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	<p>RESEARCH ARTICLE </p>
	<p>Strategic Transformation of Algeria into a Competitive Tourism Destination: An Integrated Analysis of Marketing Policies, Spatial Development, and Tourism Hubs within the SDAT 2030 Framework</p>
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<p>Keywords</p>	<p>Tourism marketing strategy; Tourism development; Tourism poles of excellence; SDAT 2030; Algeria; Destination competitiveness</p>
<p>Abstract</p>	
<p>This study provides a comprehensive analysis of Algeria's tourism marketing strategy within the framework of the National Tourism Development Master Plan (SDAT 2030), with a particular focus on the structural transformation of the country into a competitive and sustainable tourism destination. The research examines how the strategic development of seven tourism hubs of excellence contributes to repositioning Algeria from a traditionally outbound tourism market to an emerging inbound destination at the regional (Maghreb and Arab world) and global levels. Adopting a qualitative and analytical approach, the study draws on official policy documents, international tourism reports, and sectoral data to evaluate the effectiveness of Algeria's tourism development policies. It explores the role of infrastructure investment, diversification of tourism products, and spatial planning strategies in enhancing tourism capacity and competitiveness. Special attention is given to the functional specialization of tourism hubs, which are designed to leverage regional assets such as coastal, desert, cultural, and urban tourism resources. The findings reveal that, despite the existence of a well-structured strategic framework, the Algerian tourism sector continues to face significant challenges, including limited international visibility, uneven spatial distribution of investments, underdeveloped tourism infrastructure, and insufficient integration of digital marketing tools. Furthermore, the study highlights the gap between policy design and implementation, particularly in terms of investment allocation and institutional coordination. The paper argues that achieving the objectives of SDAT 2030 requires a more integrated and dynamic approach to tourism marketing, including the strengthening of destination branding, the expansion of niche tourism segments (such as desert and cultural tourism), and the enhancement of public-private partnerships. In addition, improving service quality, digital transformation, and international openness are identified as key drivers of competitiveness. Ultimately, the study concludes that Algeria possesses significant untapped tourism potential, and with effective policy implementation, strategic investment, and innovative marketing approaches, it can position itself as a year-round, competitive destination within the Euro-Mediterranean and global tourism markets.</p>	
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Introduction

Tourism has increasingly become a critical driver of economic growth and strategic development worldwide. Its contribution extends beyond direct revenue generation to include employment creation, infrastructure development, and the stimulation of related economic sectors. Consequently, the formulation and implementation of effective tourism strategies have become essential for countries seeking sustainable and diversified economic development.

In this context, Algeria has recognized tourism as a viable alternative to its traditional reliance on the hydrocarbon sector. As part of its broader economic diversification agenda, the Algerian government has initiated comprehensive policies aimed at restructuring and revitalizing the tourism industry. These efforts are embedded within the National Tourism Development Master Plan (SDAT 2030), which provides a long-term strategic vision for enhancing the country's tourism potential and international positioning.

The SDAT 2030 framework emphasizes the development of tourism infrastructure, the attraction of investment, and the promotion of Algeria's cultural, natural, and historical assets. A central component of this strategy is the establishment of seven tourism poles of excellence, each designed to capitalize on regional specificities and create integrated tourism products tailored to different market segments. These poles serve as strategic hubs for tourism development, aiming to ensure balanced regional growth while strengthening Algeria's competitiveness in the global tourism market.

Despite these initiatives, the effectiveness of Algeria's tourism strategy remains a subject of critical inquiry. Therefore, this study seeks to address the following research question: To what extent does the implementation of tourism strategies through the seven tourism poles contribute to Algeria's transformation into a competitive tourist destination?

To answer this question, the study is structured around three main analytical axes:

1. Tourism performance indicators in Algeria;
2. Marketing efforts within the Tourism Development Master Plan;
3. The national strategy for tourism promotion through tourism poles.

Discussion

The findings of this study provide important insights into the structural dynamics, opportunities, and limitations of Algeria's tourism development strategy within the SDAT 2030 framework. While the strategic vision outlined in the national plan is comprehensive and theoretically aligned with international best practices, the results highlight a significant gap between policy design and effective implementation.

From a theoretical perspective, the concept of destination competitiveness emphasizes the interaction between resource endowments, supporting infrastructure, and governance efficiency (Ritchie & Crouch, 2003; Dwyer & Kim, 2003). In the case of Algeria, although the country possesses substantial natural, cultural, and geographical assets, these resources remain underutilized due to structural constraints such as inadequate infrastructure, limited international openness, and weak institutional coordination. This finding is consistent with previous research on emerging tourism destinations, which suggests that resource availability alone is insufficient to ensure competitiveness without effective policy execution (Hall, 2008).

One of the most critical issues identified in this study is the uneven spatial distribution of tourism investments. The concentration of infrastructure and accommodation capacity in northern regions reflects a risk-averse investment strategy that prioritizes already developed areas. However, this approach limits the diversification of tourism products and reduces the potential for developing high-value niche markets, particularly in southern and desert regions. According to the World Tourism Organization, diversification into niche tourism segments such as ecotourism, adventure tourism, and cultural tourism is essential for enhancing destination resilience and competitiveness in the global tourism market.

Furthermore, the findings highlight the limited effectiveness of Algeria's tourism marketing strategies, particularly in terms of international visibility and digital presence. In the contemporary tourism landscape, digital transformation plays a central role in shaping tourist behavior and destination choice (Buhalis, 2000). The insufficient integration of digital marketing tools and e-tourism platforms in Algeria represents a significant competitive disadvantage, especially when compared to neighboring destinations such as Morocco and Tunisia, which have successfully leveraged digital strategies to enhance their global positioning (Pike & Page, 2014).

Another key issue relates to the role of public-private partnerships (PPPs) in tourism development. While the SDAT 2030 framework emphasizes the importance of collaboration between public and private actors, the effectiveness of these partnerships remains limited by institutional and regulatory challenges. The literature suggests that successful PPPs require transparent governance structures, clear regulatory frameworks, and strong stakeholder coordination (Porter, 1990). In the Algerian context, strengthening these **عناصر** is essential for improving investment efficiency and accelerating tourism development.

In addition, the study underscores the importance of service quality and human capital development as critical determinants of tourism competitiveness. The Tourism Quality Plan represents a positive step toward improving service standards; however, its impact depends on effective implementation and continuous monitoring. As noted by Kotler et al. (2017), service quality is a key factor influencing tourist satisfaction, loyalty, and destination reputation.

From a strategic perspective, the positioning of Algeria as a diversified tourism destination offers significant opportunities. The country's ability to combine coastal tourism, desert tourism, cultural heritage, and urban tourism provides a strong foundation for developing a unique and competitive tourism brand. However, achieving this objective requires a more integrated marketing approach that emphasizes destination branding, experiential tourism, and international promotion.

Finally, the findings suggest that achieving the objectives of SDAT 2030 requires a shift toward a more adaptive and innovation-driven tourism model. This includes the adoption of digital technologies, the promotion of sustainable tourism practices, and the enhancement of institutional capacity. The integration of these elements is essential for transforming Algeria's tourism sector into a competitive and resilient industry capable of responding to global market dynamics.

1. Tourism Performance Indicators in Algeria

1.1 Contribution of Tourism to the National Economy

Assessing the contribution of the tourism sector to the national economy requires an examination of key macroeconomic indicators, including gross domestic product (GDP), employment, tourism investment, and tourism exports. These indicators provide a comprehensive understanding of the sector's current performance and its future growth potential.

Tourism's direct contribution to GDP in Algeria remains relatively modest compared to global benchmarks, reflecting structural challenges within the sector. However, it continues to play a strategic role as an emerging pillar of economic diversification. The sector encompasses a wide range of economic activities, including hospitality services, transportation, travel agencies, and entertainment industries, all of which contribute to value creation and income generation.

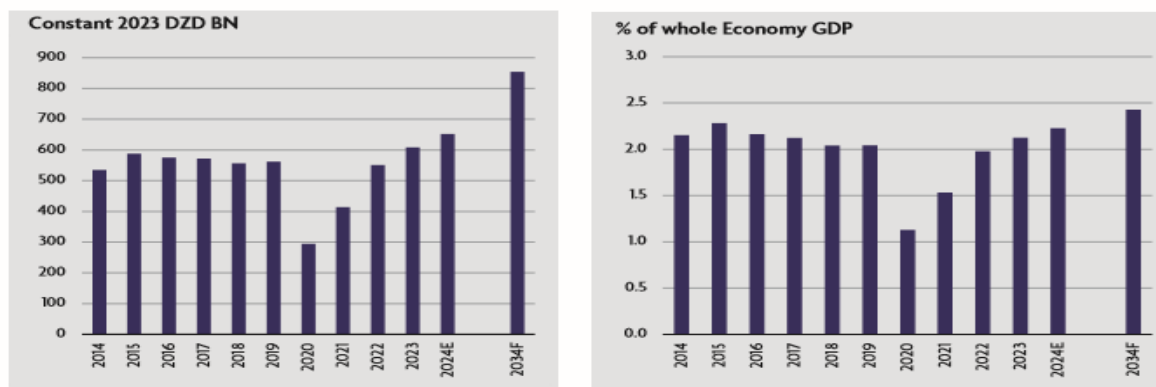
In recent years, fluctuations in tourism's contribution to GDP have been influenced by both internal constraints and external shocks, particularly the global COVID-19 pandemic, which significantly disrupted international travel flows. Despite this decline, recent data indicate a gradual recovery, suggesting a positive trajectory for the sector.

Looking ahead, projections by international organizations such as the World Travel & Tourism Council indicate steady growth in tourism's economic contribution over the coming decade. This growth is expected to be driven by increased investment, improved infrastructure, and enhanced marketing strategies aligned with the SDAT 2030 objectives.

Furthermore, the tourism sector's indirect effects—such as its impact on employment, regional development, and private sector participation—underscore its importance as a catalyst for broader socio-economic transformation. As such, strengthening the sector's contribution to GDP remains a key priority within Algeria's national development strategy.

Figure (1): Tourism's Contribution to GDP

Algeria: Direct Contribution of Travel & Tourism to GDP



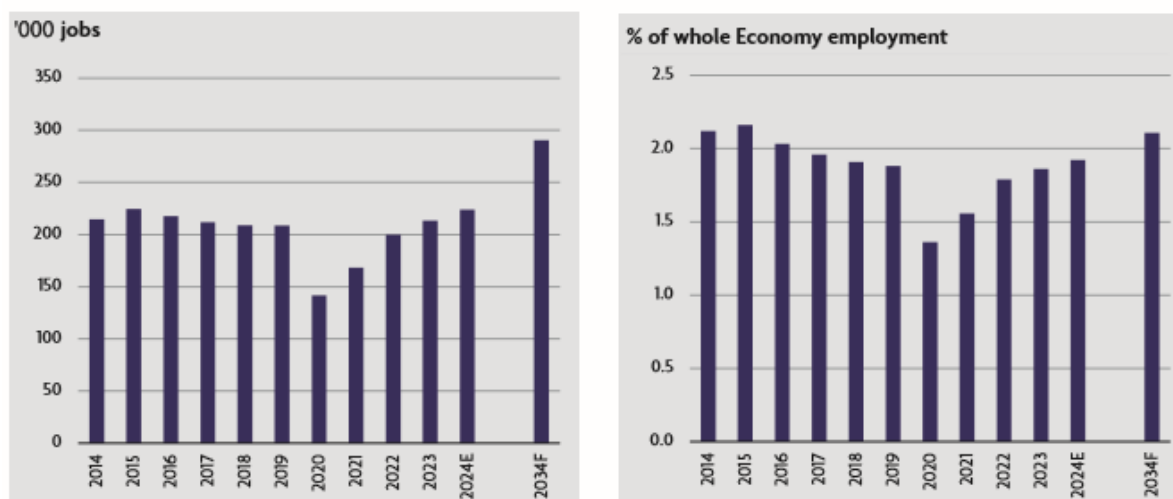
Source:World Travel &Tourism Council ,Algeria:**Travel & Tourism Economic Impact**,Report 2024,p3

The figure shows that tourism's direct contribution to GDP reached 500 billion Algerian dinars in 2014, equivalent to 2.1% of total GDP. This then rose to approximately 600 billion dinars (2.3%) in 2015, before experiencing a continuous decline in subsequent years: around 2.1% in 2016, 2% in 2017, and then a rise to 3.5% in 2018. A slight improvement followed in 2019, reaching 2%, before a significant drop of approximately 300 billion dinars in 2020 due to the COVID-19 pandemic. The direct contribution of the travel and tourism sector to GDP in 2023 reached 608.1 billion dinars (2.1% of GDP). This figure primarily reflects the economic activity generated by sectors such as hotels, travel agencies, airlines, and other passenger transport services (excluding services). (Intercity transport). But it also includes, for example, the activities of the restaurant and entertainment sectors, which depend directly on tourists. The direct contribution of travel and tourism to GDP is expected to grow by 2.7% annually, reaching 853.6 billion Algerian dinars (2.4% of GDP) from 2024 to 2034 (World Travel & Tourism Council, 2024, p. 33).

Tourism's Contribution to Employment

Figure 2: Tourism's Contribution to Employment

Algeria: Direct Contribution of Travel & Tourism to Employment



Source:World Travel &Tourism Council ,Algeria:**Travel & Tourism Economic Impact**, Report,2024,p4

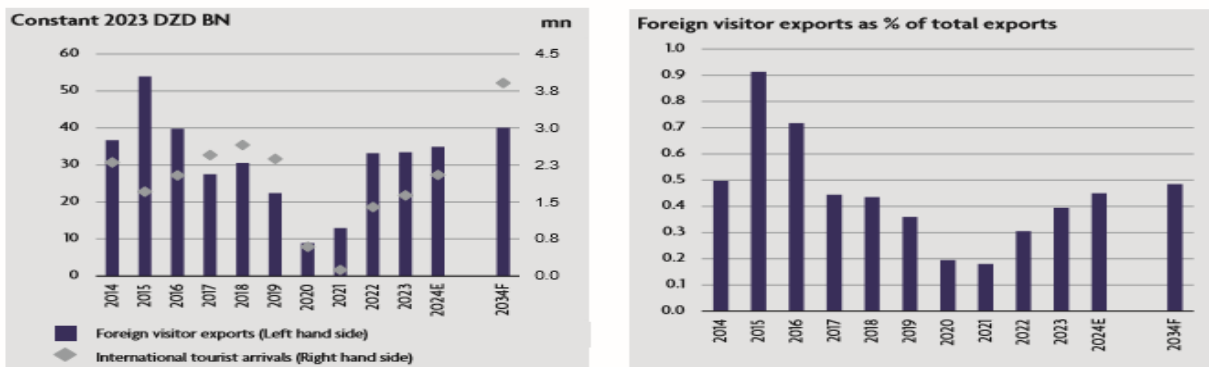
Tourism created approximately 2,100 direct jobs in 2014, representing 2.8% of the country's total workforce. This growth continued in 2015, with approximately 2,100 jobs created (2.8%). The sector then stabilized in 2016 and 2017, generating around 2,000 jobs (2.5%). In 2019, it grew to nearly 3,000 jobs (3.0%), before declining in 2020 to around 1,000 jobs (2.7%) due to the COVID-19 pandemic. The following year, tourism rebounded, generating 3,100 direct jobs (2.5%). Further growth was projected for 2022 and 2023, with an estimated 3,000 jobs (2.7%), representing 2.7% of the national workforce. These statistics include workers in each The travel and tourism sector includes hotels, travel

agencies, airlines, and other transportation services, as well as food and entertainment activities and industries directly supported by tourists. In 2023, the sector contributed 213,357 direct jobs (1.9% of total employment). This includes jobs in hotels, travel agencies, airlines, and other passenger transport services (excluding intercity transport). It also includes, for example, activities in the restaurant and entertainment sectors that rely directly on tourists. By 2034, the travel and tourism sector will directly contribute 290,402 jobs (2.1% of total employment), an increase of 2.6% annually from 2024. (World Travel & Tourism Council, 2024, p. 4)

Tourism Exports

Figure 3: Tourism Exports

Algeria: Visitor Exports and International Tourist Arrivals



Source:World Travel & Tourism Council , **Algeria Travel & Tourism Economic Impact**, Report2024,p5

The share of tourism exports is calculated as a percentage of total exports of goods and services, which includes all transactions between residents of a country and the rest of the world. As shown in the figure, the share of tourism exports is unstable and declining, as it is influenced by tourism exports. It recorded a rate of 0.5% in 2014, then rose to approximately 0.9% in 2015. It then experienced a continuous decline in 2016, 2018, and 2019, reaching approximately 0.4%. The following year, 2020, saw a further decrease of 0.2%, before rising to 0.3% in 2022. In 2024, it experienced growth of 0.4%. Tourism exports are a key component of the direct contribution to the balance of payments. In 2018, Algeria generated 271 billion dinars, representing 0.63% of tourism exports. Looking ahead to 2018, this figure is expected to grow by 1.0% annually until 2028. Visitor exports are considered a significant element. Essential to the direct contribution of the travel and tourism sector. In 2023, Algeria generated tourism exports worth 33.5 billion Algerian dinars. The total number of international tourist arrivals in Algeria is expected to reach 3,914,000 by 2034, generating spending of 40.1 billion Algerian dinars, representing an annual increase of 1.4% from 2024 onwards. (World Travel & Tourism Council, 2024, p. 5)

Tourism Indicators Growth Prospects for 2034

Figure 4: Tourism Indicators Growth Prospects

Algeria	2023	2023	2024E	2034F		
	USDbn ¹	% of total	Growth ²	USDbn ¹	% of total	Growth ²
Direct contribution to GDP	4.5	2.1	7.2	6.3	2.4	2.7
Total contribution to GDP	12.2	5.8	8.2	17.5	6.7	2.8
Direct contribution to employment ⁴	213.4	1.9	5.0	290.4	2.1	2.6
Total contribution to employment ⁴	654.8	5.7	6.0	909.1	6.6	2.7
Visitor exports	0.25	0.4	4.3	0.29	0.5	1.4
Domestic spending	9.5	4.5	6.8	13.5	5.2	2.9
Leisure spending	8.3	3.9	1.7	11.1	4.3	2.8
Business spending	1.5	0.7	34.5	2.7	1.0	2.8
Capital investment	1.7	2.5	6.9	3.0	3.4	5.3

¹2023 constant prices & exchange rates; ²2024 real growth adjusted for inflation (%); ³2024-2034 annualised real growth adjusted for inflation (%); ⁴'000 jobs

Source: World Travel & Tourism Council, Algeria: Travel & Tourism Economic Impact, Report 2024, p11.

The table summarizes the prospects for the development of tourism sector indicators according to data from the World Travel & Tourism Council. Despite ongoing economic challenges, the tourism sector is expected to experience growth. Projections indicate that tourism's direct contribution to GDP in 2024 was estimated at 11,258.0 billion Algerian dinars, and is expected to reach approximately 14,967.3 billion dinars in 2034. It is projected to create 679,000 jobs in 2024 and 848,000 jobs in 2034. Exports were estimated at 246.0 billion dinars in 2024 and are expected to reach 470.0 billion dinars in 2034. Statistics show that global tourism spending is divided as follows: Domestic spending was 7,689.7 billion dinars in 2017 and is projected to reach 9,989.1 billion dinars; Leisure spending was 6,158.8 billion dinars in 2014 and is projected to reach 8,156.9 billion dinars. Business spending was 1,776.9 billion dinars in 2017 and is projected to reach 2,302.1 billion dinars in 2028 (World Travel & Tourism Council, 2024, p. 11)

Secondly: The competitiveness of the Algerian tourism sector

The 2024 Global Competitiveness Report for the travel and tourism sector was published by the World Economic Forum in collaboration with several international organizations specializing in data and statistics related to the global travel and tourism sector. Its aim is to identify issues related to the competitiveness of countries worldwide in this sector and how to address them. This report, in its analysis of the competitiveness of the tourism and travel sector in the 136 participating countries, divided the indicators into three main groups that measure the factors and policies related to the travel and tourism sector that collectively affect the competitiveness of countries in this sector, as follows (World Economic Forum, 2024, p. 118)

Table No. (1): Algeria's ranking among the tourism and travel sector competitiveness indicators for 2024

The Index	Overall score out of 7	Overall ranking out of 136
Travel and Tourism Sector Competitiveness Index	2.93	118
Business Environment	3.6	115
Safety and Security	5.3	81
Health and Hygiene	4.9	89
Human Resources	4.0	112
ICT Readiness	3.7	96
Travel and Tourism Priorities	2.8	131
International Openness	1.5	134

Price Competition in the Travel and Tourism Industry	6.00	4
Sustainable Environment	3.7	106
Air Transport Infrastructure	2.1	100
Land Transport Infrastructure	2.5	105
Tourism Infrastructure	2.1	131
Natural Resources	2.2	124
Cultural Resources and Business Travel	2.1	53

Source: World Economic Forum, The Travel Tourism Competitiveness, Report, 2024, p80, p81.

ourism Competitiveness of Algeria: Structural Challenges and Opportunities

Algeria's position within the global tourism landscape remains relatively weak, as evidenced by its ranking of 118th out of 136 countries in the Travel and Tourism Competitiveness Index . This ranking reflects deep structural constraints affecting the sector's development, including institutional inefficiencies, limited international openness, and insufficient marketing strategies. According to the World Economic Forum (2024), tourism competitiveness is determined by a combination of regulatory frameworks, infrastructure quality, human capital, and market readiness, all of which remain underdeveloped in the Algerian context.

One of the most critical barriers is the persistence of a weak tourism culture and limited public awareness regarding the economic and socio-cultural benefits of tourism. In many cases, tourism is still perceived negatively, often associated with cultural intrusion or social disruption. This socio-cultural constraint significantly limits domestic support for tourism development and reduces the effectiveness of policy implementation (Sharpley, 2014). Similar observations have been made in developing tourism economies, where social perceptions play a decisive role in shaping tourism growth trajectories (Hassan, 2000).

From an institutional perspective, Algeria's business environment for tourism remains underperforming, ranking 115th globally. Regulatory inefficiencies, bureaucratic procedures, and barriers to investment hinder the sector's expansion. For instance, the complexity of obtaining construction permits and launching tourism-related projects reflects broader governance challenges, which are commonly identified as key obstacles in emerging tourism destinations (Hall, 2008).

Despite these weaknesses, certain indicators highlight potential strengths. Algeria ranks relatively well in safety and security (81st), suggesting a stable environment for tourism development. Safety is widely recognized as a fundamental determinant of destination attractiveness (Ritchie & Crouch, 2003). Furthermore, the country demonstrates strong price competitiveness (ranked 4th globally), largely due to government subsidies in key sectors such as transportation and energy. Price competitiveness is a significant advantage in attracting cost-sensitive tourist segments and can serve as a strategic lever in destination marketing (Dwyer & Kim, 2003).

However, major deficiencies persist in critical areas such as tourism infrastructure (131st), international openness (134th), and ICT readiness (96th). The limited adoption of digital technologies, including e-marketing platforms, online booking systems, and integrated tourism information systems, restricts Algeria's ability to compete in the global tourism market, where digital transformation plays a central role (Buhalis, 2000; Govers & Go, 2009).

Marketing Efforts within the Tourism Development Master Plan (SDAT 2030)

In response to these structural challenges, Algeria has adopted a comprehensive strategic framework for tourism development through the National Tourism Development Master Plan (SDAT 2030). This plan reflects a long-term vision aimed at transforming tourism into a key driver of economic diversification and sustainable development.

The National Tourism Development Plan and Regional Integration

The National Tourism Development Plan is embedded within a broader territorial planning strategy designed to ensure balanced regional development and reduce spatial inequalities. It aligns with principles of sustainable development by integrating economic efficiency, social equity, and environmental protection (Inskeep, 1991). Such integrated planning approaches are widely recognized as essential for the long-term success of tourism policies (OECD, 2020).

The plan emphasizes the importance of regional cohesion by promoting tourism across diverse geographical areas, thereby leveraging Algeria's varied natural and cultural assets. This approach is consistent with global best practices in destination development, which advocate for decentralized and regionally adaptive tourism strategies (Hall, 2008).

The Tourism Development Master Plan (SDAT 2030) as a Strategic Framework

The Tourism Development Master Plan (SDAT 2030) represents the cornerstone of Algeria's tourism policy. It provides a comprehensive roadmap for the sector's transformation by identifying priority projects, investment opportunities, and institutional reforms necessary to enhance competitiveness.

The plan is structured around a multi-stakeholder governance model, involving the state, local communities, and private sector actors. This collaborative approach reflects the increasing importance of public-private partnerships in tourism development, which facilitate resource mobilization, risk-sharing, and innovation (UNWTO, 2019).

A key feature of the SDAT 2030 strategy is the identification of five strategic dynamics:

1. Enhancing destination value through the development of diversified and high-quality tourism products;
2. Establishing tourism hubs of excellence, designed to serve as flagship destinations;
3. Implementing a national tourism quality framework to improve service standards;
4. Strengthening public-private partnerships to attract investment;
5. Promoting sustainable tourism development through environmental and socio-economic integration.

These strategic pillars align with theoretical models of destination competitiveness, which emphasize the importance of product differentiation, quality management, and stakeholder coordination (Porter, 1990; Ritchie & Crouch, 2003).

The Algeria Destination Marketing Plan

A central component of the SDAT 2030 framework is the development of a coherent destination marketing strategy aimed at repositioning Algeria within the global tourism market. Destination branding and image-building are critical factors in influencing tourist perceptions and decision-making processes (Morgan et al., 2011).

The Algeria Destination Plan seeks to construct a distinctive national brand based on authenticity, cultural richness, and environmental diversity. This approach reflects contemporary trends in tourism marketing, where experiential and identity-based branding plays a crucial role (Govers & Go, 2009).

The strategy incorporates several key elements:

- Market penetration strategies, targeting both traditional and emerging tourist markets;
- Integrated communication campaigns, utilizing digital media, audiovisual content, and international promotion platforms;
- Development of tourism hubs, each offering specialized products aligned with regional characteristics;
- Continuous monitoring and evaluation mechanisms, ensuring adaptive and data-driven decision-making.

Furthermore, the plan emphasizes the importance of digital transformation in tourism marketing. The adoption of e-tourism platforms, online reservation systems, and digital communication tools is essential for enhancing visibility and accessibility in an increasingly competitive global market (Buhalis, 2000).

Synthesis and Critical Perspective

While the SDAT 2030 framework represents a comprehensive and ambitious strategy, its effectiveness ultimately depends on implementation capacity, institutional coordination, and the ability to overcome structural barriers. Comparative studies indicate that successful tourism destinations are those that combine strategic planning with efficient governance and strong market orientation (Pike & Page, 2014).

In this regard, Algeria's tourism strategy demonstrates significant potential but requires further strengthening in areas such as digital innovation, international openness, and service quality. Addressing these challenges is essential for achieving the long-term objective of transforming Algeria into a competitive and sustainable tourist destination.

Tourism Quality Plan: Towards Service Excellence and Competitive Differentiation

The enhancement of service quality has become a fundamental prerequisite for achieving competitiveness in the global tourism industry. Contemporary tourism markets are increasingly characterized by heightened consumer expectations, where quality, authenticity, and service excellence are decisive factors influencing destination choice (Kotler et al.,

2017; Goeldner & Ritchie, 2012). In this context, Algeria's Tourism Quality Plan represents a strategic initiative aimed at upgrading the national tourism offering and aligning it with international standards.

As highlighted in the national framework, the Tourism Quality Plan focuses on improving service delivery through training, certification, and the integration of information and communication technologies (ICT). This approach is consistent with global best practices, where quality management systems and service standardization are essential components of destination competitiveness (Ritchie & Crouch, 2003).

The implementation of quality standards in hospitality establishments, including hotels, restaurants, and travel agencies, plays a crucial role in enhancing customer satisfaction and destination image. The adoption of classification systems and quality labels ensures compliance with technical and operational benchmarks, thereby reinforcing trust among both domestic and international tourists. According to Buhalis (2000), quality assurance mechanisms are central to building a sustainable tourism brand and improving market positioning.

Furthermore, the emphasis on human resource development reflects the recognition that service quality is intrinsically linked to workforce competencies. Training programs aimed at improving professional skills, managerial capacities, and pedagogical standards in tourism education institutions are essential for fostering a competitive tourism workforce (Hall, 2008). The establishment of specialized tourism training centers, such as those in Tipaza and Ain Temouchent, represents a strategic investment in human capital.

The integration of ICT into the tourism sector constitutes another critical dimension of the quality plan. Digital transformation enables more efficient service delivery, enhances customer engagement, and expands market reach through online platforms and e-marketing tools. As noted by Govers and Go (2009), digital technologies are reshaping tourism consumption patterns and redefining the competitive landscape of destinations.

In addition, the Tourism Quality Plan incorporates monitoring and evaluation mechanisms to ensure continuous improvement. The establishment of performance indicators and feedback systems allows policymakers and stakeholders to assess the effectiveness of quality initiatives and adapt strategies accordingly. This aligns with the principles of adaptive governance and evidence-based policymaking in tourism development (OECD, 2020).

Public-Private Partnerships: A Catalyst for Sustainable Tourism Development

The development of tourism products is inherently dependent on the interaction between public and private sector actors. Public-private partnerships (PPPs) have emerged as a critical mechanism for mobilizing resources, enhancing efficiency, and fostering innovation in tourism development (UNWTO, 2019).

In the Algerian context, PPPs are central to the implementation of the SDAT 2030 strategy. As indicated in national planning documents, these partnerships aim to integrate various stakeholders, including government institutions, private investors, financial entities, and tourism operators, into a cohesive development framework.

The role of the state remains fundamental, particularly in providing infrastructure, regulatory frameworks, and investment incentives. Public investment in transportation networks, urban development, and environmental protection creates the necessary conditions for tourism growth. At the same time, the private sector contributes to the development of tourism facilities, service innovation, and market expansion.

This collaborative model facilitates risk-sharing and enhances the overall efficiency of tourism projects. According to Porter (1990), competitive advantage in national industries is often achieved through the effective coordination of public and private actors within a strategic framework. Similarly, Dwyer and Kim (2003) emphasize that destination competitiveness depends on the synergy between government policies and private sector performance.

Moreover, PPPs contribute to improving service quality and diversifying tourism products. By integrating multiple sectors—such as transportation, hospitality, finance, and cultural industries—tourism development becomes more holistic and sustainable. This multi-sectoral approach is particularly important for emerging destinations seeking to enhance their international competitiveness (Pike & Page, 2014).

Tourism Financing Plan: Investment Dynamics and Economic Sustainability

Tourism development is inherently capital-intensive, requiring substantial investments in infrastructure, facilities, and human resources. At the same time, the sector is characterized by relatively long return periods, which may discourage private investment. Recognizing these challenges, the SDAT 2030 framework incorporates a comprehensive tourism financing plan designed to facilitate investment and ensure economic sustainability.

The financing strategy addresses several key dimensions:

- Risk assessment and management to ensure the viability of tourism projects;
- Financial support mechanisms for infrastructure development and equipment acquisition;

- Investment incentives, including tax benefits and subsidies;
- Capacity-building programs to enhance managerial and technical competencies;
- Support for innovation and digital transformation in tourism marketing and operations.

These measures are consistent with international recommendations for tourism investment policies, which emphasize the importance of creating a favorable investment climate and reducing financial barriers (World Bank, 2022).

Furthermore, the plan highlights the need to attract foreign direct investment (FDI) as a means of accelerating tourism development. International investors bring not only financial resources but also expertise, technology, and global market access. As noted by the World Tourism Organization, FDI plays a crucial role in enhancing the competitiveness of tourism destinations, particularly in developing economies.

The simplification of administrative procedures, including access to credit and investment approvals, is another critical component of the financing strategy. Bureaucratic barriers are often identified as major constraints on tourism investment, and their reduction is essential for improving the business environment (OECD, 2020).

Tourism Hubs of Excellence: A Strategic Model for Destination Development

Conceptual Framework of Tourism Hubs

The concept of tourism hubs of excellence represents a central pillar of Algeria's tourism strategy. These hubs are designed as integrated tourism zones that combine accommodation facilities, recreational services, and specialized tourism products within a defined geographical area .

From a theoretical perspective, tourism hubs can be understood as clusters of tourism activities that benefit from spatial concentration and functional integration. Cluster theory suggests that such concentrations enhance productivity, innovation, and competitiveness by facilitating collaboration and knowledge exchange among stakeholders (Porter, 1990).

Each tourism hub in Algeria is characterized by a specific thematic orientation, reflecting the country's diverse natural and cultural resources. These include:

- Coastal and leisure tourism;
- Desert and adventure tourism;
- Cultural and heritage tourism;
- Medical and wellness tourism;
- Business and conference tourism.

This diversification strategy aligns with global trends in tourism development, where destinations seek to offer a wide range of experiences to attract different market segments (Middleton et al., 2009).

Strategic Objectives of Tourism Hubs

The development of tourism hubs serves multiple strategic objectives:

1. Enhancing regional development by distributing tourism activities across different مناطق;
2. Creating flagship destinations capable of attracting international tourists;
3. Stimulating investment through the provision of infrastructure and incentives;
4. Promoting sustainable tourism practices by integrating environmental and social considerations.

These objectives reflect the broader goal of transforming Algeria into a competitive and sustainable tourism destination. According to Ritchie and Crouch (2003), successful destinations are those that effectively combine resource endowments with strategic planning and stakeholder coordination.

Critical Reflection and Future Directions

While the SDAT 2030 framework demonstrates a comprehensive and well-structured approach to tourism development, its success ultimately depends on effective implementation. Key challenges remain, particularly in terms of institutional capacity, digital transformation, and international integration.

To enhance the effectiveness of the tourism strategy, several policy recommendations can be proposed:

- Strengthening digital infrastructure and e-tourism platforms;
- Enhancing international openness through visa facilitation and global partnerships;
- Improving service quality through continuous training and certification;
- Promoting destination branding and international marketing campaigns;
- Encouraging innovation and entrepreneurship in tourism-related sectors.

Addressing these challenges will be essential for achieving the long-term objective of positioning Algeria as a leading tourism destination in the Mediterranean and global markets.

Distribution and Functional Specialization of Tourism Hubs of Excellence

Within the framework of the National Tourism Development Master Plan (SDAT 2030), Algeria has identified seven tourism hubs of excellence as key instruments for restructuring and promoting the national tourism sector . These hubs are strategically distributed across the national territory to ensure balanced regional development and to capitalize on the country's diverse natural, cultural, and geographical resources.

The spatial organization of these hubs reflects a deliberate policy aimed at reducing regional disparities and fostering territorial cohesion, which is widely recognized as a fundamental principle in sustainable tourism planning (Hall, 2008; Inskip, 1991). By integrating tourism development into broader spatial planning strategies, Algeria seeks to create a diversified and competitive tourism system capable of attracting both domestic and international tourists.

The Northeast Tourism Hub encompasses regions such as Annaba, El Tarf, Skikda, Guelma, Tebessa, and Souk Ahras, characterized by coastal landscapes, historical heritage, and cross-border connectivity. This hub has significant potential for developing coastal and cultural tourism products, aligning with global trends that emphasize experiential and heritage-based tourism (Richards, 2018).

The North-Central Tourism Hub, centered around Algiers and its surrounding **المناطق**, represents the most densely populated and economically significant region. Its strategic importance lies in its capacity to support urban tourism, business tourism, and conference activities. Urban tourism has become a key driver of tourism growth worldwide, particularly in capital cities that serve as cultural and economic centers (Edwards et al., 2008).

The Northwest Tourism Hub, including Oran, Tlemcen, and surrounding provinces, offers a combination of coastal, cultural, and historical attractions. This region is well-positioned to benefit from Mediterranean tourism flows and to compete with neighboring destinations such as Morocco and Tunisia, which have successfully developed similar tourism models (Dwyer & Kim, 2003).

In contrast, the southern hubs—namely the Southeast Oasis Hub, Southwest Touat-El Guerrara Hub, Tassili n'Ajjer Hub, and Ahaggar Hub—are characterized by desert landscapes, unique cultural heritage, and significant ecological value. These regions offer substantial opportunities for developing niche tourism segments such as desert tourism, adventure tourism, ecotourism, and cultural tourism. According to the World Tourism Organization, such niche markets are among the fastest-growing segments in global tourism, particularly among environmentally conscious and experience-oriented travelers.

The Tassili n'Ajjer region, recognized as a UNESCO World Heritage Site, represents a unique asset due to its archaeological and geological significance. Heritage tourism, particularly in UNESCO-listed sites, has been shown to significantly enhance destination attractiveness and international visibility (Timothy & Boyd, 2003). Similarly, the Ahaggar region, with its prehistoric sites and distinctive landscapes, holds strong potential for international tourism development, especially in the context of adventure and cultural tourism markets.

Tourism Infrastructure and Investment Distribution Across Hubs

Despite the strategic importance of these tourism hubs, the distribution of tourism infrastructure and investment remains uneven. Current data indicate that hotel capacity and tourism facilities are concentrated primarily in northern regions, while southern hubs remain underdeveloped .

This imbalance reflects broader structural challenges in tourism development, including limited accessibility, inadequate infrastructure, and insufficient investment in remote regions. According to OECD (2020), infrastructure disparities are a common issue in emerging tourism destinations and can significantly hinder the development of peripheral **مناطق**.

The concentration of tourism projects in northern hubs—particularly the North-Central region—suggests a reliance on established urban and coastal markets, while the potential of desert tourism remains largely untapped. This is

particularly evident in the limited number of tourism villages and accommodation facilities in southern hubs, despite their rich natural and cultural resources.

From a strategic perspective, this imbalance underscores the need for targeted investment policies aimed at promoting regional equity and unlocking the tourism potential of underdeveloped areas. Diversification of tourism infrastructure is essential for enhancing resilience and ensuring sustainable growth (Ritchie & Crouch, 2003).

Relative Importance of Tourism Projects and Capacity Distribution

An analysis of tourism project distribution reveals significant disparities in accommodation capacity across different hubs. The majority of large-scale tourism investments, including hotels and tourist villages, are concentrated in northern regions, particularly in the North-Central hub. In contrast, southern hubs exhibit limited development, both in terms of infrastructure and service capacity.

This uneven distribution has important implications for tourism competitiveness. According to Porter (1990), the concentration of resources in specific مناطق can create competitive advantages; however, excessive concentration may lead to regional imbalances and underutilization of national potential.

In the case of Algeria, the limited development of desert tourism hubs represents a missed opportunity for diversification. Desert tourism is increasingly recognized as a high-value niche market, attracting tourists seeking unique and authentic experiences (UNWTO, 2019). Therefore, expanding investment in these regions could significantly enhance Algeria's tourism portfolio and international positioning.

Furthermore, the development of tourism villages and integrated resorts within these hubs could serve as catalysts for local economic development, generating employment and stimulating related sectors such as transportation, handicrafts, and cultural industries (Sharpley, 2014).

Strategic Implications and Policy Recommendations

The analysis of tourism hubs and investment distribution highlights several key policy implications:

1. **Balanced Regional Development**
There is a need to reduce spatial disparities by directing investment toward underdeveloped regions, particularly in southern Algeria. This aligns with sustainable tourism principles that emphasize inclusivity and regional equity (Inskeep, 1991).
2. **Infrastructure Enhancement**
Improving transportation networks, accommodation facilities, and digital connectivity is essential for enhancing accessibility and attractiveness of tourism hubs.
3. **Diversification of Tourism Products**
Expanding niche tourism segments—such as desert tourism, ecotourism, and cultural tourism—can enhance competitiveness and attract new market segments.
4. **Strengthening Destination Branding**
Promoting the unique identity of each tourism hub through targeted marketing strategies can improve international visibility and positioning (Morgan et al., 2011).
5. **Encouraging Investment and Innovation**
Providing incentives for private investment and supporting innovation in tourism services can accelerate sectoral development and improve service quality.

Relative Importance of Tourism Investment and Accommodation Capacity

The distribution of tourism investments across Algeria reveals a highly uneven spatial structure, with a significant concentration of accommodation capacity in northern regions. According to the SDAT 2030 framework, approximately 73% of tourist village capacity is allocated to the North-Central tourism hub, while 14% and 13% are concentrated in the Northeast and Northwest hubs, respectively. Notably, desert regions—despite their considerable tourism potential—remain largely excluded from major investment flows.

This imbalance reflects a structural tendency observed in many emerging tourism economies, where investment is initially directed toward مناطق with established infrastructure and lower perceived risk (OECD, 2020). However, such concentration may limit the diversification of tourism products and reduce the resilience of the sector in the long term (Ritchie & Crouch, 2003).

The absence of significant investment in southern hubs highlights a critical gap in Algeria's tourism strategy. Desert tourism, ecotourism, and cultural tourism are increasingly important segments in the global tourism market, particularly among high-value tourists seeking unique and authentic experiences (World Tourism Organization, 2019).

Therefore, expanding accommodation capacity and infrastructure in these regions represents a strategic priority for achieving balanced and sustainable tourism development.

Tourism Investment Dynamics and Financial Commitments

Tourism development in Algeria requires substantial financial resources, reflecting the capital-intensive nature of the sector. Investment estimates indicate that approximately USD 2.5 billion was required for tourism development between 2008 and 2015, with an average annual investment of USD 350 million . This level of investment is consistent with international benchmarks for developing tourism infrastructure in emerging destinations (World Bank, 2022).

The allocation of investment between public and private sectors plays a crucial role in shaping tourism development outcomes. Public investment, estimated at around 15% of total funding, focuses primarily on infrastructure development, land preparation, and human resource capacity building. These foundational investments are essential for creating an enabling environment for private sector participation (UNWTO, 2019).

At the same time, private investment is expected to drive the development of tourism facilities, including hotels, resorts, and tourism villages. The effectiveness of this investment model depends on the establishment of a favorable business environment, characterized by transparent regulations, financial incentives, and efficient administrative procedures (Porter, 1990).

However, the current investment structure reveals a need for increased international financing and foreign direct investment (FDI). The projected requirement of an additional USD 1 billion underscores the importance of integrating Algeria into global investment networks. According to the World Bank, FDI is a key driver of tourism development, particularly in countries seeking to enhance their global competitiveness and access international markets.

Target Market Strategy and International Positioning

A critical component of Algeria's tourism strategy is the identification and targeting of key international and domestic markets. The Algeria Destination Marketing Plan adopts a multi-layered approach, focusing on traditional source markets, emerging markets, and long-distance markets .

Primary Markets (Markets to Secure)

Countries such as France, Spain, Italy, and Germany represent core markets due to their historical, cultural, and geographical proximity to Algeria. These markets are characterized by a relatively high level of awareness and familiarity with the destination, which facilitates marketing efforts and customer retention. According to Buhalis (2000), maintaining strong relationships with established markets is essential for ensuring stable tourist flows.

Emerging Markets (Promising Markets)

Markets in Northern Europe and the Gulf region represent growing opportunities, particularly for niche tourism segments such as desert tourism and cultural tourism. These markets are increasingly driven by demand for authentic and experiential travel, which aligns with Algeria's unique tourism offerings (Richards, 2018).

Long-Distance Markets

Asia, North America, and Russia constitute long-term strategic markets with high growth potential. However, attracting tourists from these regions requires significant investment in marketing, connectivity, and international promotion. The development of long-haul tourism markets is closely linked to improvements in air transport infrastructure and international accessibility (Dwyer & Kim, 2003).

Competitive Landscape and Regional Benchmarking

Algeria operates within a highly competitive regional environment, particularly in the Mediterranean tourism market. Neighboring countries such as Tunisia and Morocco have successfully developed strong tourism industries, characterized by advanced infrastructure, effective marketing strategies, and high levels of international integration.

These countries serve as direct competitors due to their geographical proximity, similar resource endowments, and comparable pricing structures . Comparative analysis suggests that Algeria lags behind these destinations in terms of service quality, international visibility, and tourism infrastructure (Pike & Page, 2014).

To enhance its competitiveness, Algeria must adopt a more aggressive and innovative marketing strategy, focusing on differentiation and niche market development. Destination branding, digital marketing, and strategic partnerships are critical tools for improving international positioning (Morgan et al., 2011).

Strategic Positioning of Algerian Tourism

The SDAT 2030 framework outlines several positioning strategies aimed at enhancing Algeria's attractiveness as a tourism destination. These strategies reflect a multidimensional approach to tourism development, integrating different types of tourism products and target markets.

1. Coastal Tourism Development

The Mediterranean coastline represents a key asset for Algeria, offering opportunities for mass tourism, leisure tourism, and resort development. Coastal tourism remains one of the most dominant segments globally, accounting for a significant share of international tourist arrivals (UNWTO, 2019).

2. Desert and Adventure Tourism

Desert regions such as Biskra, Tamanrasset, and Djinet offer unique landscapes and cultural experiences. Adventure tourism is one of the fastest-growing segments in the global tourism industry, driven by demand for exploration and authenticity (Buckley, 2012).

3. Urban and Business Tourism

Major cities such as Algiers, Oran, and Constantine provide opportunities for business tourism, conferences, and cultural tourism. Urban tourism is increasingly recognized as a key driver of tourism growth, particularly in emerging economies (Edwards et al., 2008).

4. Health and Wellness Tourism

The development of medical and wellness tourism in regions such as Guelma and Biskra aligns with global trends emphasizing health, well-being, and preventive care (Smith & Puczkó, 2014).

5. Cultural and Religious Tourism

Algeria's rich cultural heritage and historical sites provide strong potential for cultural tourism, which is one of the most sustainable and resilient segments of the tourism industry (Timothy & Boyd, 2003).

Synthesis and Strategic Outlook

The analysis of investment distribution, market targeting, and positioning strategies highlights both the strengths and limitations of Algeria's tourism development model. While the SDAT 2030 framework provides a comprehensive and well-structured strategy, its success depends on addressing key challenges, including regional imbalances, infrastructure gaps, and limited international integration.

To achieve its long-term objectives, Algeria must adopt a more dynamic and adaptive approach to tourism development, focusing on innovation, digital transformation, and sustainable practices. Strengthening institutional capacity and enhancing stakeholder coordination will be essential for translating strategic plans into tangible outcomes.

Conclusion

This study has examined Algeria's tourism development strategy within the framework of the National Tourism Development Master Plan (SDAT 2030), with particular emphasis on marketing strategies, investment dynamics, and the role of tourism hubs of excellence. The findings indicate that Algeria is actively pursuing the transformation of its tourism sector into a key pillar of economic diversification, aiming to establish itself as a competitive destination at the regional and international levels.

The SDAT 2030 framework represents a comprehensive and forward-looking policy instrument that reflects the state's strategic commitment to leveraging Algeria's rich natural, cultural, and historical resources. By promoting integrated tourism development and investing in seven tourism hubs of excellence, the plan seeks to create a diversified tourism offering capable of attracting both domestic and international visitors. These hubs constitute a central mechanism for structuring tourism development, enhancing regional balance, and fostering sustainable growth.

However, despite these strategic efforts, the empirical findings reveal that the contribution of the tourism sector to the national economy remains limited. According to data from the World Travel & Tourism Council, tourism's share of GDP remains relatively low, not exceeding approximately 3.9%, while its contribution to investment and employment also remains below expected levels. This indicates that the sector has not yet reached its full potential as a driver of economic growth and diversification.

Furthermore, Algeria's position in the global tourism market remains weak. The World Economic Forum Travel and Tourism Competitiveness Index highlights structural challenges related to infrastructure, international openness, service quality, and marketing effectiveness. These limitations continue to constrain the country's ability to compete with established tourism destinations, particularly within the Mediterranean region.

One of the most critical findings of this study is the significant imbalance in the spatial distribution of tourism investments. While northern regions benefit from the majority of infrastructure development and accommodation capacity, southern and desert regions—despite their unique tourism potential—remain largely underdeveloped. The limited share of desert tourism projects, both in terms of hotel capacity and tourism villages, reflects a missed opportunity for diversification and the development of high-value niche tourism segments such as ecotourism, adventure tourism, and cultural tourism.

In response to these challenges, the study underscores the importance of adopting a more balanced and inclusive approach to tourism development. Strengthening investment in underdeveloped regions, particularly in southern Algeria, is essential for unlocking the country's full tourism potential. At the same time, enhancing infrastructure, improving service quality, and fostering innovation in tourism products are critical for increasing competitiveness.

Moreover, the development of a coherent and long-term marketing strategy is essential for improving Algeria's international image and positioning. Effective destination branding, digital marketing, and targeted promotion campaigns can play a crucial role in reshaping perceptions and attracting new market segments. As highlighted in tourism marketing literature (Buhalis, 2000; Morgan et al., 2011), a strong and distinctive destination image is a key determinant of tourist decision-making.

Finally, the successful implementation of the SDAT 2030 strategy depends on effective governance, stakeholder coordination, and the integration of public and private sector efforts. Public-private partnerships, investment incentives, and institutional reforms will be essential for translating strategic objectives into tangible outcomes.

In conclusion, while Algeria possesses significant tourism potential and a well-defined strategic framework, achieving its ambition of becoming a leading tourism destination requires sustained efforts in policy implementation, investment, and innovation. By addressing existing structural constraints and leveraging its unique resources, Algeria can position itself as a competitive and sustainable destination within the Euro-Mediterranean and global tourism landscape.

Ethical Considerations

This study is based on secondary data analysis, including official reports, policy documents, and publicly available statistical sources. No human participants, personal data, or sensitive information were involved in the research process. Therefore, ethical approval from an institutional review board was not required.

The research was conducted in accordance with internationally recognized principles of academic integrity, transparency, and responsible scholarship. All sources of information have been properly cited and acknowledged in line with academic standards. The authors have ensured that the study does not involve plagiarism, data fabrication, or any form of research misconduct.

AI Use Statement

The authors declare that artificial intelligence (AI) tools were used solely to assist in language editing, academic structuring, and improving clarity of expression. No AI tools were used for data analysis, interpretation of results, or generation of original scientific content.

All intellectual contributions, including conceptualization, analysis, and conclusions, are the sole responsibility of the author. The use of AI complied with ethical guidelines and did not compromise the originality or integrity of the research.

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Conflict of Interest

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