emphasizes the conditions necessary for successful collaborative innovation. Key terms such as incubators, SMEs, cross-sector synergies, and advanced technologies underscore the importance of support structures, local enterprises, and intersectoral collaboration. The inclusion of universities as prominent actors at the national level further highlights the central role of academia in this process. These conditions are considered

critical for fostering value creation and promoting sustainable development in future territorial contexts.

#### ➤ Discussion of results

The results of this study confirm that collaborative innovation serves as a strategic lever for enhancing the attractiveness and competitiveness of territories, particularly within specific regional contexts (Chesbrough, 2003; Cooke et al., 2007). The thematic analysis, conducted both manually

and with NVivo support, identified several key dimensions that corroborate the research hypotheses.

Firstly, public policies emerge as a critical catalyst for establishing effective collaborative mechanisms. The data indicate that the active involvement of local authorities and regional councils creates an enabling framework for collaborative innovation, aligning with Porter and Kramer's (2011) findings on the role of public action in fostering synergies among stakeholders. This outcome validates the study's first hypothesis.

Secondly, the availability of local resources and access to funding are identified as essential success factors. Projects that benefit from adequate funding and leverage endogenous resources demonstrate greater sustainability and effectiveness, consistent with Bercovitz and Feldman's (2008) emphasis on the importance of local resources in territorial innovation, thereby confirming the second hypothesis.

Thirdly, the analysis supports the emergence of new forms of territorial governance, validating the third hypothesis. Collaborative innovation promotes governance practices grounded in trust, transparency, and coordinated stakeholder engagement. These findings echo Ansell and Gash's (2008) assertion that shared governance significantly enhances the effectiveness and coherence of collective action.

Fourthly, the study highlights that collaborative innovation fosters skills development and responds to the specific needs of territories. The involvement of universities, research centers, and training institutions strengthens human capital and equips territories to navigate economic and technological transformations, corroborating Etzkowitz and Leydesdorff's (2000) conclusions and confirming the fourth hypothesis.

Fifthly, inter-sectoral and inter-institutional cooperation is shown to be a key determinant of territorial attractiveness. Participants emphasized that partnerships among companies, communities, and universities are essential for generating innovative projects that attract investment and talent. This finding aligns with Malecki's (2012) work on the centrality of collaborative innovation, thus validating the fifth hypothesis.

Finally, the sixth hypothesis, that collaborative innovation functions as a vector for sustainable competitiveness, is confirmed. By integrating sustainability, regional promotion, and the stimulation of strategic sectors, collaborative innovation enhances economic performance and territorial anchoring, consistent with Sotarauta et al. (2017) on resilience and territorial competitiveness.

Table 1 Summary of Hypothesis Confirmation Results (Source: Authors)

| Hypothesis | Hypothesis content   | Study results  | Status    |
|------------|--|--|-----------|
| H1         | Public policies encourage the emergence of territorial collaborative mechanisms.                           | Analysis shows that regional councils and local authorities play a key role in creating a favorable framework for cooperation.   | Confirmed |
| H2         | Local resources and funding mechanisms support the implementation of collaborative innovation.             | The respondents emphasize that adequate funding and the valorization of endogenous resources constitute an essential foundation.   | Confirmed |
| H3         | Collaborative innovation encourages new forms of territorial governance.                                   | The results show that shared governance, based on trust and coordination, enhances project effectiveness.  | Confirmed |
| H4         | Universities and research centers contribute to developing the skills needed for collaborative innovation. | The study confirms that research and training play a central role in strengthening human capital and adapting territories.   | Confirmed |
| H5         | Intersectoral and inter-institutional cooperation enhances regional attractiveness.                        | The interviews indicate that networking among public, private, and academic actors stimulates projects capable of attracting investment and opportunities.                     | Confirmed |
| H6         | Collaborative innovation serves as a driver of sustainable competitiveness for territories.                | The data reveal that collaborative innovation integrates sustainability, sectoral stimulation and regional promotion, consolidating both economic and territorial performance. | Confirmed |

Overall, this study highlights that the success of collaborative innovation relies on a combination of interrelated factors: the availability of sufficient funding, the effective use of local resources, transparent and inclusive governance, investment in human capital and research, and robust cross-sectoral collaboration. These results align with existing literature, confirming that such an integrated approach transforms collaboration into a powerful driver of territorial attractiveness and competitiveness.

## V. CONCLUSION

The analysis carried out as part of this study highlights the central role of collaborative innovation as a strategic lever for strengthening the attractiveness and competitiveness of territories. The results confirm that this dynamic is based on a complex interaction between several factors: public policies, local resources, territorial governance, the development of human capital and cross-sector cooperation. These findings support and enrich existing theoretical

contributions on territorial innovation and collaborative governance (Chesbrough, 2003; Cooke et al., 2007; Ansell and Gash, 2008).

The six hypotheses formulated in this study have been validated, showing that public action serves as a key catalyst, access to resources and funding promotes the sustainability of initiatives, shared governance enhances the coherence of actions, the development of territorial skills drives adaptability, cross-sectoral cooperation supports attractiveness, and, ultimately, collaborative innovation contributes to the sustainable competitiveness of territories.

These results underline the importance of considering collaborative innovation as an integrated process, requiring the simultaneous mobilization of financial, human and institutional resources. They also confirm that the success of such initiatives depends on the creation of a favorable territorial ecosystem, capable of fostering the coordination and emergence of high value-added innovative projects.

Ultimately, this study offers operational leads for decision-makers and territorial players wishing to strengthen the competitiveness of their regions. It also opens up prospects for future research, notably on the quantitative evaluation of the impact of collaborative innovation on territorial performance, and on the conditions for transferring best practices between territories. The integration of this knowledge could contribute to building more resilient, attractive and competitive territories in a context of rapid economic and social transformation.

## REFERENCES

- [1]. Aït Lemqaddem, A., & Tomas, F. (2019). L'innovation collaborative dans les territoires : enjeux et perspectives. *Revue Marocaine de Management et d'Innovation*, 3(6), 45-62.
- [2]. Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543-571. <https://doi.org/10.1093/jopart/mum032>
- [3]. Argyris, C., & Schön, D. A. (1978). *Organizational learning: A theory of action perspective*. Addison-Wesley.
- [4]. Asheim, B. T., & Gertler, M. S. (2005). The geography of innovation: Regional innovation systems. In J. Fagerberg, D. C. Mowery, & R. Nelson (Eds.), *The Oxford handbook of innovation* (pp. 291-317). Oxford University Press.
- [5]. Asheim, B. T., & Isaksen, A. (2002). Regional innovation systems: The integration of local sticky and global ubiquitous knowledge. *Journal of Technology Transfer*, 27(1), 77-86. <https://doi.org/10.1023/A:1013100704794>
- [6]. Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- [7]. Bazeley, P., & Jackson, K. (2013). *Qualitative data analysis with NVivo* (2nd ed.). SAGE.
- [8]. Bercovitz, J., & Feldman, M. (2008). Academic entrepreneurs: Organizational change at the individual level. *Organization Science*, 19(1), 69-89. <https://doi.org/10.1287/orsc.1070.0295>
- [9]. Bertaccini, B., & Bouchet, J. (2006). *L'innovation territoriale : Approches et pratiques*. L'Harmattan.
- [10]. Boschio, M., Crescenzi, R., & de Blasio, G. (2020). Local development and innovation: Evidence from Italian industrial districts. *Regional Studies*, 54(4), 512-525. <https://doi.org/10.1080/00343404.2019.1608352>
- [11]. Boschma, R. A. (2005). Proximity and innovation: A critical assessment. *Regional Studies*, 39(1), 61-74. <https://doi.org/10.1080/0034340052000320887>
- [12]. Bouchard, M. J. (2010). *L'innovation sociale : Émergence et effets sur la transformation des sociétés*. Presses de l'Université du Québec.
- [13]. Boyatzis, R. E. (1998). *Transforming qualitative information: Thematic analysis and code development*. SAGE.
- [14]. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- [15]. Camagni, R. (2002). On the concept of territorial competitiveness: Sound or misleading? *Urban Studies*, 39(13), 2395-2411. <https://doi.org/10.1080/0042098022000027022>
- [16]. Capello, R. (2019). *Regional economics*. Routledge.
- [17]. Carayannis, E. G., & Campbell, D. F. J. (2009). 'Mode 3' and 'Quadruple Helix': Toward a 21st century fractal innovation ecosystem. *International Journal of Technology Management*, 46(3/4), 201-234. <https://doi.org/10.1504/IJTM.2009.023374>
- [18]. Carayannis, E. G., Barth, T. D., & Campbell, D. F. J. (2012). The Quintuple Helix innovation model: Global warming as a challenge and driver for innovation. *Journal of Innovation and Entrepreneurship*, 1(2), 1-12. <https://doi.org/10.1186/2192-5372-1-2>
- [19]. Carayannis, E. G., & Campbell, D. F. J. (2009). *Mode 3: Knowledge production in the triple helix era*. Springer.
- [20]. Cerema. (2020). *Innovation et territoires : Guide méthodologique pour les collectivités*. Cerema Éditions.
- [21]. Chesbrough, H. W. (2003). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business School Press.
- [22]. Cooke, P., Uranga, M. G., & Etzebarria, G. (2007). Regional innovation systems: Institutional and organizational dimensions. *Research Policy*, 26(4-5), 475-491. [https://doi.org/10.1016/S0048-7333\(97\)00025-5](https://doi.org/10.1016/S0048-7333(97)00025-5)
- [23]. Cooke, P. (2004). *Knowledge economies: Clusters, learning and cooperative advantage*. Routledge.
- [24]. Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE.
- [25]. Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE.

- [26]. Denzin, N. K., & Lincoln, Y. S. (2011). *The SAGE handbook of qualitative research* (4th ed.). SAGE.
- [27]. Dubé, J., Polèse, M., & Shearmur, R. (2017). *Économie géographique et développement régional*. Presses de l'Université du Québec.
- [28]. Dubois, A., & Gadde, L. E. (2002). Systematic combining: An abductive approach to case research. *Journal of Business Research*, 55(7), 553-560. [https://doi.org/10.1016/S0148-2963\(00\)00195-8](https://doi.org/10.1016/S0148-2963(00)00195-8).
- [29]. Etzkowitz, H., & Leydesdorff, L. (2000). The dynamics of innovation: From National Systems and "Mode 2" to a Triple Helix of university-industry-government relations. *Research Policy*, 29(2), 109-123. [https://doi.org/10.1016/S0048-7333\(99\)00055-4](https://doi.org/10.1016/S0048-7333(99)00055-4)
- [30]. Fontan, J. M., & Klein, J. L. (2019). *Innovation sociale et territoires*. Presses de l'Université du Québec.
- [31]. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman.
- [32]. Fujita, M., & Thisse, J.-F. (2002). *Economics of agglomeration: Cities, industrial location, and regional growth*. Cambridge University Press.
- [33]. Gagnon, C., & Klein, J. L. (2016). *Les innovations sociales*. Presses de l'Université du Québec.
- [34]. Girardot, J.-J. (2010). Intelligence territoriale et gouvernance : Une approche systémique. *Revue Internationale d'Intelligence Économique*, 2(1), 17-30. <https://doi.org/10.3166/r2ie.2.17-30>.
- [35]. Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91(3), 481-510. <https://doi.org/10.1086/228311>.
- [36]. Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). SAGE.
- [37]. Hodge, G., & Greve, C. (2007). Public-private partnerships: An international performance review. *Public Administration Review*, 67(3), 545-558. <https://doi.org/10.1111/j.1540-6210.2007.00736.x>
- [38]. Hooghe, L., & Marks, G. (2001). Multi-level governance and European integration. Rowman & Littlefield.
- [39]. Janin, C., & Grasset, É. (2009). Gouvernance territoriale et développement durable. *Géocarrefour*, 84(1), 3-10. <https://doi.org/10.4000/geocarrefour.7069>
- [40]. Klijn, E. H., & Teisman, G. R. (2003). Institutional and strategic barriers to public-private partnership: An analysis of Dutch cases. *Public Money & Management*, 23(3), 137-146. <https://doi.org/10.1111/1467-9302.00361>
- [41]. Kohler, T., & Piller, F. T. (2015). Crowdsourcing-based business models: How to create and capture value. *California Management Review*, 57(4), 63-84. <https://doi.org/10.1525/cmr.2015.57.4.63>.
- [42]. Krugman, P. (1991). *Geography and trade*. MIT Press.
- [43]. Long, N. (2004). *Actors, interfaces and development: Toward a new anthropology of development*. Routledge.
- [44]. Lundvall, B.-Å. (1992). National systems of innovation: Towards a theory of innovation and interactive learning. Pinter.
- [45]. Malecki, E. J. (2012). Regional social capital: Why it matters. *Regional Studies*, 46(8), 1023-1039. <https://doi.org/10.1080/00343404.2011.607806>
- [46]. Marks, G. (1993). Structural policy and multilevel governance in the EC. In A. Cafruny & G. Rosenthal (Eds.), *The state of the European Community: The Maastricht debates and beyond* (pp. 391-410). Lynne Rienner.
- [47]. Martin, R., & Sunley, P. (2015). On the notion of regional economic resilience: Conceptualization and explanation. *Journal of Economic Geography*, 15(1), 1-42. <https://doi.org/10.1093/jeg/lbu015>
- [48]. McCann, P., & Ortega-Argilés, R. (2015). Smart specialization, regional growth and applications to EU cohesion policy. *Regional Studies*, 49(8), 1291-1302. <https://doi.org/10.1080/00343404.2013.799769>
- [49]. Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). SAGE.
- [50]. Moulaert, F., MacCallum, D., Mehmood, A., & Hamdouch, A. (2013). *The international handbook on social innovation: Collective action, social learning and transdisciplinary research*. Edward Elgar.
- [51]. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.
- [52]. Ourrach, M., & Touhami, A. (2023). Innovation territoriale et compétitivité des régions : perspectives pour le Maroc. *Revue Marocaine des Sciences de Gestion*, 11(2), 55-72.
- [53]. Paillé, P., & Mucchielli, A. (2012). *L'analyse qualitative en sciences humaines et sociales* (3e éd.). Armand Colin.
- [54]. Pecqueur, B. (2000). *Le développement local : Pour une économie des territoires*. Syros.
- [55]. Porter, M. E. (1998). Clusters and the new economics of competition. *Harvard Business Review*, 76(6), 77-90.
- [56]. Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1-2), 62-77.
- [57]. Provan, K. G., & Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18(2), 229-252. <https://doi.org/10.1093/jopart/mum015>
- [58]. Putnam, R. D. (1993). *Making democracy work: Civic traditions in modern Italy*. Princeton University Press.
- [59]. Rhodes, R. A. W. (1997). *Understanding governance: Policy networks, governance, reflexivity and accountability*. Open University Press.
- [60]. Salvétat, D., & Le Roy, F. (2007). Coopétition et PME : une application au secteur viticole. *Revue Française de Gestion*, 33(177), 141-158. <https://doi.org/10.3166/rfg.177.141-158>
- [61]. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
- [62]. Sellami, H., & Rouggani, F. (2022). Gouvernance territoriale et performance des politiques publiques locales au Maroc. *Revue Marocaine de Management et d'Innovation*, 8(15), 103-120.



- [63]. Sellami, H., & Rouggani, F. (2024). Innovation collaborative et attractivité territoriale : Enjeux et perspectives pour les régions marocaines. *Revue Internationale des Sciences de Gestion*, 12(3), 88-104.
- [64]. Sotarauta, M., Beer, A., & Gibney, J. (2017). Making sense of leadership in urban and regional development. *Regional Studies*, 51(2), 187-199. <https://doi.org/10.1080/00343404.2016.1267340>
- [65]. Torre, A., & Wallet, F. (2014). Regional development and proximity relations. *Regional Studies*, 48(2), 167-172. <https://doi.org/10.1080/00343404.2013.856516>
- [66]. Torre, A., & Wallet, F. (2016). *Regional development in rural areas: Analytical tools and public policies*. Springer.
- [67]. Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180. <https://doi.org/10.1002/smj.4250050207>
- [68]. Yescombe, E. R. (2018). *Public-private partnerships: Principles of policy and finance* (2nd ed.). Butterworth-Heinemann.