

## TOURISM

Tourism is one of the areas where cross-border territories find substantial synergies, notwithstanding persisting patterns of competition. The objective is above all to design joint tourism services and promotion tools in regions with complementary tourist features.

- **The Upper Rhine** for example, has a shared website, [www.upperrhinevalley.com](http://www.upperrhinevalley.com), that advertises the Upper Rhine to tour operators and the press, as well as a single “Michelin” guidebook (just as the French-Swiss Jura Arc has a single “Routard” guidebook).
- Cross-border marketing of tourism makes it possible to promote cultural, architectural and heritage facilities in **highly urbanised cross-border areas**, such as the Lille-Kortrijk-Tournai Eurometropolis, the Greater Region and the Upper Rhine.
- In **rural and mountain regions** (French-Swiss, French-Italian and French-Spanish borders) marketing of tourism is combined with the promotion of natural resources, local products and the development of cross-border areas.



Cross-border ski resort “Les Portes du Soleil”, at the French-Swiss border

## RETAIL ACTIVITIES

Retail activities aimed at border populations are another form that the presential economy takes in cross-border territories. Several factors may explain the development on one side of the border of retail offers aimed at this specific group of customers who cross the border for commuting purposes or simply to make everyday purchases. For example:

- **Price differentials:** cigarettes, alcohol and petrol for Luxembourg and Andorra; general food products for Germany; meat, alcohol and cosmetics, etc., for Swiss residents shopping in France.
- **Differentiated product offers:** furniture in Belgium.
- **Special town-planning provisions:** e.g. in Kehl where there is a concentration of retail businesses with an extended catchment area.

## SUPPORTING BUSINESSES

Cross-border public action to support businesses may focus mainly on microenterprises and small and medium-sized enterprises (SMEs), with larger companies conducting their own development strategies.

**Microenterprises and SMEs that receive cross-border business support may, through this experience, develop on a second unexplored market that is local, but international.** This first experience of international diversification should ultimately enable them to export beyond the cross-border territory. SMEs interact more with the territory in which they are established due to their size and structure. In France, close to 75%<sup>103</sup> of SMEs are independent or single-establishment companies that do not depend on a head office and therefore have autonomy in decision-making, which enables them to define a business strategy focused on the territory.<sup>104</sup>

**In general, mid-tier companies and large groups already have the capacity to do business internationally.** The size of their international or global market means that they do not consider the local cross-border market as a special opportunity. The cross-border territory may however be exploited for its potentialities.

- **In the Øresund:** large Danish pharmaceutical groups use Swedish logistics companies.
- **In the French-Swiss Jura Arc:** watch-making companies are located near the border in Switzerland in order to benefit from the French workforce.

<sup>103</sup> [http://www.insee.fr/fr/themes/document.asp?ref\\_id=ip1438](http://www.insee.fr/fr/themes/document.asp?ref_id=ip1438)

<sup>104</sup> Gilles Crague, *Entreprise, management et territoire*, Presses de l'Université Laval, collection Sciences de l'administration, 2014.