STRATEGY TOWARDS THE TERRITORY OF ESTABLISHMENT AND SOCIAL COMMITMENT OF THE MULTINATIONAL COMPANY.

Case of the automotive industry in Morocco

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Abstract
The implementation of a CSR approach, remains strongly linked, to the context or country of establishment, to stakeholders, to stages of economic development, to the belief system, and to institutional capacities. This relationship explains a certain asymmetry in the dissemination of these CSR practices from one company to another, from one business sector to another and from one country to another. This divergence can be explained by several factors, such as the diversity of stakeholders and their expectations, sectoral variation, organizational contexts and local specificities in economic, socio-cultural terms, etc.

This paper deals with the subject of the impact of the multinational's relationship with its host territory as a determinant of its social commitment, starting with a literature review on the notion of territory, the chosen research methodology and the discussion of results obtained.

Keywords: CSR, Territory, Strategy, Morocco, Automotive industry
Introduction

The ultimate motivation that drives a multinational company is still to make direct investments abroad and to expand in areas that offer opportunities in terms of market or factors of production. However, a responsible commitment of the company is due, in search of its social legitimacy and its economic and financial efficiency in order to continue to create value under good conditions, and to adapt to the context. Thus, to be able to assume its competitiveness in the long term, this supposes that it has the capacity to take advantage of the opportunities of globalization and to prevent its threats, to aim for sustainable performance in an uncertain context and to be a company which is capable of adapting at the pace of change, in particular by reconciling the particular interests of stakeholders with the general interest.

It therefore became necessary for the company to subscribe to strategic orientations relating to sustainable development perspectives, and highlighting societal commitment in managerial practices whose main objective is to ensure its sustainability with vis-à-vis its territory of establishment, because evolving in a context marked by profound changes in the new international economic environment, namely, economic globalization and financial globalization and regulatory and technological changes.

It is for the advantages and disadvantages of opening up to the world that the theme of the Social Responsibility of multinational companies feeds intense debates on the role of companies in the face of major global economic, social and environmental issues. For Arthaud Day (2005) or Pestre (2008), CSR in an international context constitutes an insufficiently explored field of research.

Through the literature review, it seems wise to refer to the notion of territory as a space for social regulation. Such a perspective contributes to the renewal of the traditional approach in terms of stakeholders. The term territory operates the shift from a business-oriented approach in which the latter manages its relationship with local communities to a society-oriented approach that contributes to the sustainable development of a territory (Pasquero, 2008). This raises the question of the degree of integration of societal actions in an overall, coherent approach, meeting the specific needs of a territory. The mobilization of the concept of territory allows direct reference to work in economics and management sciences, analyzing the link between territory and competitive advantage. These works help to question the strategic potential of a societal commitment in favor of a territory, with regard to our paper, we will try to answer the following question: how the strategy of the multinational vis-à-vis its impacted by the location of its CSR strategy?
First, we will present a theoretical framework, followed by our research methodology and the results of our study before discussing them.

I- Theoretical framework

"The territory is today the subject of renewed interest in both the social sciences in general and in the management sciences in particular" (Tannery, 2008).

According to Marshall and Weber, the territory is today at the heart of theoretical renewal in human and social science.

“This renewal was necessary to face questions as vast and multiple as the globalization of the economy, the hyper growth or the impoverishment of certain regions, the sustainable development of activity and territories, the emergence of new companies on the international scene […], the distribution of innovation and research and development activities.” (Tannery and Ricardo, 2008).

The spatial dimension of the strategy of multinationals has been abundantly treated in the literature, in particular the simultaneous construction of resources between multinational company and its territory, thus forming many advantages considered competitive, because the challenge being above all to define the modalities of the investment which will allow him to access so-called local resources and therefore to production factors at a lower cost.

These resources can be defined as "a complex set of assets likely to give the firm a competitive advantage" (Le Gall, 2011).

The establishment of MNCs is conditioned by a process of adapting resources to the means of production already available, thus transforming these exogenous resources into a valuable, rare, non-imitable and non-substitutable strategic asset.

The territory takes on a form of spatial dimension of multinational strategies, according to Joffre and Koenig “The competitiveness that a company draws from its territory depends on certain specific and territorial assets, on the reduction of the costs of local transactions and the creation of a skills development incubator (ecosystem)” (Joffre and Koenig, 1992), while Porter believes that “the creation of competitive advantage is conditioned by the creation of resources, through the interaction between the company and its territory and the coordination processes between them. The multinational will be led to choose the most accessible among the territories that
develop key resources "(Porter, 1993), joined by Carluer in his statement: "local roots are today sought in the perspective of a reticulin connection, favorable to externalities of all kinds (pecuniary, technological, but also relational and informational) "(Carluer, 2005).

The territory can also be considered as a modality of spatial organization, indeed Sierra thinks that "the territory cannot be" reduced to its only spatial dimension ... a neutral space, a receptacle of technologies ... but it must be considered as an inseparable vector of their emergence and development "(Sierra, 1997). Lauriol, always along the same lines, stipulates that the territory “embeds different actors carrying diverse and limited rationalities, different levels of intervention (local, national, global, etc.) different institutions and organizations whose logics of action can sometimes be incompatible, around projects and common interests "(Lauriol J., 2006), words confirmed by Tannery" the territory is an entity which operates as a complex spatial organization, economic and social and political and as a mode of organization between a set of agents located locally. "(Tannery, 2008). Let us add to our analysis of the literature a recent concept which is the ecosystem, because the territory that interests us in the end is nothing other than an “ecosystem inscribed in a geographical space, or economic actors linked by relations of complementarity, cooperation or competition will seek to build and exploit resources that are difficult to imitate or de-localize. "(Asselineau A., 2014)

Companies have never been isolated entities, and therefore adapt their strategies according to the types of relationships that bind them to their stakeholders (complementarity, competition, etc.), among the company's strategies, its CSR strategy which favors interactions that create common skills and resources, and therefore sustainable competitive advantage.

All the studies agree that the territory should not be limited to its geographical definition, to position it as an inseparable and decisive variable of the company's strategy.

The territory is then defined as "a set of economic actors linked by relationships of complementarity, cooperation or competition, with a view to building and exploiting resources specific to a given place, difficult to imitate or localize. These resources can be tangible (natural resources, infrastructures) or intangible (patents, skills, image) and relational "(Asselineau, Cromarias and Ditter, 2014).

However, the emergence of ecosystems or any collective action, requires regulation and management through mechanisms for controlling the interaction between stakeholders, Leroux stipulates that the negotiation process between stakeholders is the basis of collective action
committed to overcoming a productive or institutional problem, for example, by building "consistency between the modes of coordination and the different methods of building a compromise." "(Leroux, 2002). For Gilly et al. Governance is an “institutional-organizational process of building a compatibility of different modes of coordination between geographically close actors” (Gilly et al. 2001), it is based according to Galès (2004) on five ideal types of the articulation of these regulations:

- Regulation is the result of competition and prices as in the days of Italian districts
- The hierarchy, a kind of governance imposed by the company initiating the ecosystem (the automotive industry in the Kenitra region for example)
- "Classic" public governance, or the state by means of the law constrains or encourages
- The association: private form of governance represented by local institutions such as unions, associations of entrepreneurs or the chamber of commerce which are "in charge of drawing up, adapting and implementing the rules. collective "(Ehlinger et al., 2007)
- The community based on solidarity around relationships of trust.

The management of human resources also requires capital importance in research work on practices in the territory such as the forward-looking management of jobs and skills and joint training initiatives.

CSR in the region will also allow to initiate an economic development process within the framework of collaboration between public and private actors (Aggeri, 2005) or even allowing the implementation of sustainable development strategies according to Capron (2006).

The CSR of the territory where the multinational company is located is often the transposition of the policy of the company itself into a "top down" strategy often imposed on the ecosystem. A bottom-up approach would be preferable because the lines of conduct for corporate social responsibility are woven with the stakeholders making up the territory and then generalized to the whole homogenized by a common identity.

According to Bégère, there are two ways of doing things which remain complementary with a view to making the CSR policy sustainable in the territories and forging long-lasting relationships with the various players:

- Establish relationships with stakeholders likely to participate in the development of the firm's CSR policy (sector companies, residents' associations, local administrations, environmental protection organizations, universities, research centers, training centers)
- Or participate directly in the CSR policy of institutional players in the territory (local authorities (most of which have a sustainable development department), large companies and networks (ONCF, ONE, etc.)

The territory then appears to be the place of chance meeting, of regulation but above all of reconciling often contradictory interests between different actors, where it is essential to regulate, raise awareness and encourage CSR approaches. To do this, establishing a local dynamic for the sustainable development of the territory requires dialogue. A permanent, transparent and equipped dialogue between the stakeholders.

Capron (2006) asked the following questions:

How to establish this dialogue? How can dialogue be transformed into a source of commitment towards sustainable development of the territory? And how can this commitment be transformed into concrete actions on the part of each actor?

The answer lies in regional CSR, which must, according to Bégère (2018), be not only understood but adapted as a way of life that standardizes the links of reciprocity and exchange of both resources, skills and knowledge. To make, links that can be broken down according to the author into eight themes of the territorial footprint:

- Relations with the economic fabric (local players)
- Environmental protection (preservation of the territory’s biodiversity, for example)
- Research, innovation and technology
- Mobility, logistics and transport
- Employment, qualification and training
- Institutional relations
- Quality of life and health
- Citizenship

It is because the territory is the space of responsibility that it is necessary to adapt the territorial CSR as a regulatory approach, to identify the externalities mentioned above, positive and negative, to quantify them, and to take actions and commitments with the actors of the territory, because according to Béatrice Héraud “dialogue with stakeholders is one of the pillars of CSR but Co-construction goes much further. It is not a question of having three non-governmental organizations and two customers react to a sustainable development report or of speaking to them once a year. Even less supplier satisfaction surveys or audits! Co-construction requires a
strong commitment from the company and stakeholders on a specific subject, with monitoring over time and concrete changes” (Béatrice Héraud, 2014).

II- Research methodology

As part of this study, we conducted semi-structured interviews on the basis of an interview guide prepared in advance, with various managers in charge of social responsibility of six companies in the automotive industry in Morocco, the objective being to carry out a preparatory survey as an exploratory study.

To dissect these interviews, we used the method of content analysis. This study consists of grouping together the information collected from the interviews, in previously determined themes and sub-themes (which constitute the headings of the interview guide) (Igalens, 2002). According to Weber: "Content analysis is a research method that uses a set of procedures to make valid inferences from text" (Weber, 1989).

a. Presentation of the sample

The people questioned belong to several departments (Human Resources Department, Communication Department, Quality and Environment Department). Five interviews took place at the workplace of these people and the last by telephone. Many criterias were considered to choose the companies to investigate. For the sake of methodological rigor, the choice fell both on companies that are accessible and present a variability of situations so as to obtain a maximum of heterogeneity and thus sweep away a wider diversity of behavior.

Six companies belonging to four different ecosystems were studied, they have the following characteristics:
- One car manufacturer and five equipment manufacturers
- The companies operate on several sites in the three regions of Morocco known to host the sector in question, namely Tangier, Kenitra and Casablanca.
- All companies have a large workforce and have been in business for several years
- All companies are large in terms of turnover

To respond to the desire for confidentiality expressed by the people interviewed, we will keep silent about the names of the 6 companies.
Table 1: Interview characteristics

<table>
<thead>
<tr>
<th>Company</th>
<th>Ecosystem</th>
<th>Position of respondent</th>
<th>Length of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manufacturer ecosystem</td>
<td>HRD</td>
<td>1H</td>
</tr>
<tr>
<td>2</td>
<td>Wiring</td>
<td>CSR manager</td>
<td>1H</td>
</tr>
<tr>
<td>3</td>
<td>Wiring</td>
<td>HSE manager</td>
<td>1H30</td>
</tr>
<tr>
<td>4</td>
<td>Seat and interior</td>
<td>HRD</td>
<td>1H</td>
</tr>
<tr>
<td>5</td>
<td>Power train</td>
<td>Environmental quality manager</td>
<td>1H</td>
</tr>
<tr>
<td>6</td>
<td>Metal stamping</td>
<td>Communication manager</td>
<td>30 min by phone</td>
</tr>
</tbody>
</table>

b. Analysis procedures:

After having compiled the verbatim of all the interviews, the analysis of the latter was carried out using the IRAMUTEQ software (Version 0.7 alpha 2). It is an analysis based on frequency statistics and the proximity between the words used in the transcribed corpus. This textual analysis, called lexicometry, groups together according to Salem, "a whole series of methods which make it possible to operate formal reorganizations of the textual sequence and statistical analyzes relating to vocabulary from a segmentation" (Salem, 1986).

For Reinert, “the study of repetitions in a speech gives the possibility of retracing ideological currents, zones of conflicts or ruptures, from overlaps, envelopes or oppositions, which is called ‘the lexical worlds’ ”(Reinert, 1983).

The use of IRAMUTEQ software requires dividing the corpus of interviews according to precise variables. In the context of this research, the modalities are the axes of the interview grid: The institutional framework, the managerial characteristics, the strategy vis-à-vis the territory and the organizational field.

After entering the data organized according to these modalities, the software performs an automatic analysis which fragments the initial text and reorganizes it thanks to the repetition and the succession of the words, to give another classification which must be interpreted by the researcher.
c. Textual analysis results

The final corpus of data consists of 10421 occurrences. It consists of 1533 different shapes. “The textual statistics functions (readings and counts) made it possible to highlight the frequency of terms used in descending order” (El Houssni, 2018). The results are based on visualization tools offered by the software which offers the possibility of visualizing the main themes treated, which are represented by the active forms of the corpus.

The IRAMUTEQ software analysis method makes it possible to extract meaning classes, made up of the most significant words, the classes obtained represent the dominant ideas and themes of the corpus.

The representation of classes according to the Reinert method of the corpus of interviews with executives of automotive companies: Plant directors, human resources directors, HSQ (Hygiene Safety Environment) managers and QSE (Quality Safety Environment) managers (figure 1), allows to carry out a classification of terms, established on the basis of a factorial analysis of correspondences. These results highlight five classes which represent the four methods used in the interview grid for this research: territorial anchoring, the quest for legitimacy, relationships with stakeholders and organizational and institutional proximity. For each of the variables, the software calculates a lexical balance in order to detect variations around the richness of the vocabulary used in each class. "The results obtained by the Reinert method are based on an automatic process which deconstructs the initial text and reorganizes it thanks to the repetition and the succession of its words" (Reinert, 1983).
Figure 1: Representation of classes according to the Reinert method of the corpus of interviews with business managers

Class 1 with 22.6% of the forms constitutes the main branch of the dendrogram (the diagram in Figure 1). The four remaining classes in the second branch are hierarchized into two sub-branches, class 4 and class 5, class 3 and class 2. Successively with 21.1% of the forms, 18.1%, 17.2% and finally 21.1% of the forms.

This classification with three main branches in addition to the other sub-branches shows the existence of five different lexical worlds.

In order to better understand how these five lexical worlds are distributed, figure 2 was generated with the values of factor 1 on the abscissa (represents the positive and negative abscissas), and the values of factor 2 on the ordinate (represents the positive and negative).

The factorial analysis is based on the original corpus in french language, due to technical instance.

(Source: IRAMUTEQ)
The first factor, with 26.79% of the mass of the corpus, clearly separates class 1 (positive abscissas) from classes 2, 3, 4 and 5 (negative abscissas).

In the second factor with 23.7% of the mass of the corpus, class 4 and class 5 (negative ordinates) is clearly separated from class 2 and class 3 (positive ordinates), while class 1 appears more centered between negative and positive ordinates.

The combination of these two factors gives a two-dimensional projection of the textual corpus which makes it possible to distinguish three areas:

- An area with negative and negative x-coordinates, bottom left, where we find class 5 which represents the relationship with local stakeholders and class 4 corresponding to the corpus of the managerial framework modality of the company.
- A central area occupied mainly by class 1, with positive coordinates, which correspond to the territorial anchoring of automotive companies, we can see it through the field used.

- A zone with negative abscissas and positive ordinates, at the top left, where class 3 is found, which corresponds to the search for legitimacy, and class 2, which represents the characteristics of organizational proximity.

The positioning of each class in Figure 3 allows you to quickly visualize these results.

**Figure 3 : Factorial plan of the correspondence analysis of the variables of the interview corpus**

![Factorial plan of the correspondence analysis](image)

(Source : IRAMUTEQ)

According to the textual analysis of the verbatim of the interviews conducted, the results relating to the 5 determinants:
The managerial framework
The managerial attitude expressed in terms of the values and behavior of the leaders through a management style, a company spirit (a culture, a philosophy) and the valuation of various actors: internal stakeholders (staff, unions) and external (customers, shareholders), which highlights the role played by the manager in terms of development perspectives and personalization of management and responsible management.

The HSE manager explains the importance of this manager’s commitment, “Despite the common governance structure of its subsidiaries, few of them have adopted CSR approaches. The commitment of top management is decisive for the adoption of a CSR approach, as is the environment and the nature of the activity. Our approach is also based on the values of our leaders”.

The CSR approach reflects the commitment of the manager of the company 1, who, in his letter to employees, states: “As part of its commitments to Social Responsibility and as a major player in the automotive sector, the group and its subsidiaries have always placed customer satisfaction, the health and safety of its employees, product safety, environmental protection and pollution prevention and dialogue with all of its stakeholders at the heart of their sustainable development strategy ” states the director of human resources. It also includes compliance with QSE requirements and the code of ethics and emphasizes the care given to partners.

At the level of the parent company of certain companies, pressure from stakeholders is more decisive following their disputes. Locally, the group's requirements are a minimum, "we go above and beyond and that is why we are also cited as an example at the group level. This commitment is clearly that of our management board and in particular of our managing director” affirms the HSE manager.

However, it is interesting that all of the leaders accept and share this search for synergy so that it is a favorable factor in implementing a strategic approach. It is obvious that the manager will associate his vision of societal strategy with his cultural background, his life and his experience. The individual culture of managers and employees is an element in the development of a strategy as well as its implementation.

Organizational proximity
According to the culturalist approach, national differences (with the country of origin) have a strong influence on the economy and local management, "their strategies adapt to the local CSR culture". Multinational companies adapt to the expectations and specific conditions of the host country, to its particularities, those of the sector, stakeholders and social and environmental
issues. The communications manager quotes "the cultural diversity that emanates from national differences has a direct impact on the management of the company on a global scale. Thus, the fact that the company belongs to an economic and social system fairly close to the system of the country of origin, Moroccan for example, facilitates the implementation of CSR practices ". For HRD, "organizational and institutional proximity prevents multinational companies from investing time and money to adapt to multidimensional diversity in terms of stakeholders and their expectations, sectoral variation, local specificities in economic and socio-cultural terms and organizational contexts which explain the heterogeneity of CSR practices ". He adds: "Because the expectations are diverse, the group strives to conduct a dialogue at the global level but also adapted at the more local level, by responding to the questions and needs of customers and residents. However, the forms of dialogue are multiple and evolving".

**Territorial anchoring**

As part of the actions carried out with a goal of territorial anchoring, the companies interviewed make use of Moroccan human resources and respect local customs and traditions, for the sake of adaptation. The HRD of company 1 stipulates that faced with the challenges linked to engagement with communities, “our site in Morocco carries out its engagements with communities on local employment, volunteering and education issues, while taking care to develop and maintain a constructive and positive dialogue with all of its stakeholders, in particular those concerned by the local anchoring of its activities. The Group therefore facilitates and promotes the solidarity and civic initiatives of its employees through voluntary initiatives. In terms of employment and regional development, we have a significant socio-economic impact on the regions in which we operate, mainly through our employment policy”.

According to the HRD of company 3 "some companies reveal the diversity of CSR strategies and practices, this policy incites these companies to mimic functioning in terms of CSR strategies. Multinational companies which integrate global CSR practices while integrating the cultural diversity of their subsidiaries are delighted to see an effect of mimicry spreading in the country in this direction”.

To prove its territorial roots, the company's communications manager 6 adds that “taking societal issues into account aims to convey a voluntary and rewarding image of the company aimed at concealing the difficulties relating to compliance with this commitment: nuisances relating to the activity of the company, the social policy of the company in terms of recruitment and dismissal, the fight against discrimination, the regulation of the automotive sector, unfair commercial practices and corruption. The objective is also global, it is necessary to manage the
external constraints linked to the global environment, the situation of the planet and international regulations, the actions taken for the environment and the rules of good governance while complying with the principles of competition and transparency at our level”.

The relationship with stakeholders

One of the interviewees told us about the quote from the group's CEO: "A company can only be lastingly successful if it provides responsible responses to its stakeholders". Like the responses of the interviewees, CSR appears, "as an approach which aims to meet the expectations of all stakeholders (investors, employees, civil society, NGOs, associations, suppliers...)" according to the HR Director.

Respondents’ CSR approach has three objectives that come up most often: to get involved, improve practices and manage CSR risks. In this sense, the QSE manager explains: "This is not a cosmetic approach, the CSR approach allows the company to be better equipped to cope with bad weather". The number of stakeholders which makes it possible to put pressure on companies means that CSR is advancing in the direction of sharing (bottom-up information) and working together. International exposure allows you to move quickly on the subject. All the respondents agree, "CSR is the involvement of the company in various fields (civic, ethical financing of the economy, environmental protection, etc.) but also in the social sector (It this is a relationship established between employees and the company)". Among the stakeholders mentioned during the interviews: Employees always come first, monitoring customers, civil society, community, shareholders, etc.

This translates into HRM terms: mobility and career management, inter-business mobility, diversity, training, etc.

Every day, all employees are exposed to several operational hazards. To deal with them and avoid accidents, the company encourages its employees to develop a culture of prevention from the moment they are recruited by providing training in this regard. According to the HSE manager, "an appropriate choice of equipment upon purchase and configuration of operating conditions, decided in consultation and following risk analyzes carried out with stakeholders, which makes it possible to reduce employee exposure". According to this manager, "health and safety is an inseparable component of overall performance, thus prevention and employee protection programs are implemented with the support of management and in full compliance with regulations. In force, the breach of safety rules for us is synonymous with serious misconduct; we have already broken contracts with suppliers for whom workplace safety is
only a detail. In the exchanges, it seems that this approach is also extended to external companies which are subject to the same rules”.

The HSE manager believes that “customer requirements in terms of quality and production conditions for our products, their societal commitment pushes us to follow them. Our suppliers too, the water and electricity supplier, require that we set up analyzes of water discharges and ask us to comply with the regulations ”. It is rather the pressure of stakeholders and their formal expectations that mobilizes the company. Many requests for information come from our stakeholders, more abroad than in Morocco "It is to meet this need that the group asks us for a report and provides us with a tool including indicators that are audited periodically by an external firm” adds the QSE manager.

The requirements of the parent company and its own international commitments influence the company's CSR approach locally. International customers in the serial supply chain have high social and environmental demands. “International customers demand CSR commitments for possible collaboration,” says the HSE manager. Thus, "the company is not only obliged to comply with these requirements but also to pass them on to its own suppliers”.

III- Discussion

As seen in the literature review, the territory of establishment has an effect on the multinational enterprise and vice versa.

Colletis (2010), representative of the local school, describes how the relationship between the strategic pole, or head of group, oriented towards profitability, and the base of the group oriented towards productivity, determines the territorialization of the subsidiary: "globalized and even financialized, the strategies of companies and groups seeking flexibility may have an interest in accepting a certain anchoring as soon as this is synonymous with the ability to identify and mobilize additional skills ”(Colletis, 2010). These comments are in line with the results of our study, namely the impact of territorial anchoring on social commitment, because it is this relationship of exchange, the company draws on the resources of the territory, and provides in exchange of the added value and evolution in the territory which guides the CSR strategy based on the degree of global integration and local responsiveness Bartlett and Ghoshal (1989). The choice of anchoring is the search for competitive advantage like any economic logic but including a certain societal dimension, because allows forging links that last over time with the territory of implantation. “Territorial anchoring to evoke a certain sustainability of the link between a firm and a territory in the construction of which it participates” (Colletis, 2009).
Social commitment in favor of the host countries arouses the enthusiasm of researchers and mobilizes both stakeholder theory and institutionalist theory.

For the stakeholder approach, relations with stakeholders are a condition of the company's success, internally, employees exert social pressure for the development of the community (Reimann et al, 2011), externally, public power or local authorities are important to have the license to operate in the territory (Waddock and Boyle, 1995). For institutionalists, the legitimacy drawn from business-community collaboration to be a source of competitive advantage in terms of tax advantages or administrative facilities (Reimann, 2011), the result is a better image and therefore a better perception by the market.

On the other hand, according to Le Gall, the societal commitment of multinational companies is moderated by the links which bind the subsidiary to its territory, links which are conditioned by the local institutional context (institutional distance): "The local context becomes favorable if it makes it possible to reduce the institutional distance between the multinational of foreign origin and the territory of establishment "(Le Gall, 2011).
Finally, we cannot dispute the idea that the social commitment of leaders is an important factor in the implementation of a societal strategy, playing a moral role of incentive and initiation. “Thus, even if it is not necessarily they who define in detail each point of a strategy, the impetus for the main lines of this strategy necessarily comes from a will personified among the leaders” (Manel, 2004).

**Conclusion**

According to Chan and Wong (2006) “Governments in countries that want a better environment have invested a lot to encourage companies to adopt voluntary environmental approaches”. Morocco is one of these countries because of all the national initiatives undertaken. This research has made it possible to study one of the sources of the process of integrating CSR common to all developing countries, namely multinational companies. Thanks to the close relations of these multinational firms with their territories and the implications of this interaction with regard to CSR in an international context.

The company's strategy towards its host territory remains the target of several criticisms in the literature. For Munchi and Kurian, social commitment can hide a cover for the negative impacts of the company on the local community, let's add to this a big divergence in the expectations of different communities in which the company is established, to answer all these interests can be problematic in terms of consistency of social practice. “The globalization of commercial activities is based on the idea of universalism, but it presupposes recognition and respect by companies of certain local specificities” (Iribarne, 2003), even if for several norms and international standards, the territorialization of CSR is an essential condition for sustainable development.

The discussion focused on the relationships that the multinational company has with its territory and how the latter shapes the relationships it maintains with the rest of the stakeholders.

However, the exact nature of the relationship between foreign multinationals and their host territories, moderated by the CSR strategy applied, seems to vary between industries and countries. It is reasonable to assume that the characteristics of the industry and the political context of the host country are important determinants of the territorial policy of multinationals.
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