INTERNATIONAL PARTNERSHIP AND THE STRENGTHENNING OF MARKETING IN MULTINATIONAL COMPANIES: IMPACT STUDY OF A SAMPLE OF AFRICAN COMPANIES

PARTENARIAT INTERNATIONAL ET RENFORCEMENT DU MARKETING DANS LES ENTREPRISES MULTINATIONALES : ETUDE D’IMPACT D’UN ECHANTILLON D’ENTREPRISES AFRICAINES

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ABSTRACT

Marketing partnership, also called Cooperative marketing is a collaborative and strategic effort between two or more companies or organizations to jointly promote their products, services, or brands. In a marketing partnership, each company contributes its unique strengths, resources, and capabilities to create a mutually beneficial relationship.

The goal of international marketing partnership is to leverage the strengths and reach of each partner in target markets, to boost performance, increase brand awareness, customer engagement, and ultimately, sales. By working together, partners can share the costs and risks of marketing initiatives, while also tapping into each other customer base and audience.

In fact, Marketing partnerships are becoming increasingly popular among African Businesses as a way to expand their reach, tap into new markets, and increase brand awareness. Yet, we have tried through this article to draw up an inventory of the notion of international Co-Marketing activated on the African continent, and more specifically among a sample of companies in member countries of the Economic Community of West African States (ECOWAS). through an empirical investigation. The objective is to decelerate the impact that the Marketing partnership brings on the economic performance and on the development of the African Company in the Years [2012-2017].

Through an exploratory approach, the results of this study will focus on the challenges of the Moroccan-African relationship, by describing the behavior of marketing partners in Africa and by identifying the key success factors of Co-Marketing in African companies. The interest is to finally deduce its impact on the activity and performance of African companies.

KEY WORDS: INTERNATIONAL PARTNERSHIP; MOROCCO-ECOWAS RELATIONSHIP; MARKETING PARTNERSHIP; MARKETING PERFORMANCE
RESUME

Le partenariat marketing, également appelé marketing coopératif, est un effort stratégique et de collaboration entre deux ou plusieurs entreprises ou organisations afin de promouvoir conjointement leurs produits, services ou marques. Certes, dans un partenariat marketing, chaque entreprise apporte ses forces, ses ressources et ses capacités uniques pour créer une relation mutuellement bénéfique.

L'objectif d'un partenariat marketing international est de tirer parti des forces et de la portée de chaque partenaire dans le marché cible pour améliorer les performances, accroître la notoriété de la marque, l'engagement des clients et, finalement, les ventes. En travaillant ensemble, les partenaires peuvent partager les coûts et les risques des initiatives de marketing, tout en puisant dans la clientèle et le public les uns des autres.

En effet, les partenariats marketing deviennent de plus en plus populaires parmi les entreprises africaines, étant un moyen d'étendre leur portée, d'accéder à de nouveaux marchés et d'accroître la notoriété de la marque. Dès lors, nous avons essayé à travers cet article de dresser un état des lieux sur la notion du partenariat international instauré dans le continent africain, et plus précisément auprès d’un échantillon d’entreprises des pays membres de la communauté économique des états de l’Afrique de l’ouest (CEDEAO), à travers une investigation empirique. L’objectif est de déceler l’impact qu’apporte le partenariat Marketing sur la performance économique et sur le développement de l’Entreprise Africaine dans les années [2012-2017].

En passant par une approche exploratoire, les résultats de cette étude mettront l’accent sur les enjeux de la relation Morocco-africaines, en décrivant le comportement des partenaires marketing en Afrique et en identifiant les facteurs clés de succès des coopérations marketing chez les entreprises africaines. L’intérêt est de déduire finalement son impact sur l’activité et la performance des entreprises africaines.

MOTS CLES: PARTENARIAT INTERNATIONAL, RELATION MAROC-CEDEAO; PARTENARIAT MARKETING; PERFORMANCE MARKETING
INTRODUCTION

The globalization of the economy and the internationalization of markets have led to an unprecedented development of inter-firm cooperation agreements (Michelle Aglietta; 2000). African companies with multinational status suffer from the full brunt of the instability of the economy, the fluctuations and globalization of markets, as well as changes in the behavior of their customers. The marketing partnership on the international market has become fundamental and strategically essential. This is why these companies have an obligation to cooperate in order to survive a highly competitive environment.

In an African context, the creation of the largest free trade area in the world, combined with the youngest population in the world, represents a major act of a common desire to build the Africa of tomorrow. Indeed, it inaugurates new perspectives, new practices and new mechanisms of solidarity. In fact, a continental free trade area stimulates the capacities, the know-how, the intelligence and the desire to build a strong and integrated Africa (Mohammed VI; King of Morocco 2018). By the way, the central objective of this paper is to reveal the impact that the choice of the marketing partner brings on the economic performance of the African company in question, to reveal the vital and primordial role that this partner plays in the commercial attractiveness, in the maritimization of profit, through the study of the interaction of the network of partners that exists between two or more companies in ECOWAS member countries using research data and virtual questioning with marketing managers representing the companies concerned

• Main question:
To what extent does the marketing partner influence the performance of a Moroccan or sub-Saharan company in ECOWAS countries?

The results obtained also raise questions about the role played by the experience of the partner company in the economic market and competition as well as the key success factors of the marketing partnership which influence the partners’ recourse to this type of cooperation. Inviting reflection on the metrics typically used to assess a marketing partner’s experience

• The hypotheses:
-H1: The Marketing partnership allows reciprocal, mutual and balanced development

-H2: The Marketing partnership is used to develop competitive advantages, especially in relation to the diversification of the offer:

-H3: The marketing partnership in new markets, allows a gain of two figures, thanks to the participatory financing (Crowdfunding).

-H4: Co-marketing creates value for the company chosen as the market leader partner.

-H5: The marketing partnership presents a major risk of coordination failure and cultural disagreement, and / or due to a deviation from the partners' objectives.

First, we will try to address the theoretical aspects, then highlight the conceptual framework of the international partnership, as well as the challenges of Moroccan-African relations, in order to gather as much information as possible on the behavior of the partners during marketing cooperation, then, we illustrate our work with the help of a quantitative study in the form of a survey of African companies which have multinational status in order to be able to respond to the problem in question.

1. CONCEPTUAL FRAMEWORK FOR RESEARCH

-1-1 International partnership and Marketing: towards an attempt at definition

The world of independent organized commerce is constantly evolving, constantly seeking to adapt to new commercial behavior. (Smadja and Cibot 2010). Modern behavior cannot remain frozen on its own success but will seek to consolidate and perfect itself. However, it is a mistake to assume that you can adapt to the ever-changing markets while remaining isolated. Based on this observation, the commercial networks have been able to create a new form of distribution adapted to the requirements of professionals wishing to enrich their knowledge thanks to the experiences acquired by others:

It should be noted that the definition of partnership requires an analysis of its fundamental elements; the context of distribution has changed significantly, leading to its new, hybrid contractual formulas, and particularly in full swing. Faced with the constant complexity of the rules related to franchise networks, the partnership contract is emerging as an effective and promising alternative. Certainly, analyzing the international partnership is at the crossroads of the game of world power and the rise of international political and economic civilization,
establishing a little or even a termination of the progressions in progress, generally oriented towards the exploration of consciousness, Semantics and the determination of unequal conditions (A. MOHIDDIN 2000).

Indeed, the partnership is defined by the Institute of Economic and Fiscal Research as being a technique of development and management uniting partners by an agreement of common interest under the terms of which the latter undertake to cooperate in the long term by sharing their knowledge, and respective experiences. On the one hand, it intervenes to say that the main partner grants the independent partner, in exchange for direct or indirect financial compensation, the right to exploit its elements of intellectual property and brand, its experience and its knowledge, in order to market the products / or services of the formula that he conceptualized and previously developed.

Companies have recently refocused on their core business, entrusting the design, manufacture and support services such as the marketing and commercialization of their projects to third parties. However, the notion of partnership must be used with caution, particularly in terms of supplier management, "purchases have benefited from competitive bidding and panel structuring practices" notes (Isabelle Catry 2017), and adds that "In good many sectors, we should no longer expect prices to fall, they are already at the bottom. From a purchasing point of view, a partnership relationship ensures stable spending. " in other words and “in a marketing partnership, the results are tangible in the long term” This was the declaration of (DOMINIQUE JAN 2015); "The partnership promotes better innovations, because technical or logistical innovation is a strategic axis which is based in part on the company's international partner service providers, Sharing this objective is the key to the success of the Marketing partnership (LOUIS COLLARDEAU , 2007). According to some other economists, the international partnership makes it possible to strengthen competitiveness and secure the development of new income ".

Overall, he indicated that the partnership strategy developed by the principal can have two objectives; one: strengthening the competitiveness of the company or supporting its expansion. (Isabelle Catry 2017) adds that in the service sector, the rather offensive partnership strategy is also used to develop competitive advantages, especially in relation to
the diversification of the offer". Indeed, observers and economists, nevertheless set many limits to these partnerships, saying that the partner can obtain better results by forging partnerships with a network of partners in new markets, rather than by limiting themselves to make competition, confirms (Giles Poirier 2007), because according to him, we can end up with double-digit gains, where the simple competition only results in a single-figure result”. Moreover, these partnerships cannot be applied to all economic sectors: some are, indeed, more mature to establish these links. This is the situation (DOMINIC ADAM 2015) addressed. Of course, it is essential to mention that strategic partnerships offer several advantages such as: acceleration in the growth of companies and increase in their turnover, access to new technologies by SMEs, moreover the sharing of skills and know-how. In addition, access to a larger size by strategic partners. On top of that, we should mention the minimization of investment and production costs. A successful establishment abroad and ultimately other advantages in terms of prices, product quality such as production times, without forgetting the improvement of the competitive capacity of companies. But this type of partnership also has drawbacks, including the risk of coordination failure and disagreement, above all of a cultural nature, or due to a deviation from the partners' objectives or a technical fault from one of the partners. On top of that, there is the risk of the resources of contracting companies being dispersed. Certainly, to this end, the partnership is gradually sinking into a heavy current in the history of international relations which also means a history of interference, representing an indicator of the target of this intrusion, which strongly loses its shell, state and bilateral in favor of civil and multilateral economic vocation, which constitutes a hard core of intergovernmental organizations. Indeed, international economic life is also worsened by economic changes; something which obviously promotes reflection not only on the future of the world (in particular with the themes of centralization and economic decentralization, international) but also on the political, social and cultural choices to be made (between individual freedom and freedom collective, harmonization and convergence of legislation, dialogue and partnership, or depending on the multidimensional nature of development.
To this end, the marketing partner implies for the main partner to adopt a philosophy, a culture, a spirit and four specific values: conquest and sharing on the one hand and respect and trust on the other. These transversal values of the network must reside both in its partners and in the personnel. To this end, the partnership is gradually sinking into a heavy current in the history of international relations, which also means a history of interference, representing an indicator of the target of this intrusion, which strongly loses its state shell and bilateral in favor of the civil and multilateral one. In this perspective, the altruism of the partnership is entirely advantageous, because it is the logic of the interests which creates the partnership: Multinational companies only engage in the relations of the partnership in estimate where their interests are required.

This relationship is therefore based on listening, reciprocity, consensus, trust and mutual respect. It is consolidated around common and shared values thanks to regular exchanges, transparency and the establishment of clear rules concerning the rights, duties and responsibilities of each of the parties (See Annex 1). He also asserts that the international partnership seems like a movement where the play of power and global influence takes place, in particular in relation to the impact that the choice of a partner has on the economic performance of the companies of the country.

This is one of the contributions sought from this contribution, which is the strong reintroduction of the partnership in its international and marketing context which pruned dimension of power in marketing performance after international cooperation. In a context of discourse of cooperation, as Claude Smouts emphasizes, “

1.2. International partnership and Marketing strategy

Partnership is part of globalization, an intermediary for the promotion and transmission of liberal internationalism, yet the internationalization of companies is an irreversible phenomenon and “economic globalization is only one of the facets of a phenomenon of globalization which now affects all human activities (Brunswick and Danzin 1998).

Logically, the international trade of countries is carried out by firms. The internationalization process of its latest brings together a set of chronologically related steps, concerning studies of internal resources, countries, as well as internal sector analyzes and diagnostics, in order to
be able to deduce towards the end, a final decision. The competitive dynamics of the markets will make the marketing of the 2020s more incisive in its methods and more intrusive towards the consumer. Whether local, regional or global, marketing will turn the page on the practices implemented in the second half of the 20th century.

In general, many studies have dealt with the Marketing Partnership in its increasingly unpredictable international context, and affirm that it must provide companies with the right answers: Which area to focus on, which market segments, products or Services to focus on, with which target and how to understand its culture. Questions that obviously cannot remain unanswered. However, from the strategic interface to the operational interface, it is necessary to remember that international co-marketing allows the company not only to conquer the planet and to obtain privileged places as a ranking in the world market and to competition, but also to satisfy consumer demands and partners' insatiable appetite for growth and profit maximization. Marketing has thus become an essential dimension of management, in order to live, survive and develop at the start of the third millennium. Its raison d'être is a search for performance at the limits, always pushed back by the appetite of international investors. It is then established in a way, that in order to cope with a change in customer behavior, the recession, increased competition, etc.... Companies of all sizes (small, medium and large) aim to concentrate on increasing market share and international market exposure, to become more efficient and profitable. Therefore, the companies apply the marketing partnership and cooperative marketing, being able to face the tough competition of the international market and also several other players who may have a hold on the market. We want to show here that these marketing partnership strategies play a very important role for the achievement of sales and especially the maximization of revenue in an international environment.

It turned out then that the marketing partnership is an agreement between two or more companies to promote or sell each other's products while selling their own. Products can either be complementary or could have seasonal cycles. And in order to make more contribution to this study, we note that several economists and authors have supported the marketing partnership, because it creates value and positively reinforces the image of a company. And in order to rethink the terms between partnership and marketing, this type of
cooperation represents the fair and correct agreement which makes it possible to combine
the marketing efforts of firms and therefore it can appear in several forms, for example
complementary companies, as well as direct competitors. ; Whom can themselves create
effective and mutually beneficial cooperative marketing campaigns. All this in a context of
budget cuts, since the marketing partnership is a means of dividing its communication costs
and improving the brand image, from the search for partners to the finalization of the
contract, it is obvious that this type of cooperation brings all the considerations and tools
necessary to set up “win-win” partnerships (François Xavier Dupret 2013).
It should be emphasized that in order to succeed in an international partnership, the main
factors of success must be respected; indicators linked to the partners, such as their
experiences of cooperation on the global market and competition, their asymmetries, their
commitment, their capital structures, and those of governance, in addition to diversification
and cultural distance, it is also essential to cite the government policy of the host country. In
particular, the multinational industry in its global context has constituted a theoretical
contribution in the analysis of the international marketing strategy of firms (PORTER 1986).
Marketing strategy professor Michael PORTER has identified several marketing trends that
increase global competition, such as increased similarity between countries, fluidity of capital
markets, reduction of tariff barriers, on top of the arrival of new markets. , as well as the
increased importance of technological dimensions in the competitive game. However, the
globalization of international trade has changed the interests of assessing the image of the
company, because the successful firm is one which succeeds globally, and which is in a
situation of strength to develop.
According to early work on the internationalization process, a firm makes its decisions
internationally based on perceived psychic distance from foreign markets (Johanson and
Wiedersheim-Paul, 1975). And therefore, in a geostrategic occurrence, the partnership easily
becomes an investment in the sense that Investing involves both committing capital, invading
a place, changing a substance with a versatile affective meaning ". Moreover, the interest of
this study is obviously to describe the nature that merges between Moroccan-African
multinationals and which makes this relationship result in marketing performance. But before
starting the results of our survey, it is thus fundamental to study Morocco in its relations with the African continent.

1.3 The challenges of the Moroccan-African relationship

Morocco has made its openness to the outside a strategic choice. Since its independence, it has not ceased to reaffirm its identity, placing the African continent at the heart of its strategic choices. He has always attached paramount importance to the development of his relations with his sub-Saharan colleagues, through the consolidation of his political relations and the establishment of diversified and fruitful partnerships, faithful in this respect to the deep historical and economic links that he maintains with those countries. The choice of African anchoring for our country, Morocco, was born out of a logic that agrees with the current reconfigurations of the global growth economy. The economic results recorded during the last decade and the good prospects that are emerging; invite to take the right measure of the current emergence dynamic which is based on solid foundations and a remarkable capacity for resilience in the face of the economic and international financial crisis.

- This neighborhood policy towards the European Union, and that of belonging to the African continent has created an opportunity to identify new cooperation actions, promote stability, security and prosperity, everything is based on a winning partnership- winner, common interest, mutual ownership and differentiation. In other words, the African identity of the kingdom is undoubtedly rooted in the minds of all Moroccans; it is the fruit of civilizational and centuries-old ties uniting Morocco to its home continent. Although it is built based on history, geography, human intermingling, common cultural values and ancestral spiritual ties.

- Modeled by economic, political and cultural issues, several challenges remain to be taken up (insecurity, instabilities, and political tensions, particularly at borders, financing, maintenance of infrastructures, etc.) and which appear immense and may make the continentalization of trade skeptical, Africa with Morocco. However, he intervenes to ensure that economic imperatives are stronger, and are shady to guide the future of this part of the continent (ECOWAS), whose growth was absolutely remarkable until 2014, and remains enough since. 2018, the World Bank forecasts growth rates of between 6.9 and 8.3% in Senegal, Côte d’Ivoire and Ghana). (See Annex 3). As much as its multidimensional scope, the Moroccan model in
Africa provokes a very high level of interest from the countries of the continent, which is competitive. However, several basic conditions have been strengthened to strengthen this economic positioning. The goal therefore remains to trigger disadvantaged areas and develop trade and economic partnerships.

On the other hand, Morocco has applied for membership in the Economic Community of Western States (ECOWAS) as the 16th member. In addition, and by 2022, the Morocco-Nigeria Project which bears the name of Gas Pipeline will thus allow the marketing of hydrocarbons on the European market while electrifying transit areas and creating more jobs in industry and agro-business sectors.

This policy of belonging to the African continent has created an opportunity to identify new cooperation actions, promote stability, security and prosperity, everything is based on a win-win partnership, common interest, mutual ownership, and differentiation. In any case, Morocco's accession to ECOWAS has made it possible to produce mutual cooperation which is not only based on a mercantile logic, but also on a dynamic of partnership, CO-Marketing, and CO-Development.

According to the Report published by the Amadeus Institute in 2014 (Annex 7), it ensures that many Moroccan SMEs have expressed the wish to develop their activities in Africa, and that the reflex that several local investors want to orient themselves to the south is very noticeable. And this is how our empirical study comes into play on the impact of marketing partnerships on the firm performance.

2. EMPIRICAL STUDY: THE IMPACT OF THE MARKETING PARTNERSHIP ON BUSINESS PERFORMANCE

2-1 Methodology and objectives of the study

As part of the project for this article, a survey was conducted to study the impact of the Marketing partnership on the performance of multinationals. Certainly, the objective of this study is to feel the impact that this kind of partnership brings on African records. The central question of our research is the following: To what extent does the Marketing partner influence the performance of a Moroccan company or in ECOWAS countries?
This study was carried out by means of a questionnaire, sent to a sample of so many African companies with multinational status from which we received the statements of 32, a sample representing four countries of the Economic Community of African States West), (from Morocco, Cape Verde, Nigeria, Ivory Coast). On the other hand, we recall that we are studying a limited scope, since it is a qualitative empirical study, that is to say the case study. The number of companies studied will be much lower than the population of a quantitative study since these companies will be studied in depth. Our sample is carried out by random and non-targeted survey (that is to say, whatever the size, strategic sector of activity, the market ... etc. of the firm and through a reasoned choice of companies from various respective sectors. The aim is to collect information from the most significant companies in each sector of activity.) And also, in order to be able to study any better company related to our context and our research proposals.

Admittedly, the case study has certain specificities that must be carried out correctly. Thus, the methodology of this type of study is particularly important in order to obtain the maximum results and to make a rigorous and in-depth analysis. To do this, we will follow the various steps specific to the case study. In addition, we wish to notify that the choice of its questions was based on the idea of the problematic, something which helped us to define the main features: of the latter in order to be able to certify it while discussing the hypotheses deductively.

2.2. Interpretations of the results

Whereas, measuring the impact of CO-Marketing on the performance of firms is an uncertain and delicate process. The relationship between the partner choice criteria between "choose a partner" input and "determine its missions" output can only be assessed in terms of the impact of the marketing partner on the performance of the firm's activities. On the other hand, these results provide a benchmark for calibrating the performance quality indicators of firms. They can help define new standards of factors and objectives in marketing partnership on an African and international scale, in addition to identify the best partner satisfaction criteria to be considered in the Studied impact assessment system.
In our research, an opening question was initially considered: For you what does the Marketing partnership mean?

**Figure 1: How do you define Co-marketing?**

- 1er a smart agreement between two or more partner products to promote and sell
- a collaboration that combines efforts, resources and marketing techniques
- 3e It increases brand awareness, product distribution; client acquisition and program funding
- 4e Other

**Editor’s source**

For the sake of assurance, it was essential to first ask companies for their ideas on Marketing Partnership. According to a dichotomous question to which we received 27 responses from 32 firms, 51% of the latter define the marketing partnership as a collaboration which makes it possible to combine efforts, resources and marketing techniques. However, while 17.9% find that Co-marketing allows the company to achieve results effectively in record time but also increases brand awareness, product distribution, client acquisition and program funding.

**Figure 2: What are your financing sources in the African market?**

- Crowdunding 7%
- Sponsoring 7%
- Treasury 15%
- creditors 21%
- patronage 45%
- other 5%

**Editor’s Source**
Paradoxically, companies can sometimes give the impression of not wanting lasting relationships with their partners; however, this is not inevitable; on condition of understanding the companies with methods and a precise identification of the needs of each one. Certainly, when the objective is to boost their marketing performance: 53.3% of the companies questioned tend to agree to cooperate with their competitors during a marketing partnership. They affirm that this has a positive impact on the performance of their activities, especially at the level of innovation in the offer and maximization of turnover.

In another context, companies were asked about their perceptions of the criteria for choosing a marketing partner and in response to this question. Certainly, to be chosen as a Marketing partner, 70% of companies must demonstrate recognized and demonstrated interpersonal skills, being a good promoter of project, support and value. The firm admits to being chosen as a marketing partner thanks to its reputation in the market and brand awareness, in addition to its resources and its ability to carry out major projects.

- “A good positioning must always be credible” was the statement of the majority of the companies questioned so far, as there are several other key factors which characterize this relationship between the marketing partners. However, it is said that in sub-Saharan Africa, companies favor Marketing oriented towards customers and distribution more than that oriented towards knowledge of the market or the business environment. on the achievement of common marketing objectives, while the rest of the firms ensure performance as an essential characteristic of positioning and performance as a key and indispensable factor of the entire network and the fact of putting themselves in a respective attitude, one in place of the other.

- Nowadays, competition is increasingly internationalized and this unfortunately generates several risks. We see that the total number of companies that position themselves by price risks the disappearance of a market or the decline of a product. While 50% of companies face the obsolescence of one or more marketing techniques. And we notice that this even includes the duration that a Co-marketing contract can have, which explains why if the product disappears and its life cycle is shorter, this can constitute a real threat to the partnership relationship. all the more so as the question asked of the 7% of the communications agencies
in our surveyed sample, they subsequently indicated that their links of openness which demonstrate confidence, as well as eventually seducing and developing B2B strategies. On the other hand, marketing agencies validate hypothesis 6 by guaranteeing that the exchanges of technology and methods for marketing, certifying loyalty strategies, and performance in sales, and promotion of products regardless of their life cycles.

As a result, we asked other questions, allowing us to answer the questions concerning the missions of marketing partners, as well as examples of achievements resulting from this Co-marketing relationship, of course, we obtained the following statements:

A Marketing manager of an industrial franchise in Ivory Coast pointed out:

- "The sense of sharing, responsibility, willingness to cooperate for the maximization of turnover, for the minimization of costs, for the transfer of know-how, experiences, and resources all those influences in one way or another. 'Another is the performance of our partnership network”

Another manager and head of the marketing department of a communication agency in Morocco adds that:

"The certification and brand image reinforcement, as well as the increase in turnover and the targeting of more customers are part of the successful achievements of the majority of the SMEs that we have cooperated with, without forgetting the extension of the relational skills of stakeholders and their increase in international relational skills."

It should also be noted that the marketing partnership favors burden sharing, which implies good financial management providing a balanced distribution of resources, techniques and tools and thus strengthening the spirit of cooperation. It should be noted that the majority of Moroccan companies, indicated that turning to Africa was the result of opportunities that materialized. However, most subsequently implemented a development strategy in Africa based on the experience gained. See (. Annex 9) in the figure below, where we show the key success factors of the marketing partnership retained by our companies:
Furthermore, And in order to boost the efficiency of our research, we crossed the results obtained during the E-Questionnaire of African companies, in order to be able to detect the results obtained with more accuracy and precision, on their types of companies and their host countries, whose question is to know the characteristics of the country from which they have developed a much more relevant Co-Marketing offer, for this, 34% of Moroccan and Nigerian subsidiaries confirm that the host country targets more demands for their proposed offers, which thus correspond to the Strategy envisaged by the network of partners. However, and despite the performance of companies and their exaltation in the different countries of Africa, they always seek to target more customers, maximize their profits at minimum costs, but also score a credible positioning as it has been indicated by 40.6% of our respondents.

- These are some of the received responses:
Figure 4: Sample of activities included in a Co-marketing contract

- Technological profit, experience marketing techniques and acquisition of know-how. Support of the information system and quality of management of the computer system.

- It is in particular expertise in marketing, through networks of contacts of speakers and via a new clientele. Therefore, thanks to such a partnership, it is easier to reach new audiences and sometimes also have access to a new network of professionals in the field.

- Quality and innovation in the offer which implies an intensification of competition. Sales growth, Time saving, Acquisition of experience, skills and know-how. Reaching of the company's marketing objectives at high speed. Reduction of cultural barriers between countries and tariffs. Economy of scale = more fluid capital market. Acquisition of new clients. Developing awareness of the image more credible and efficient international positioning.

- Productivity gain, Learning of experiences and transfer of know-how. Knowledge management. Innovation in the offer. Maximization of turnover. Quality of the information system. Reduction of costs and costs of the advertising and communication campaign. A staff experienced and acquisition of knowledge and know-how.

- Brand certification - Branding image reinforcement - Increased turnover - Targeting more customers - Relational extension and increase in international relational skills.

Editor’s source

And among the risks that these companies can face in this type of cooperation, the majority of the franchises surveyed indicate that the most important risk is that of a disappearance of a market or the decline of a product without forgetting the cultural conflicts. Nevertheless, the African companies, which are the population of our study, were so satisfied with their marketing cooperation with their partners, Moroccan and sub-Saharan; and have revealed in this table, the impact that the marketing partnership brings on the performance of their activity.

- On the other hand, we notice in the figure above which presents an extract of the results obtained, that most of the projects carried out are internal and external market studies, promotion and design of communication and advertising strategies for international brands, management of distribution channels, launch and promotion of new products / brands and analysis of their impact on customers. However, the answers to this question differ from one firm to another; this is explained by the strategic and commercial field of activity of the
company, its status, its activity, its performance compared to competing products, compared to the international market.

Referring to the results obtained, we observed that the profiles of our respondents are also diverse and different; particularly 28.1% of the responses come from commercial or Industrial subsidiaries, similarly for marketing firms and communication agencies which were present with an equivalent rate of 21.1%. In addition, while preparing this study, it was essential to ask our respondents to identify their status; and their functions. However, we notice an equivalent value of 19.4% between marketing directors, marketing managers and international relations and communication managers. Of course, the feedback was rich in information, and the interpretation of the results allowed us to deduce several testimonies.

In addition, in preparing this study, it was essential to ask our respondents to identify their status; and their functions. However, we notice an equivalent value of 19.4% between marketing directors, marketing managers and international relations and communication managers as well as marketing firms and communication agencies which were present with an equivalent rate of 21.1%.

3. Discussions, limits and perspectives

The contributions of our research are of several orders, on the theoretical level, the complex concepts of international partnership, Marketing partnership and the performance of the multinational company have been clarified in the light of the context of our most recent study, empirically our results show the potential contribution of the choice of international partner on the marketing performance of the company, in this case our results highlight the different types of motivations that push the company to operate in the African market, because to do marketing studies in Morocco and in Sub-Saharan Africa for example, it is absolutely to be aware that it is about several countries which are all different, with their particularities, their traditions, their ethnic groups, and even their dozens of languages. We must therefore admit that it is difficult in this case to extrapolate the results obtained and that the conduct of marketing studies in Africa requires not only time to be able to understand the cultures of the countries, but also patience, questioning, practice and of course. Robert and Brain (2001)
argued that when research results are more generalizable, the greater the usefulness of the results as well as its value.

So obviously, there is no research without its limits. It should be recalled that this study only covers a small sample of small and medium-sized enterprises in Africa. However, this could be limited if the generalization of the results to other companies referring to other countries will also seem to play a vital role in the outcome of this problem.

Speaking of perspectives, and besides the right choice of marketing partners, are there other variables that moderate the relationship between co-marketing and business performance in the African market?

We therefore recommend that future researches cover in detail Co-marketing in African small and medium companies. Based on these arguments, this typology is more sensitive to partnership marketing, especially if the enterprise would like to have a competitive advantage over her competitors.

Meanwhile, consider other research methodologies other than the one adopted in this investigation. Because it will help more and less to establish a better generalizability of the research results obtained from this survey.
CONCLUSION

In this article, we have tried through this detailed survey to propose a solution to the problem of detecting the impact of the marketing partnership on the performance of multinational companies, while highlighting the importance of the partner, in the innovation process that results from this kind of cooperation.

We then deduce that the impact that the marketing partnership brings on performance is positively effective, especially if the African company seeks through its marketing strategy to stand out, by considering new relational and partnership orientations, and above all if it requires, through its continental strategy, the conquest of new markets. However, all this proves that companies are satisfied in their partnership relations, because the marketing partnership allows them to innovate and develop their products, certify their brands, achieve their marketing objectives in a timely manner, thanks to the ease and support and what this kind of partnership brings to the company.

From the results of this survey, several aspects of the marketing partnership among African firms have become clearer, however, we have seen that this type of partnership allows the enterprises to maximize their productivity, innovate and mark the quality. But also, an innovation in the offer which implies an intensification of competition.
APPENDICES

• Annex 1: This definition is the result of a pooling of contributions from different NGDOs and concerns partnerships between CSOs. It is possible that some organizations are only partially involved. In emergency situations or specific contexts, an NGO may need to collaborate with organizations with which they do not necessarily share the same values and with which it is difficult to work in an open and transparent manner, such as the marketing partnership. Between firms and their competitors.


• Annex 9: Co-Marketing is generally used to deal with changing customer behavior, recession, increased competition, being the goal of all businesses, regardless of size, to focus on increasing sales. market share, to become more and more efficient and profitable. As a result, more and more companies have started to apply the concept of cooperative marketing in their marketing strategies.

• Annex 10: It is in fact to seek new sources of growth that these companies have decided to develop in Africa. Today, the company is posting double-digit annual growth rates in select sub-Saharan African markets. Some companies that have reached a critical size in the Moroccan market are looking beyond Moroccan borders for a way to continue to grow.
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