
Contents

Introduction. Tourist Destinations: At the Crossroads between Geographic and Organizational Proximity	xi
Chapter 1. Case Studies	1
1.1. Amnéville or the extravagant invention	1
1.1.1. The opportunistic idea of an entrepreneurial mayor	1
1.1.2. The rise of a popular park with multiple attractions	3
1.1.3. Excesses or shortages with serious long-term consequences	6
1.1.4. Three challenges for the future: cleaning up the accounts, expanding audiences, optimizing the supply.	11
1.2. Center Parcs: a system driven by a large company	14
1.2.1. Brand history	14
1.2.2. The proposal.	15
1.2.3. The Center Parcs actor system	17
1.3. Cognac: spirits giant, tourist dwarf.	19
1.3.1. A product with a strong international reputation	19
1.3.2. An existing tourist activity	20
1.3.3. First obstacle: the weight of the large trading houses	25
1.3.4. Second obstacle: an organization of the sector essentially oriented towards the production of wines and alcohols.	29
1.3.5. The creation of clusters in the Cognac vineyard	31
1.3.6. The instability of institutional structures	33
1.3.7. The luxury trap	38
1.3.8. The legitimacy of piloting the governance of actions in the “tourism/spirits” couple	39
1.4. Destination Anjou: a system developed by the CCI	42
1.4.1. Portrait of an association	42
1.4.2. Originally: a hotel club	43

1.4.3. Revitalization of the territory by a tourist actor	44
1.5. The Dordogne Valley: political ambition at the service of administrative division	45
1.5.1. Tourism in the Dordogne Valley	45
1.5.2. Creation of a tourist office for the Dordogne Valley.	47
1.5.3. Aggregation of tourism actors from the Lot and Dordogne Valleys into an association	48
1.5.4. Assertion of identity and political conflicts.	49
1.5.5. Ensuring equal governance between Lot and Corrèze.	50
1.6. Tourism in the Lake Geneva region: the challenge for actors to step beyond boundaries.	51
1.6.1. The Lake Geneva basin, tourism development on the French and Swiss shores.	52
1.6.2. Genesis of a Franco-Swiss tourist association	55
1.6.3. Defining a common strategy for French and Swiss actors.	57
1.6.4. Maintaining the Franco-Swiss collaboration over time	59
1.7. <i>Autour du Louvre-Lens</i> : a UFO in a disadvantaged economic landscape	63
1.7.1. An emerging tourism project.	63
1.7.2. The logic of a regenerative territory.	66
1.8. Mélusine accueil: a system of actors with no intermediation	70
1.8.1. A flexible structure made up of small companies with complementary activities	70
1.8.2. Weak dynamics	71
1.9. Experimenting with a tourism cluster in Morbihan.	71
1.9.1. A global reflection applied to tourism.	72
1.9.2. The tourism cluster model for the General Council of Morbihan.	73
1.9.3. Morbihan's tourism system for the actors	79
1.9.4. Lessons from a local authority's attempt at "clustering" tourism.	85
1.10. Saumur and its region: making the territory an internationally recognized tourist destination	91
1.10.1. Saumur: a town located along cultural and tourist routes	91
1.10.2. The <i>Saumurois</i> : a hub inscribed within a regional space.	92
1.10.3. Reorganization of Saumur tourism institutions through public policies	93
1.10.4. Defining the role of a new tourist office.	94
1.10.5. Governance of the public company: collaboration between actors to the detriment of the territory used by tourists	95
1.11. Saint-Jean-de-Monts: a community mostly gathering small entrepreneurs	96
1.11.1. Presentation of the place and its touristic development	96
1.11.2. The constitution of a cluster	97

1.11.3. The actions	98
1.11.4. Evolution of the structure	102
1.12. Innovating tourism: the reason for being of the “Tourism InnovationLab” cluster	109
1.12.1. Initial system and intentions of the Pays de la Loire region	109
1.12.2. The birth of the Tourism InnovationLab cluster	111
1.12.3. The place of the cluster in the Loire landscape	115
1.12.4. The birth of a new cluster: a difficult positioning in an already complex territorialized system	117
1.13. Nantes: from a little-frequented city to tourist destination	120
1.13.1. A late start for tourism	120
1.13.2. The construction of a localized system of actors	122
1.13.3. The mayor’s decisive commitment	125
1.13.4. The quality of the places	126
Chapter 2. Geographic Analyses	129
2.1. Temporal circumstances	129
2.1.1. Before the founding of the LTS	129
2.1.2. The itinerary of places	135
2.2. The circumstances of places and spaces	141
2.2.1. From the tourist place to the tourist destination	141
2.2.2. The ideal size	147
2.2.3. The tourist place in all its forms	150
2.2.4. The different methods for inserting tourist places into the tourist lived space	154
2.3. The games of actors	156
2.3.1. Predominance of the tourism sector in the system	157
2.3.2. Tourism associated with other sectors in the system.	162
2.3.3. Intermediation as the key to the system’s success	164
2.3.4. The spatial trajectories of systems.	166
Chapter 3. Managerial Analyses	169
3.1. How to manage tourism systems?	170
3.1.1. Systems’ characteristics	170
3.1.2. Tourist systems, their territory and temporality	171
3.1.3. Application to the cases observed	173
3.2. How to manage existing resources and enrich them or recompose them in an effective manner?	174
3.2.1. Resource-based management	174
3.2.2. The transition from current or potential availabilities to their representation as usable resources	175
3.2.3. From resources to the tourist attractions’ supply.	176

3.2.4. Public/private cooperation	177
3.2.5. Between accelerated competition (with competitive imitations) and the need to offer territorial specificities	177
3.3. Building a project or a group of compatible projects within the territory	179
3.3.1. Projects as a means for successfully developing tourism systems	179
3.3.2. How to initiate and bring a project to life?	179
3.3.3. Application to tourism systems	181
3.3.4. The characterization of ongoing projects	186
3.4. The revitalization of the networks of actors	186
3.4.1. Network characteristics.	188
3.4.2. The nature of ties within networks: strong or weak, cooperative or competitive	189
3.4.3. The impact of innovative territories	191
3.4.4. The actors to be mobilized depending on their status and framework of action	193
3.4.5. The importance of intermediation	196
3.4.6. Network evaluation within the Localized Tourism Systems studied in this work	197
3.5. The establishment of appropriate governance	198
3.5.1. How to build legitimacy?.	199
3.5.2. The main types of governance	200
3.5.3. The advantage of collaborative governance	202
3.5.4. Dehierarchization and realism	204
3.5.5. Management of conflicts between actors	205
3.5.6. Governance evaluation within the Localized Tourism Systems studied in this work	207
3.6. Acknowledgments	207
Chapter 4. Typologies and Recommendations	209
4.1. Two open typologies	210
4.1.1. Characterization of Localized Tourism Systems	211
4.1.2. The role of proximity and territorial resources	213
4.1.3. Forms taken by the systems in the cases studied	215
4.1.4. Distribution of cases depending on the types of actors	219
4.2. General recommendations	222
4.2.1. Questions of method, apologue of the Royal Navy and areas of intervention	223
4.2.2. A diagnosis phase by the actors themselves	225
4.2.3. Resources, projects, interactions and engagement	229
4.2.4. Territorialities, balancing, innovation and sustainable tourism	235

4.3. General conclusion: taking into account the spirit of the place!	246
4.3.1. Example of Amnéville	247
4.3.2. Productive effects of a gradual diffusion of tourism initiatives	248
References	251
Index	263