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**BUSINESS MODELS AS A DECISION SUPPORT TOOL FOR CITY MANAGEMENT:
TRANSLATION FROM GENERALIZED QUALITATIVE TO ADAPTED QUANTITATIVE
CASE STUDY OF JIJEL AND NAPLES**

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FIG. 1 CITIES OF JIJEL (ALGERIA) AND NAPLES (ITALY)

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BUSINESS MODELS AS A DECISION SUPPORT TOOL FOR CITY MANAGEMENT: TRANSLATION FROM GENERALIZED QUALITATIVE TO ADAPTED QUANTITATIVE CASE STUDY OF JIJEL AND NAPLES

BUSINESS MODEL CANVAS
HERITAGE
JIJEL, ALGERIA
NAPLES, ITALY
URBAN REQUALIFICATION

Faced with the transformations of cities due to the introduction of new technologies and the shift in value from infrastructure to services, city managers are in search of new urban economic models. The current paper examines the development of business model frameworks as a practical tool to assist two cities in assessing business model efficiency by adapting Business Model Canvas (BMC) components to operationalize sustainable cities.

This article defines the business models and their usefulness, presents the requalification of the city of Jijel (Algeria) and the selection of the Canvas business model, explains the model selected for the city

of Naples (Italy), and, through these two examples, extrapolates the approach towards the generalization of the tool and the approach, which can be adapted to the local context of each city. That is why the models can act as a management strategy and decision-making support tool with a scientific basis. The findings demonstrate that these business models are a practical tool incorporating all actions and a thorough organizational structure that considers all operations and choices. They offer a framework that facilitates effective communication and sustainable growth. Furthermore, they may promote innovative approaches to the creation of sustainable value.

INTRODUCTION

According to the UN Department of Economic and Social Affairs (2018), the increasing migration of the global population from rural to urban regions and the global increase in urban population might result in an urban boom. In response to these developments, cities are faced with the challenge of providing citizen-centric, high-quality services enabled by new information and communication technologies (ICT), as well as the Internet of Things (IoT).

This service change affects several areas, including energy distribution, energy performance, urban transportation, mobility services, garbage collection, and circular economy. Every time, there is an evident shift in value from infrastructure to services. This begs the issue of how these transforming urban ecosystems should be regulated. The main cities of the globe have already adopted new urban economic models and business model blueprints. For an effective and efficient orientation, local authorities have incorporated these business models into their development plans via a process of comprehension and a transversal and focused reading of each situation. Applying management methods to urban planning implicitly acknowledges that cities are governed like businesses.

The existing research on smart cities focuses on the influence of city dynamics on technological progress and the resulting benefits.

However, the knowledge gap between theory and reality regarding smart cities is still in its infancy (Mora et al., 2017: 20). Understanding the finances, infrastructure, roles, rules, services, and innovative governance and resource models is crucial for policy-makers seeking efficient assessments and guidance (Smart City Governments, 2019). However, local authorities are not well instructed on operational and implementation regulations. Insufficient knowledge and tools are lacking in the literature to allow the practical implementation of smart cities with business models (Lee et al., 2014: 1).

There is no widely accepted approach to comprehending smart city business models (Walravens, 2012: 122). Although studies have identified many business models for smart cities, these approaches have limited generalisability (Abbate et al., 2019: 9). The restricted generalisability is due to the fact that a successful business model based on certain contextual circumstances may not be applicable to the economic, environmental, technical, and social context conditions of various settings (Ode, Wadin, 2019: 17).

This research addresses the knowledge gap on the smart city business model and provides a perspective on the implementation of the global Business Model Canvas for smart cities. The development of a theoretical business model that is then applied to two cities, one Algerian (Jijel) and the other Italian (Naples), is utilized for future planning in urban requalification activities. The purpose of this comparison is to describe the two business models and attempt to develop a generalizable model for each, considering the researched environment. The two business models and attempts to derive a generalizable model for each situation by considering the investigated environment are presented in this paper.

The paper hypothesizes the following: The use of Business Model Canvas (BMC) components as a practical tool to assess business model efficiency can help urban managers adapt to the transformations of cities. The adoption of these business models can support decision-making and promote innovative approaches to sustainable urban development. The first is a business concept for the urban requalification of Jijel, while the second one is for the urban requalification of Naples. Located on the opposite sides of the Mediterranean Sea, the two seaside communities have both investigated a business strategy. The criteria for comparing these two samples are provided in Table III.

The purpose of this comparison is to describe the two business models, both using the "participatory approach" technique, and to develop a model that can be extended to

each scenario while taking into consideration the researched environment. The purpose of this research is to explore the effectiveness of business model frameworks as a practical tool for assessing the efficiency of sustainable cities.

It should be noted that the Business Model Canvas originated in Alioua and Zehioua Bernia's Ph.D. dissertation (Alioua, Zehioua, 2022). It was only applied conceptually to the city of Jijel, and the present article shall serve as a decision-making tool for authorities, especially because commercial models applied to urbanism in Algeria have not yet been created.

METHODOLOGY

This study has employed a comparative case study approach to investigate the application of business model frameworks in two cities, Jijel (Algeria) and Naples (Italy), in order to evaluate the effectiveness of business models and promote sustainable urban development.

Hence, the current article aims to address the following questions: How does the use of BMC components contribute to more innovative and sustainable approaches to urban development? What is the effectiveness of BMC in promoting innovative and sustainable approaches to urban development?

Case studies can be a useful method for investigating the use of Business Model Canvas (BMC) components in urban management. Two cities with varied degrees of technological adoption and socioeconomic settings can be represented by the selected scenarios. Case studies may be conducted using a variety of data sources, including interviews and document analyses.

The objective of the case studies would be to acquire a greater knowledge of how BMC components are utilized in practice and how they contribute to the efficiency of urban management. The research included qualitative data collection techniques, such as document analysis and semi-structured interviews with stakeholders and important urban requalification players in Jijel. The Business Model Canvas (BMC) was adapted to operationalize sustainable cities, and its components were utilized to evaluate the effectiveness of the business models in the two cities.

DEVELOPMENT OF THE SMART CITIES GLOBAL BUSINESS MODEL CANVAS

The business model is the central component of a company creation project and specifies the profit-generating approach that will be applied. It is simultaneously a support mechanism for the entrepreneur, a guide to boost the company's chances of success, and a

powerful tool to persuade financial partners to invest in the entrepreneur's idea. A business model represents the means through which activity generates income. It is also connected with ROI (return on investment). The emergence of new players permits the creation of new business models, which are intrinsic to the notion of human growth, corporate development, and natural resource sustainability. Using the global Business Model Canvas for smart cities, the first phase in the technique shall be to create a theoretical business model. This approach shall be applied to Jijel in order to develop a decision-making framework for urban requalification initiatives.

The Business Model Canvas shall be evaluated in two scenarios, Jijel and Naples, to determine the model's applicability and efficacy in distinct circumstances. Comparisons shall be made between the application's outcomes, and a generalizable model for urban requalification shall be constructed.

THE TECHNIQUE OF THE PARTICIPATORY APPROACH

It allows residents to be involved in the whole process of urban operations, from the creation of goals to the construction of the program and the "considered" options for development. The participatory process involves the recomposition of social representations and identities, as well as the alteration of the paradigm imposed by the learning of skills about empowerment, solidarity, participation, and volunteerism. The public interest and the fact that it is regarded by society take on a global dimension with observable effects at the social level, on citizenship, solidarity, and democracy (Ranjatoelina, 2019).

However, this approach adapts the idea that the city operates like a company. The approaches presented are significant, but the participative approach is readily applicable to our daily situations. Citizen engagement in decision-making has evolved into a potent driver of dynamism in the study cities of Jijel, Algeria, and Naples, Italy. The study should provide evidence for the efficacy of BMC in fostering innovative and sustainable approaches to urban development and should have significant consequences for urban managers, policymakers, and other urban development stakeholders. The results should aid in the promotion of more effective and sustainable approaches to urban management.

MATERIALS AND METHODS

DESCRIPTION OF THE MUNICIPALITY OF JIJEL

Jijel is a coastal and port city in the Algerian Northeast, with a maritime frontage of more

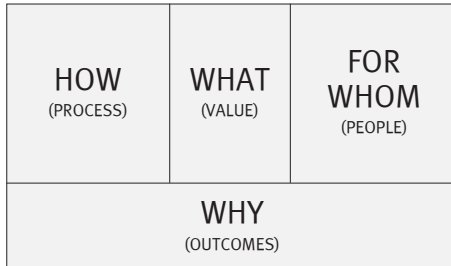


FIG. 2 THE BUSINESS PLAN'S STRUCTURE

than 120 kilometres along the Mediterranean Sea. It is the capital of the Jijel Wilaya. Due to its strategic geographical location, with a large commercial port (ranked among the first in the Mediterranean), Jijel is expected to become a regional development pole (in 2030) according to the development plan of the Wilaya of Jijel. Nonetheless, the changing urban system of this city, like that of other Algerian cities, is plagued by several flaws, including the deterioration of its old centre, the proliferation of unplanned housing on the city's outskirts, accessibility issues, and pollution, which damage the city's image and identity references. In addition to these factors and the authorities' interest in the development of large-scale projects, there is a growing demand from its residents for a higher quality of life, which justifies requalification operations to secure its future role.

Currently, Jijel is undergoing significant transformations that are altering its image and urban dynamics due to the initiatives being executed. Jijel will be transformed from a small landlocked city into an important industrial, tourism, and business hub through the implementation of several planned major projects, including the modernization of the port of Djen-Djen, the realization of a highway penetration linking it to the East-West highway, the construction of a railroad between the port and the axis El Eulma-Setif, and the realization of a third university pole in El Ouana.

However, the issue is: Where are the residents and their demands in these speeches? The tactics taken by the decision-makers to requalify the city of Jijel fail to meet the requirements and ambitions of the Jijel populace. On the other hand, we might see all of these initiatives as the first step toward a genuine metropolization of Jijel, linking its destiny within a global vision of metropolization, resulting from a genuine political ambition to place Jijel at the heart of regional and national levels. The development of this city, which necessitates a comprehensive action of urban requalification, is conditioned, according to its residents, by the involvement of public authorities and residents in this dynamic by utilizing professionals in the fields of tourism, urban marketing, and sociology of space, and by strict monitoring of the authorities' application of regulations.

ANALYSIS OF BUSINESS MODEL CANVAS (BMC) COMPONENTS IN URBAN MANAGEMENT

The current proposal seeks to identify the criteria (useful information for decision-makers) that promote a better approach to decision-making in the intervention of a city by refer-

ring to residents' needs and by ensuring a better handling of the space's particularities. Defining a participatory approach should allow residents to be involved in the entire process of urban operations, from objectives definition through program elaboration to the development strategy and "thought through" choices. Nonetheless, every requalification procedure must answer the questions listed below:

- Who? Any intervention in a given space must respond to the needs and desires of the people who reside there permanently or temporarily: permanent residents, tourists, university students, and investors.
- What? The response to this question summarizes the stakes and aims of these urban activities, including what they will offer to the present living environment to please the people, respond to issues, and add value.
- How? This question necessitates simultaneous complementarities of the needs of the population, the constitutive elements of the territory in question (its resources and key activities) on which any requalification process must be based, and finally, the partners necessary to ensure an effective consultation that takes into account all stakeholders.
- Why? It enables a global, comprehensive, and efficient view of the chosen strategies by emphasizing the concerned area's particularities and resources, enabling it to develop in an original and specific manner while assuring the participation of the concerned players.

The transformation of a broad scientific discourse into an operational tool necessitates an adoption of suitable means and instruments that contain problems, aims, and methods. For this reason, the Business Model Canvas functions as a decision-making assistance tool. These technologies have been adapted to the Algerian context.

The tool's usefulness derives from its shape, synthesis principle, and interaction between its several boxes. Moreover, the presence of all factors required to requalify a region on the same piece of paper enables providing a comprehensive and global perspective to address all the aspects without the danger of ignoring, disregarding, or prioritizing one part over another.

ADAPTING BUSINESS MODEL CANVAS FOR URBAN REQUALIFICATION

The Business Model Canvas was established by Strategyzer's Alexander Osterwalder. He is an author, public speaker, and business model consultant. He founded Strategyzer, a software firm specializing in the creation of

information and tools for strategic innovation and management. He is the creator of the business model matrix, which is used in several industries by firms such as Coca-Cola, General Electric, Procter & Gamble, MasterCard, Ericsson, LEGO, 3M, etc. As a speaker, he addresses prestigious corporations and institutions, like Stanford, Berkeley, and MIT.

The primary purpose of the Business Model Canvas tool, which is primarily intended for the fields of economics, business, and marketing, is to distinguish oneself from competitors (Carre, 2018). It aims to build an economic model and launch a product or service based on a company's activities and key resources. It enables the transcription and concretization of aspirations and important parts within a cohesive, relevant, and creative project. Implementing this instrument in urban planning to requalify a city enables a comprehensive and effective global view of the selected strategies by emphasizing the territory's essential resources and activities (Fig. 3).

The objectives for the adaption of this tool are summarized in Fig. 4. The steps are as follows:

1. Think and design the entire requalification process/strategy, ensuring the ownership of its identity and the involvement of all relevant actors.
2. Basing the requalification strategy on a better exploitation of the territory's identity elements.
3. Identifying all the stakeholders and allowing them to take part in the process.
4. Ensuring a better consultation process with the population and consequently knowing their needs and expectations while trying to meet them.

The boxes "key activities", "key resources", and "consumer segments" are separate from the box "value proposition" (Table I). The absence of one of the first three boxes can result in the failure of the requalification strategy. In contrast, the effective and efficient interaction between the four boxes can result in a comprehensive urban requalification strategy based on a strategic way of thinking that puts all the necessary factors for its success into interaction.

The foundation of this economic strategy is identical to that of historical preservation. In other words, the model is conditioned by the local context and customized to the peculiarities of the land for each activity.

Also, the authors have worked on a thesis on the conservation and safeguarding of the heritage of the city of Constantine (Fantazi, Zehioua Hecham, 2021), in which they proposed a new conservation strategy in order to succeed in these operations in our country

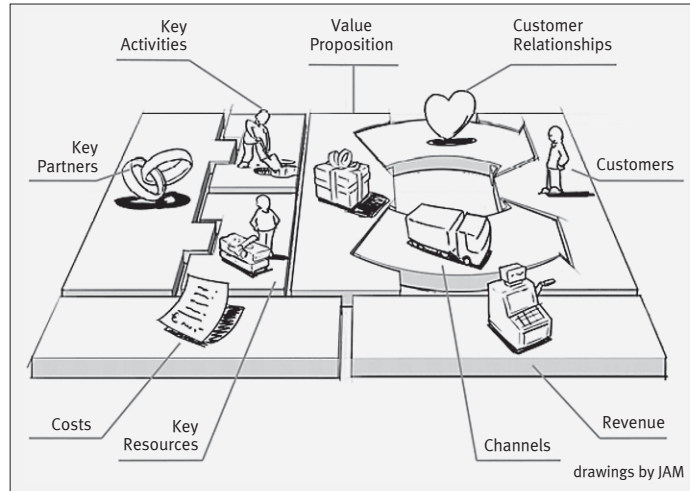


FIG. 3 THE BUSINESS MODEL CANVAS – THE BASIC MODEL

and particularly in Constantine, with a clear futuristic vision of the heritage, adapting itself depending on the world news, and in line with Algerian regulations, and with a focus on new, independent financial resources.

Heritage preservation has become an important resource for sustainable urban development initiatives. UNESCO has included the preservation of cultural assets as a sustainable response to these changes. As a result, a number of studies have been conducted to identify new paradigms with which to confront the world's present massive transformations.

In 2019, a team known as CLIC (Circular models Leveraging Investments in Cultural heritage adaptive reuse) developed a business model that addresses the specific problems

FIG. 4 ADAPTATION OF BUSINESS MODEL FRAMEWORKS FOR URBAN REQUALIFICATION OPERATIONS

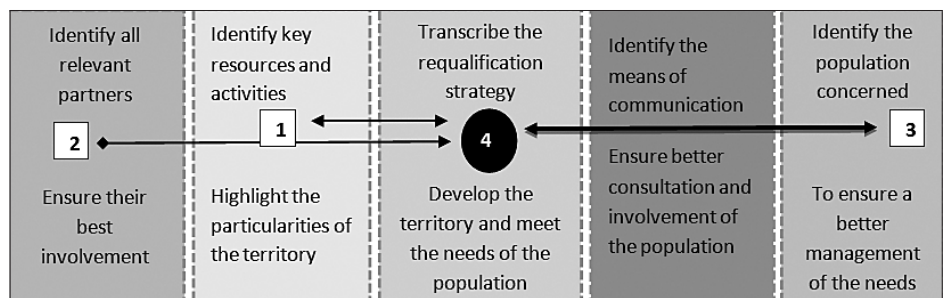


TABLE I ELIMINATION OF THE LAST TWO BOXES RELATED TO THE FINANCIAL ASPECT OF THE TOOL

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
With whom?	What?	What and why?	How?	For whom?
	Key resources		Channels	
	With what?		How?	
Cost structure		Field for economists to be consulted for better support and refinement of the tool.	Revenue streams	
How much?			How much?	

TABLE II BUSINESS PLAN FOR CONSERVATION OPERATIONS

The site						
The team						
The date						
Processes			Value	Actors		
Historic urban landscape mapping	The resources of cultural capital	Partnership	Co-creation value	Relationships	Stakeholders	Ecosystem actors
Spatial integration	Adaptive reuse	Circular governance	Co-destruction value	Information channels		Needs and constraints
Cost		The objective		Advantages		
Results						

of governance and financing process of the project in accordance with the guidelines of the Historic Urban Landscape (HUL) approach. It views cultural heritage as an economic resource that must be exploited for the development of cities.

This approach attempts to solve cultural heritage challenges such as preservation, conservation, and adaptive reuse, as well as to preserve cultural heritage assets, extend their lifetime, and promote the co-creation and regeneration of new sustainable values in the area of heritage (Ost, Saleh, 2019). It offers a comprehensive perspective on sustainable ideals, stakeholders, processes, and results. This plan's format is outlined in Table II.

The conservation operations business plan is being implemented in three European countries: Croatia, Italy, and Sweden (Ost, Saleh, 2019) and is regarded as an innovative strategic instrument that assists nations in developing their economies by counting heritage as a new income stream. In this regard, a proposal has been elaborated for a business plan that fits the context of the old city of Constantine, in order to have a strategic document that helps to preserve the city's heritage through the use of new modes of financing that differ from the precedents (Fantazi, Zehioua, 2021), and that of Jijel in a 2022 thesis (Alioua, Zehioua Hecham, 2022).

The other business model is called "URBACT" and concerns the urban regeneration of European cities.

THE BUSINESS MODEL URBACT FOCUSES ON THE REVITALIZATION OF EUROPEAN CITIES

Europe is the subject of the second business model, which is intended for larger distribution. Indeed, Europe has begun creative urban requalification programs for its cities and is dedicated to constructing a new shared strategy based on a common culture and good governance by emphasizing the local administrations, inhabitants, and diverse technology devices as key players. The greatest difficulty is restoring economic attractive-

ness and capital movement. This strategy has resulted in significant recovery and development operations by implementing this extensive program to degraded metropolitan areas, assuring the program's viability, and establishing a management system of sustainable development efforts.

Since 2002, URBACT has been the European territorial cooperation initiative promoting sustainable and integrated urban development in the cities of the European Union, Norway, and Switzerland. It is a cohesion strategy instrument, sponsored by the European Regional Development Fund (ERDF) and the Member States, for the exchange of experience and learning between cities, with the goal of discovering solutions to important urban difficulties. The networked European cities enhance skills and capitalize on best practices while assisting public decision-makers and actors on the ground, including citizens, in order to build sustainable solutions that combine the economic, social, and environmental components of urban development.

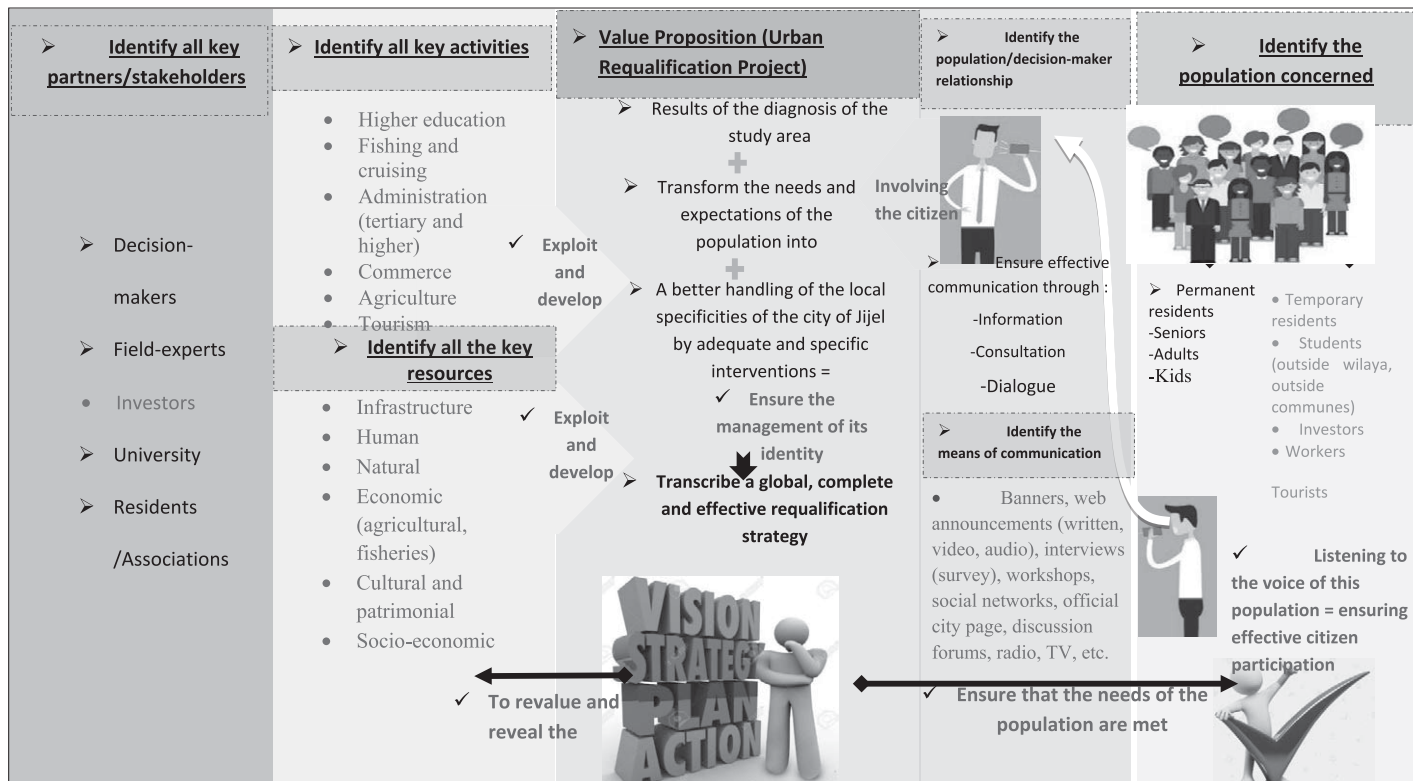
The URBACT approach is a component of the expansive Community Initiative Program. URBACT is founded on the formation of a network of European cities and, in its execution, provides a satisfying working framework that handles many issues in accordance with the requirements of the network's member cities. The budget of the European Union is co-financed at a rate of 50% with the aid of specialists selected by the cities themselves.

To develop a business model with important characteristics, it was required to examine examples and visit locations. Specifically:

- The physical and urbanistic components of the projects.
- The socioeconomic and environmental aspects of regeneration.
- The governance and execution procedures for the projects.

On the basis of these three dimensions, a customized grid including, several circumstances and scenarios, was constructed. This grid serves as a guide for any urban regeneration operation based on priority goals such as the exploitation of various transversal studies, the intrinsic understanding of the location, and the identification of new techniques to-be-utilized.

The effort has stimulated economic appetites, propelling the notion toward the utilization of this urban regeneration for tourism that is defined by continual expansion and generates an estimated turnover of billions of Euros or Dollars. Prior to its formation, URBAN existed as a modest program. Several cities have joined.



URBACT is organized on three primary goals:

1. The development between cities of an exchange of good practices and structured experiences through the creation of thematic networks and working groups.
2. The capitalization and dissemination of lessons learned from URBAN programs.
3. The improvement of action capacities of the concerned actors assisted by residents in a participatory approach, and thus of cities, in various fields that characterize the integrated regualification policies.

As a business concept, the URBACT program is based on three indicators: competitiveness, economic expansion, job creation, and resident involvement.

This strategy defined in Lisbon and Gothenburg is in line with the objectives of sustainable development and is based on the construction and management of urban development plans/projects incorporating the following innovations:

- The local action plan will have to be elaborated (in advance) within the framework of the defined theme;
- The local support group shall have to be involved in the network activities and in particular in the elaboration of plans;
- Better synergy between the local support group and network activities.

This curriculum addresses the following aspects:

- Priority axis 1: Cities, Growth Engines, and Jobs as sub-themes: entrepreneurship promotion; innovation and knowledge economy enhancement; employment and human capital.
- Priority axis 2: Attractive and Cohesive Cities with the subthemes of integrated development of urban areas in difficulties or likely to become so; social inclusion; environment; governance and urban planning. URBACT is regarded as a business model due to its content, objectives, and stakeholder engagement.

RESULTS

Two separate business concepts were implemented in two distinct cities. An Algerian one (Jijel) on the southern shore of the Mediterranean Sea, a tourist destination suffering from multiple wounds, and the other Italian (Naples) on the northern shore of the same Mediterranean Sea, also a tourist destination, but suffering from the degradation of its built environment and thus abandoned not only by its residents but also by tourists (Table II). This economic collapse was the reason that prompted precautionary measures and urban revitalization. The selection of the city of Jijel is based on an empirical study from a 2022 doctoral thesis (Alioua, Zehioua

FIG. 5 THE BUSINESS MODEL CANVAS: A DECISION SUPPORT TOOL TO REQUALIFY THE CITY OF JIJEL

TABLE III COMPARISON CRITERIA AND SIMILARITIES BETWEEN THE TWO CITIES

Comparison criteria	JIJEL	NAPLES	Common observations
Geographical location	Coastal on the Mediterranean Sea	Coastal on the Mediterranean Sea	Two medium-sized coastal cities with ports
Characteristics	<p>Before 2000:</p> <ul style="list-style-type: none"> – bad image (terrorism), landlocked locality, abandoned heritage, unique natural landscape on the Algerian coast and known gastronomy <p>After 2000:</p> <ul style="list-style-type: none"> – regional, national and international economic integration with the commissioning of the large port of DJENDJEN (international commercial) – industrial pole of tourism and business with the steel complex Bellara managed by Qatar, the enlargement of the international airport Farhat Abbes, the university of Mohamed EssekikBenyahia, the zones of tourist expansion – road and hotel infrastructures <p>In the near future:</p> <ul style="list-style-type: none"> – a tourist pole, residential, flowered city, street-art present, local dialect – very present associations – plan of urban requalification programmed in the process of realization. 	<ul style="list-style-type: none"> – anarchic, noisy, disorderly, city of the Neapolitan mafia, historical heritage and its unique natural panorama – very famous gastronomy – city of flowers, street art (marketing tool) – local dialect – city threatened by the volcano of Vesuvius – very dynamic associations – urban requalification plan applied on the city that has metamorphosed it 	<ul style="list-style-type: none"> – poor quality of the living environment and urban space – lack of a quality territorial offer – lack of a specific and affirmed image – dynamic associations adopting the participative approach – program of requalification of urban regeneration and improvement of the living environment

Hecham, 2022). After a dark decade, Jijel has become a tourist attraction in recent years (terrorism in the 1990s). In these cities, these two business models shall be implemented.

citywide coherence and development plan governed by a Business Model Canvas assessed theoretically in previous empirical work (Table IV).

BUSINESS MODEL CANVAS FOR JIJEL CITY

This city's development, which requires a global urban requalification, depends on public authorities and residents' involvement in this dynamic by using tourism, urban marketing, and sociology of space professionals and strict follow-up by the public authorities through regulations. Municipal authorities in Algeria are unfamiliar with the commercial model. We offer a citywide coherence and development plan governed by a Business Model Canvas assessed theoretically in our thesis.

Municipal authorities in Algeria are unfamiliar with the commercial model. We offer a

URBACT AND THE CITY OF NAPLES

The URBAN and URBACT programs have been the subject of comparisons between cities, thus becoming a common heritage in the language of local administrators: an integrated approach, transversality, project work, governance, partnership, real consultations with the inhabitants, bottom-up logic, anchoring in the territory, participation of the inhabitants, capitalization and dissemination of results; but also with regard to keywords that bring local administrators together: an integrated approach, transversality, project work, and governance.

The URBACT initiative is a consortium of 22 cities from seven European nations, headed

TABLE IV REQUALIFICATION OF THE CITY OF JIJEL USING THE BUSINESS MODEL CANVAS PROPOSED BY AUTHORS

Key partners	Key activities	Value proposition (Value added/offer)	Customer relationship	Customer segments
<p>Identification of relevant stakeholders:</p> <ol style="list-style-type: none"> 1. Decision-makers: the State and its decentralized services; responsible for implementing and monitoring the guidelines. 2. Design offices and specialists in the field: in charge of project design. 3. Investors 4. University 5. Residents (individual, in the form of associations and neighborhood committees): In this case, they are considered to be effective actors. <p>According to the survey results, residents must be more than mere beneficiaries and be involved more in the requalification process through adequate supervision of their local initiatives.</p>	<p>For an operation of strategic urban requalification and revealing of the specificities of the city of Jijel, the key activities to be taken into consideration are:</p> <p>Tourism, Fishing, Cruising, Administration (tertiary and higher tertiary), Commerce, Agriculture, Higher Education</p> <p>Key Resources</p> <ol style="list-style-type: none"> 1. Infrastructure: Port, Airport. 2. Human (youth population) 3. Natural potentialities: sea; beaches, ledges *mountains and forests, natural landscapes, fauna and flora, water resources 4. Economic: *Fisheries wealth: fish, shellfish. <p>Agricultural products: such as strawberries, sheep and cattle</p> <ol style="list-style-type: none"> 5. Cultural and patrimonial: gastronomy of Jijel, religious and national festivals, crafts and traditions archaeological and historical sites 6. Socio-economic: quiet, conservative and secure city, welcoming population 	<p>The operations of requalification of the city of Jijel must take into consideration the following points:</p> <ol style="list-style-type: none"> 1. To found a strategy of requalification for and with the inhabitants. 2. Respond to the needs and aspirations of its population, to this end, decision-makers must pay attention not only to all the needs expressed by its permanent residents (expectations of the people interviewed), but also to those of its temporary residents. Knowing the expectations of the latter, i.e., having an outsider's view could help to better refine this process. 3. To take charge of the essential points for the revelation of the identity that has been identified, among which: <ul style="list-style-type: none"> – creating new modern spaces based on cultural, architectural and historical values; – promoting commercial activities related to culture and traditions specific to the region; – multiplication of large-scale cultural events, etc. 	<p>Two steps are both complementary and essential to ensure effective communication between decision-makers and the citizen as beneficiary:</p> <ol style="list-style-type: none"> 1. Information through: banners, posters, web announcements (written, video, audio), etc. 2. Consultation: to share decisions – to know the clients' needs and try to meet them through: interviews (survey), neighborhood committees, cultural associations, etc. <p>Distribution Channels</p> <p>Workshop, Réseauxsociaux, Page officielle de la ville, Forums de discussion, Radio, TV, etc.</p>	<p>Identify the target audience for the urban redevelopment project:</p> <ol style="list-style-type: none"> 1. Residents (men, women): <ol style="list-style-type: none"> 1.1. Permanent: <ul style="list-style-type: none"> – elderly – adults – children – from one age group to another the needs are different. 1.2. Temporary: <ul style="list-style-type: none"> – students (outside the Wilaya, outside the communes): due to the presence of university and training centers. 2. Investors <ul style="list-style-type: none"> – workers – tourists – young people – families. <p>A city known for its conservative character, which has made it a popular tourist destination for Algerian families.</p>

TABLE V THE EUROPEAN BUSINESS MODEL / URBACT OF NAPLES (ITALY)

Key partners	Key activities	The value proposition (The added value/offer) 50% Co-financing from the EU	Objectives of the client/ decision maker relationship	Customer segments
<ul style="list-style-type: none"> – The European Union – European cities – Regions – Municipalities – All the cities of the member states of the program – Universities and research centers in the field of sustainable urban development. 	<ul style="list-style-type: none"> – Urban regeneration – Attractiveness of European cities – Development of historic urban centers and exchange of best practices – Capacity building among administrators – Creation of 20 thematic networks – 8 working groups – 3 study groups – Economic activity – Small/medium enterprise innovation – Local action plan – Local support group – Synergy of different vertical levels – Participation of structural funds managing authorities – Axis 1: Cities, Engines of Growth and Jobs – Axis 2: Attractive and Cohesive Cities – The European Commission's initiative and the selection of certain projects called "Fast Track Label" 	<ul style="list-style-type: none"> – URBACT I and II Community Initiative Program containing sub-plans like URBAN I&II – Socio-economic and environmental aspects of regeneration – Governance and implementation modalities – Specific grid or guide to regeneration development <p>Goals:</p> <ul style="list-style-type: none"> – Competitiveness, economic growth, and employment – Transcription of an urban requalification strategy – Impact on the populations of European cities in neighboring countries with a similar policy. 	<ul style="list-style-type: none"> – Professional integration – Integrated approach – Capitalization of the experiences of the whole European network – Positive impact on the European administration in the policies of urban requalification – Constitution of networks: Municipality/Region/State/European Union – Training of managers – Common culture – Vocabulary and concepts close to each other 	<ul style="list-style-type: none"> – Youth population – Citizen participation – Participando: key to social cohesion – C.H.O.R.U.S (Regeneration of urban centers through cultural valorization) – Good Practice/ Governance (Concrete participation of municipalities and regions) – Ascending and descending scales: Think global / Act local

by the city of Rome. It strives to capitalize on and distribute lessons learned through public engagement in urban revitalization policies and practices. The strategy of the "Participating" project is based on local surveys and topic workshops in order to develop effective instruments to increase public awareness of urban concerns. The purpose of the network is to emphasize the implementation of tangible experiences to enhance the administration of future integrated urban strategies. The network's goals are:

- Create larger local democratic policies;
- Raise a strategic vision of local development focused on environmental, social, economic, and political sustainability
- Improve social networks, solidarity, and fairness, and acknowledge the significance of cultural and natural heritage.

Citizens may play a crucial role in bolstering their cities' sustainable territorial growth. In recent years, European towns (particularly those in disadvantaged regions) have undergone a crisis in terms of capacity development and public engagement. In this situation, the decision-making process has encountered several obstacles. The methodological approach chosen by the URBACT network to improve the quality of urban management experiences is predicated on the premise that public involvement is a complicated process whose actualization is intimately tied to social elements.

DISCUSSION

This research aimed to address the knowledge gap on smart city business models by providing a perspective on the implementation of the global Business Model Canvas for smart cities. The development of a theoretical business model was first presented in Jijel, followed by its assessment of two cities, Jijel and Naples, as a tool for future planning

in urban requalification activities. One of the key findings of this study was the lack of a widely accepted approach to comprehending smart city business models.

Although many business models for smart cities have been identified in the literature, their limited generalisability is a major barrier to their practical implementation. The development of a generalizable model for each situation by considering the investigated environment is crucial for future smart city planning. The analysis helped identify key resources, activities, and partners required for the project and provided a structured approach to planning and implementation. Similarly, the URBACT model was used in Naples to foster community involvement and improve social cohesion by enhancing public spaces and promoting cultural activities.

The comparison of the two business models has highlighted the importance of the participatory approach in urban planning and requalification. Both models have emphasized the involvement of local communities and stakeholders in decision-making processes, which helped to create a sense of ownership and engagement. The models also highlighted the need to consider the local context and tailor solutions to fit the specific needs and challenges of each city. The study's findings have several implications for urban planning and governance. First, the Business Model Canvas and URBACT model offer a structured and systematic approach to decision-making in urban requalification operations. These models can help to identify key resources, activities, and partners required for the project and ensure that objectives are met efficiently and effectively. Second, the participatory approach is critical in engaging local communities and stakeholders in urban planning and governance processes. It is essential to involve the community in decision-making processes to ensure

that their needs and concerns are addressed, which can help foster social cohesion and create a sense of ownership.

Further, the development of a generalizable model for each situation can help policymakers and urban planners to apply the models to other contexts, with adaptations made to suit the specific environment. In conclusion, this research provides a theoretical and practical contribution to the development of smart city business models. The Business Model Canvas is an effective tool for decision-making in urban requalification operations, and its application to Jijel and Naples will demonstrate its potential for future smart city planning.

The comparison of these two models highlights the importance of considering the local context in the development of smart city business models, and the criteria for comparison can be useful for future urban planning projects. The sustainability of future planning is crucial in the context of urban development, and business models can be a useful tool in achieving sustainable and innovative outcomes. Nonetheless, it is essential to continuously update and enhance the business model as new skills, innovations, and methods emerge. Particularly, the concept of sustainability has been gaining prominence in urban planning with eco-friendly approaches, green development, and urban revitalization. Adapting business models to reflect these trends enables cities to promote sustainable development practices and realize greater environmental, economic, and social benefits.

Thus, it is necessary to include sustainability in future planning and to continually update and enhance the business model to reflect the most recent advances and trends. This will help cities to produce creative and sustainable solutions and successfully handle the difficulties of urban growth.

CONCLUSION

This article provides a comprehensive analysis of the smart city business models and proposes a framework for the development of a generalizable business model for smart cities. The research results indicate that the development of a theoretical business model, followed by its application to real-world scenarios, can provide decision-makers with an effective tool for urban planning and requalification operations.

The use of the Business Model Canvas in urban requalification has yielded a number of significant outcomes. First, the Business Model Canvas has offered a clear and straightforward decision-making framework for the urban requalification process. The study found that BMC components can provide urban managers with a clear and struc-

tured way to evaluate the effectiveness of their business models, helping them to identify areas for improvement and make informed decisions about resource allocation and investment.

The study also found that the use of BMC can promote a more innovative and flexible approach to urban management, enabling managers to respond more quickly to changes in the market and to emerging technologies. In addition, the deployment of the Business Model Canvas has helped the creation of a clear and unified strategy for Jijel's requalification. The Canvas can help decision-makers to map out the many components of the urban ecosystem and determine their interdependencies.

Further, the usage of the Business Model Canvas promotes an identification of the requirements and expectations of Jijel's residents and a guarantee that they are taken into consideration throughout the requalification process. In doing so, decision-makers can establish a more open and participatory approach to the requalification process, resulting in increased community support and acceptance.

The implications of this research are significant for urban managers and policy-makers. The use of BMC components can help to promote more sustainable urban development by encouraging a shift in focus from traditional infrastructure to services that promote efficiency, collaboration, and innovation. The use of BMC can also promote greater transparency and accountability in urban management, helping managers to communicate more effectively with stakeholders and to build public trust.

Further research can be conducted to evaluate the effectiveness of the Business Model Canvas as a decision-making tool for urban requalification and regeneration. The research can include case studies of cities that have implemented this tool and their outcomes. The research can also assess the applicability of the Business Model Canvas to different urban contexts and the role of stakeholder engagement in the success of urban requalification and regeneration.

Moreover, research can be conducted to explore other decision-making aids available and to compare their effectiveness to the Business Model Canvas. This research can also include the exploration of the challenges faced by decision-makers in adopting the business model approach and the strategies that can be used to overcome these challenges.

In conclusion, the study provides evidence that the use of BMC components as a practical tool to assess business model efficiency is an effective approach to urban management that can help to promote sustainable urban development.

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SOURCES OF ILLUSTRATIONS AND TABLES

- FIG. 1 Up: authors, 2023; down: "https://www.tourist-destinations.com/2013/10/naples-italy.html" Naples, Italy – Tourist Destinations (tourist-destinations.com)
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