

Sustainability As A Lever For Territorial Attractiveness: Qualitative Study For The Case Of The Tangier Automotive Cluster

MANAL MESSALA, IHSSAN SAOUDI, BRAHIM BENBBA

Abstract: *This article analyses how sustainability can be defined as a determining factor to stimulate the attractiveness of the automotive industry in the Tangier region of Morocco. To face the several challenges related to ecology and the global market demands, the industrial areas must place sustainability in the center of their strategies for their competitiveness. To analyse the perception and implementation of sustainable practices, this study relies on a qualitative methodology, involving 60 semi-structured interviews with key stakeholders in the Tangier automotive ecosystem. The selected results have been processed via a thematic analysis using the Nvivo 15 software, which has revealed that sustainability infrastructures (clean energy, waste management), Corporate Social Responsibility (CSR), emission reduction, and the use of renewable energy are key elements that upgrade Tangier as an organized proximity (Torre & Rallet, 2005), the concept of the learning region, and the theory of institutional decoupling for its attractiveness. Moreover, this study emphasizes multiple theoretical frameworks such as organized proximity (Torre & Rallet, 2005), the concept of the learning region, and the theory of institutional decoupling to elucidate the observed dynamics. It highlights that sustainability practices are no longer an option but a foundation stone shaping the industries' orientation. Taking into account that Tangier is positioned as an attractive hub for Foreign Direct Investment (FDI), the industrial zone continues facing several challenges, calling for a particular focus to integrate the best business and sustainable practices to strengthen its scale.*

Keywords: Territorial Attractiveness, Sustainability, Automotive Industry, Csr.

Manal MESSALA (manal.messala@etu.uae.ac.ma) *PhD Researcher, Marketing, Logistics, and Management Laboratory, National School of Commerce and Management of Tangier, Abdelmalek Essaadi University, Ihssan SAOUDI (ihssan.saoudi@etu.uae.ac.ma) PhD Researcher, Marketing, Logistics, and Management Laboratory, National School of Commerce and Management of Tangier, Abdelmalek Essaadi University, Brahim BENBBA (b.benbba@uae.ac.ma) Professor-Researcher, Marketing, Logistics, and Management Laboratory, National School of Commerce and Management of Tangier, Abdelmalek Essaadi University

Introduction

The global automotive industry is engaged in an unprecedented transformation phase, often referred to as the « green revolution » or the « mobility transition ». This shift is characterized by increasing regulatory pressure, particularly in Europe and North America, aimed at the complete decarbonization of the value chain, from vehicle design to production. For the territories that host these industries, attractiveness can no longer be limited to traditional factors such as labor costs, tax incentives or market access. The ability of a territory to guarantee low-carbon and socially responsible production is now a key major localization criteria for multinational companies (MNC).

Morocco, and more specifically the Tangier region, has established itself over the past two decades as a leading automotive industrial platform (Financial Times Ranking 2021), benefiting from a unique geostrategic position and a proactive policy of industrial ecosystems.

The Tangier automotive cluster, structured around the Tangier Med port infrastructure handled by TMSA (Tanger Med Special Agency), has become a key link for the European supply chain. However, to maintain and strengthen this position in the face of international competition and new sustainability requirements, the territory should prove its resilience and ability to adapt the strictest environmental standards.

In this context of transition, the central question leading our research is how sustainability through its various dimensions (environmental, social and infrastructural), can act as a determining factor for the territorial attractiveness of the automotive sector in the region of Tangier; Morocco?

We suggest that investing in sustainable infrastructure and practices does not represent a simple compliance constraint, but constitutes a strategic lever that reinforces the uniqueness, legitimacy and competitiveness of the Tangerine automotive cluster. More specifically, our central proposition is that the existence of a proximity organized around sustainability issues (sharing of standards, common green infrastructure) allows the territory of Tangier to differentiate itself and attract more stable foreign direct investment (FDI) with higher added value.

To verify and deep dive in this proposal, we adopted a qualitative inductive approach. The data collection is based on 60 semi-structured interviews conducted with stakeholders of the ecosystem of Tangier. The thematic analysis of verbatims, assisted by the NVivo 15 software, allowed us to identify the perceptions and real practices of companies in terms of sustainability.

The article is structured as follows: The first section presents the Theoretical Framework by mobilizing the key concepts of sustainable attractiveness, proximity theory and

the neo-institutional approach. Then, in the second section we will detail the methodology of the qualitative study, and 3rd section presents the analysis and discussion of the results around the major dimensions of sustainability identified (infrastructure, CSR, emissions, renewable energies). Finally, the conclusion will summarize the contributions of research and proposes avenues for future work.

Theoretical framework:

The analysis of territorial attractiveness in the era of sustainability is a fast-moving field of research that requires the mobilization of several theoretical frameworks to grasp the complexity of interactions between companies, institutions and their ecological environment. To understand the dynamics of Tangier's automotive cluster, we articulate three major approaches: the evolution of attractiveness factors, the proximity theory and the neo-institutional approach.

Territorial attractiveness to the test of ecological transition

From conventional to sustainable attractiveness

Historically, territorial attractiveness has been widely analyzed through the prism of the New Economic Geography (Krugman, 1991), which highlights agglomeration economies, the effects of Spillover and the reduction of transaction costs as the main drivers of industrial concentration. In the case of Tangier, the proximity of the European market and the existence of a skilled and competitive workforce were the initial factors for its success.

However, the climate crisis and the imperatives of the energy transition have brought about a new generation of determinants. The notion of « sustainable attractiveness » (Ancoris, 2025) is necessary, suggesting that territories can no longer just attract capital, but must attract responsible investments that contribute to long-term socio-economic development. This sustainable attractiveness is multidimensional, integrating:

1. The environmental dimension: Access to renewable energies, resource management (water, waste), low carbon footprint.
2. The social dimension: quality of the workforce, working conditions, corporate CSR.
3. The institutional dimension: regulatory stability, transparent governance, support for green initiatives.

The challenge for Tangier is to transform its initial comparative advantage (cost) into a sustainable competitive advantage (environmental performance), specifically in response to European mechanisms such as the Carbon Border Adjustment Mechanism (CBAM), which will penalize carbon-intensive imports.

The role of global value chains (GVCs)

Sustainability is increasingly imposed from the top of the value chain. Large automotive MNFs

(manufacturers) require their suppliers to provide tangible proof of their performance to secure their own decarbonization targets.

This downward pressure, or Green Sourcing, makes the sustainable performance of the territory an important selection criteria. Territories that cannot guarantee a green electricity supply or waste management in line with international standards, risk being excluded from the most demanding GVCs. Tangier's ability to offer green energy certificates and recycling infrastructure thus becomes a mandatory factor of attractiveness to stay in the global race.

The theory of proximity and the anchoring of sustainability

Geographical proximity vs Organized proximity

The theory of proximity (Torre & Rallet, 2005) is essential to understand how industrial clusters manage innovation and adaptation. It distinguishes:

- Geographical proximity: the simple physical distance between the actors.
- Organized proximity: the sharing of codes, languages, standards and reference systems, which facilitates coordination and trust, regardless of physical distance.

In the context of sustainability, organized proximity is crucial. It allows companies in the Tangier cluster to agree on common environmental standards that go beyond national regulations. For example, the establishment of collaborative platforms for the shared management of industrial waste or the development of joint training programs on green technologies illustrate this construction of a proximity organized around a shared sustainability objective. This coordination reduces learning and investment costs for each company, creating a positive cluster externality.

The learning territory and green innovation

The existence of a strong organized proximity transforms the cluster into a « learning region ». This concept emphasizes the collective capacity of a territory to generate, disseminate and use new knowledge. In the case of the ecological transition, the learning territory is the one that is able to adapt quickly to new technologies (electric vehicles, batteries, green hydrogen) and new clean production requirements.

In Tangier, this can be translated into:

- Institutional learning: public institutions are learning how to set up incentives and appropriate infrastructure (solar farms, smart grids).
- Inter-firm learning: companies share best practices for reducing water consumption or energy optimization, facilitated by organized proximity.

This process of collective learning around sustainability is a powerful factor of attractiveness, as it signals to investors that the territory is dynamic, adaptive and forward-looking, also reducing the technological and regulatory risk associated with the green transition.

The neo-institutional approach and decoupling Isomorphism and Legitimacy

The neo-institutional approach (DiMaggio & Powell, 1983) explains why companies tend to resemble each other (isomorphism phenomenon). In the domain of sustainability, companies adopt green practices not only out of economic conviction, but also to gain legitimacy with their stakeholders (customers, investors, civil society). Isomorphism can take three forms:

- Coercive Isomorphism: Pressure from regulators (environmental laws) or dominant actors (requirements of car manufacturers).
- Mimetic Isomorphism: Mimicking the practices of competitors or industry leaders to reduce uncertainty.
- Normative isomorphism: Pressure from professionals (CSR experts, consultants) who disseminate best practices.

The adoption of ISO 14001 certifications or the publication of CSR reports by Tangier companies are examples of isomorphism aimed at guaranteeing their legitimacy in the GVC.

The threat of institutional decoupling

The theory of institutional decoupling (Meyer & Rowan, 1977) offers a critical look at this quest for legitimacy. It suggests that organizations can formally adopt structures or policies (rational myths) to conform to societal expectations, without these structures actually being implemented or affecting day-to-day operational practices. There is then a decoupling between the official discourse (the institutional facade) and the reality of the action (the technical heart).

In the context of Tangier, decoupling could occur if:

- Companies have ambitious emission reduction targets, but continue to use fossil energy sources without major investment in renewable energy.

Sustainability As A Lever For Territorial Attractiveness: Qualitative Study For The Case Of The Tangier Automotive Cluster

- CSR policies are published but working conditions or waste management remain below announced standards.

One of the quotes from the qualitative study : « sustainability is no longer an option; it is a necessity. But for our efforts to be cost-effective, we need support, especially for energy infrastructure and waste management » , reveals the tension between the imperative of legitimacy (necessity) and operational constraints (the need for support). The role of the territory is then to reduce this risk of decoupling by providing the infrastructure and the regulatory framework that allow companies to translate their formal commitments into real practices.

Theoretical synthesis and research positioning

Our research is positioned at the intersection of these three theoretical frameworks. We consider sustainability to be a factor of attractiveness that operates on two levels:

- First level, Structural/collective level: The capacity of the territory (via organized proximity and the status of learning territory) to provide the infrastructure and collective standards necessary for green production.
- Second level , Organizational/strategic level: The response of companies (via isomorphism) to legitimacy pressures, while assessing the risk of institutional decoupling between discourse and practice.

The qualitative study conducted in Tangier makes it possible to make an empirical contribution by identifying the concrete mechanisms by which these theories are manifested on the ground, like so, offering a nuanced understanding of territorial attractiveness in a context of accelerated ecological transition.

Study methodology

To answer the research problem and dive in the proposal which treat that the sustainability is a lever of strategic attractiveness for the automotive cluster in Tangier, we have favored a qualitative, inductive and exploratory approach. This methodological orientation is justified by the need to grasp the complexity of perceptions, strategies and social interactions at work in a rapidly changing industrial ecosystem. A quantitative approach, although complementary, would not have made it possible to achieve the depth of analysis required to decipher the nuances of the actors' practices and discourses.

Data collection and sampling

Primary data collection was carried out through 60 semi-structured interviews conducted between 2023 and 2024. The choice of the semi-structured interview made it possible to reconcile the need for a predefined thematic structure (aligned with the dimensions of sustainability and attractiveness) with the flexibility necessary to explore emerging themes and the specific experiences of the interviewees.

The sample was compiled according to a maximum variation logic to ensure a triangulation of perspectives within the ecosystem. It consists of four main categories of actors:

1. FMN executives and executives (Tier 1 OEMs and OEMs): to gather strategic perspective and location criteria.
2. Operational managers (production, quality, environment): to document the concrete implementation of sustainable practices.
3. Institutional representatives , training organizations, local authorities: to understand the role of the territory in creating an incentive framework.
4. Experts and consultants specialized in the automotive industry and sustainable development in Morocco: to contextualize the observed dynamics.

Table 1: Summary of the Research Sample (N=60)

Participant category	Number of interviews	Average duration	Key focus areas
MNC Executives (OEMs/Tier 1)	18	80 min	Strategic location & sustainability criteria
Operational Managers	22	70 min	Implementation of green practices & CSR
Institutional Representatives	12	75 min	Infrastructure & regulatory framework
Industry Experts/Consultants	8	75 min	Market trends & regional dynamics
Total	60	75 min	

The sample size (N=60) is considered robust for a qualitative study, allowing a high level of theoretical saturation of the data to be achieved, that is the point where the collection of new data no longer brings significant elements or new categories of analysis. The average length of the interviews was 75 minutes, guaranteeing a high information richness and density.

Research ethics were strictly maintained throughout the study. All participants provided informed consent before the interviews. Data were fully anonymized to ensure confidentiality and protect the identity of both individuals and organizations. To ensure reliability, the coding process was crosschecked by the research team, maintaining consistency across the 60 transcripts.

Data processing and analysis

All interviews in French, as it is one of the official languages in Morocco after Arabic and Amazigh, were fully transcribed with a rigorous selection of verbatims before being subjected to a thematic content analysis assisted by the NVivo 15 software. This method of analysis, inspired by the work of Braun and Clarke (2006), took place in six rigorous steps:

1. Familiarization with data: repeated reading of transcripts for complete immersion.
2. Initial Code Generation: Open coding to identify relevant text segments and emerging concepts.
3. Search for themes: grouping codes into broader themes and sub-themes (axial coding).
4. Review of themes: verification of the internal coherence of themes and their external distinction.
5. Definition and nomination of themes: clear and precise names for the final themes (selective coding).
6. Report production: analysis and interpretation of results.

The use of NVivo 15 has made it possible to generate "multi-word expression" (graphical representations of the links between codes and themes), offering a visualization of the complex interconnections between the different dimensions of sustainability (infrastructure, CSR, emissions, renewable energies) and the central concept of territorial attractiveness. These « multi-word expression » served as a basis for structuring the analysis and discussion section, ensuring greater traceability and transparency of the analytical process. The rigor of the

Sustainability As A Lever For Territorial Attractiveness: Qualitative Study For The Case Of The Tangier Automotive Cluster

methodology, in particular the triangulation of sources (different types of actors) and the saturation of the data, gives this study a strong credibility and transferability of the results.

To ensure accuracy for this English-language publication, a rigorous translation process was followed. Key verbatims and NVivo synopsis figures « multi-world expression » were translated into English, while the original French versions are provided in the Appendix to maintain analytical transparency

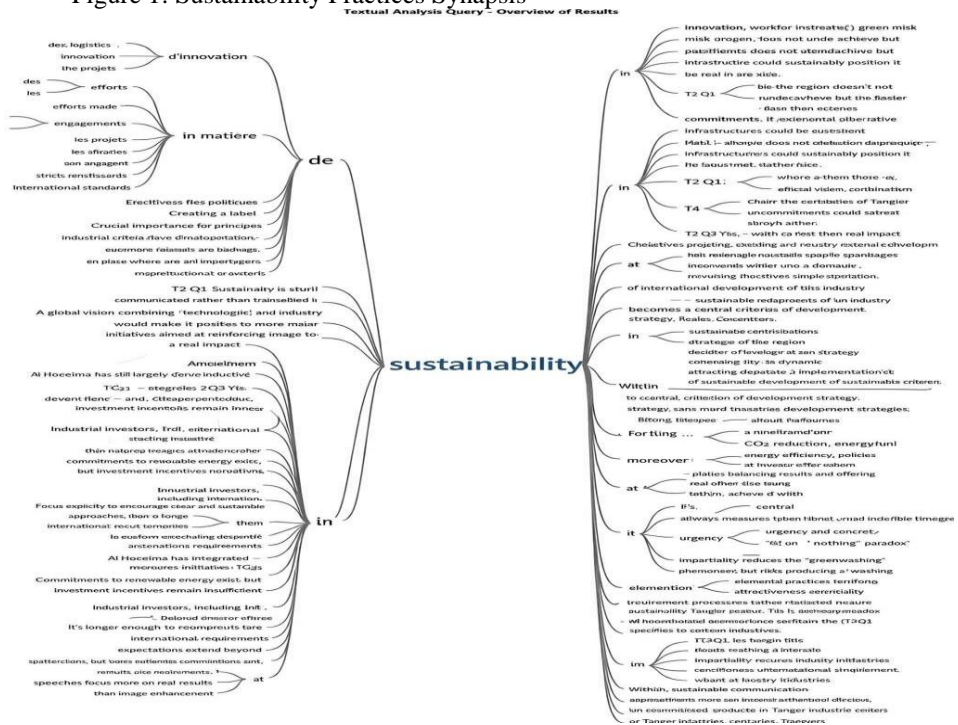
Analysis and discussion of results:

Sustainability practices: a strategic and economic imperative

Sustainability has become a central issue for the automotive industry, not only in response to regulatory and societal pressures, but also as a lever for competitiveness and innovation. In the context of Tangier, sustainability practices are integrated into the territorial development strategy, aiming to reconcile economic growth and respect for the environment. In this part, we will explore the different facets of sustainability as perceived and implemented by the actors of the automotive ecosystem, based on interviews and relevant synopsis figures « multi-world expression ». The aim is to analyse how infrastructure, corporate social responsibility, emission reduction and the adoption of renewable energies contribute to positioning Tangier as a responsible and forward-looking industrial hub.

The analysis of interviews and synopsis related to « sustainability practices » reveals a growing awareness of the importance of these issues, but also of the challenges related to their practical implementation. The synopsis dedicated to this determinant presented below highlights the interconnection between the different dimensions of sustainability and the need for a global approach.

Figure 1: Sustainability Practices Synopsis



Source: Author's own work via NVivo 15, Original French version available in Appendix A.

Companies recognize the added value of a sustainable approach, both in terms of brand image and cost optimization. However, the transition to more sustainable models requires significant investment and an incentive regulatory framework. One auto plant executive said, «Sustainability is no longer an option, it's a necessity. But for our efforts to be cost-effective, we need support, especially for energy infrastructure and waste management» this observation highlights the need for a sustainable ecosystem.

Infrastructure for energy sustainability

The availability and quality of infrastructure dedicated to energy sustainability are crucial for companies looking to reduce their carbon footprint and operational costs. Interviews revealed that the automotive industry in Tangier is placing increasing importance on access to clean energy sources and efficient waste management infrastructure. One production manager said: «We are actively looking to integrate renewable energy into our production process. The presence of solar or wind infrastructure close to our plants would be a major asset for our competitiveness and our image » this observation highlights the need for continuous development of green infrastructure.

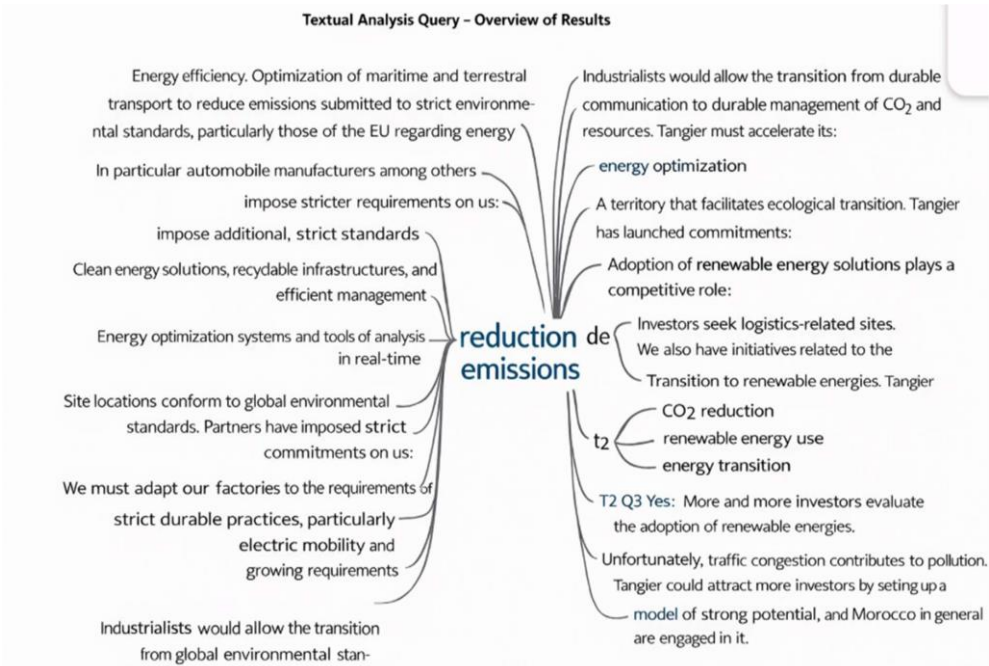
Another industrialist pointed out: «Industrial waste management is a constant challenge. More efficient waste recycling and recovery infrastructure would allow us to close the loop of the circular economy and reduce our costs» the « sustainability » synopsis highlights the importance of infrastructure for energy sustainability. For Tangier, this means continuing investments in wind and solar farms, developing smart grids to optimize energy distribution, and setting up innovative industrial waste treatment centers. One energy expert noted: «Territories that invest in sustainable energy infrastructure attract the most innovative and responsible companies. This is a key differentiator in the global market » This means that the territory must not only offer infrastructure, but also an incentive regulatory framework for their use. Promoting public-private partnerships for infrastructure development, or subsidy programs for companies that invest in renewable energy self-consumption, could also enhance attractiveness. These infrastructures are a major asset for territorial attractiveness, as they help to position Tangier as a territory at the forefront of the energy transition, thus attracting companies concerned about their environmental impact and strengthening their competitiveness on global markets.

Emissions reduction:

Reducing greenhouse gas emissions and air pollutants is a major challenge for the automotive industry, but also an opportunity for innovation and differentiation. Businesses are increasingly aware of the need to decarbonize their production processes and align with global climate goals. Interviews in Tangier revealed that local actors are moving in this direction but need support to accelerate this transition. One engineer explained: « We have advanced filtration systems in place and are optimizing our energy consumption, but achieving carbon neutrality requires massive investments in disruptive technologies» this observation highlights the scale of the efforts required.

Another industrialist added: « Emissions regulations are becoming more and more stringent, and that is a good thing. But we need technical and financial support to comply and go beyond the minimum requirements» the « sustainability » synopsis above and the emissions reduction synopsis below underlines the importance of reducing emissions in a global sustainability approach.

Figure n° 2: Emissions reduction synopsis



Source: Author's own work via NVivo 15. Original French version available in Appendix A.

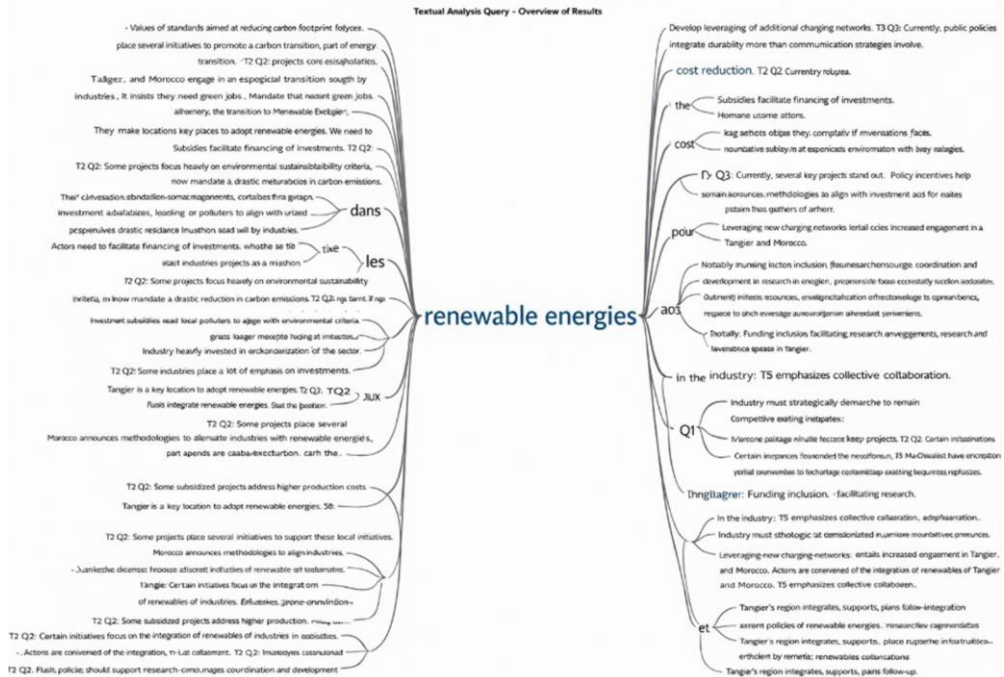
For Tangier, this means establishing incentive programs for the adoption of clean technologies, promoting research and development on low-emission production processes, and strengthening capacities for measuring and monitoring emissions. One climate policy expert noted: « Territories that are leaders in decarbonization attract the most innovative and responsible investments. This is a major competitive advantage in a world where pressure to reduce emissions is growing » This means that the territory must not only provide incentives, but also a clear and stable regulatory framework for businesses. The promotion of public-private partnerships for the development of carbon capture or emission enhancement solutions, or training programs on best practices for reducing emissions, could also enhance attractiveness. These efforts to reduce emissions are a major asset for territorial attractiveness, as they help to position Tangier as a territory committed to the fight against climate change, thus attracting companies concerned about their environmental impact and strengthening its reputation on global markets.

Renewable energy

The adoption of renewable energies is a fundamental pillar of the sustainability strategy of the car industry in Tangier. In the face of volatile fossil fuel prices and growing pressure for cleaner production, companies are actively seeking to integrate green energy sources into their operations. Interviews revealed a strong interest in solar and wind energy as viable solutions to reduce operational costs and improve brand image. One car plant official said: « Investing in solar panels for our plant was a strategic decision. Not only does this reduce our electricity bills, but it also sends a strong message to our customers and partners about our commitment to a more sustainable future » this observation highlights the economic and reputational benefits of adopting renewable energy.

Another industrialist pointed out: « We are fortunate to be in a region with strong solar and wind potential. It is essential that the infrastructure for the production and distribution of these energies be developed to meet the growing demand of industry» the global synopsis on « sustainability » as well as this one on renewable energies prove the importance of renewable energies in the energy transition. In our case, in Tangier, this means continuing investment in large solar and wind power plants, facilitating companies' access to these energy sources through green power purchase contracts, and encouraging self-consumption through tax and regulatory incentives.

Figure n°3 : synopsis representing the sub-code of renewable energies



Source: Author's own work via NVivo 15. Original French version available in Appendix A.

One renewable energy expert noted: « Territories that succeed in creating a renewable energy ecosystem attract the most innovative and responsible investments. This is a key differentiator in the global market» This means that the territory must not only offer renewable energy sources, but also a clear and stable regulatory framework for their development and use. The promotion of public-private partnerships for the development of renewable energy projects, or training programs on green technologies, could also enhance attractiveness. The adoption of renewable energies is a major asset for territorial attractiveness, as it helps to position Tangier as a territory at the forefront of the energy transition, thus attracting companies concerned about their environmental impact and strengthening its competitiveness on global markets.

Conclusion

This research investigated how sustainability acts as a key determinant of territorial attractiveness, for the automotive cluster in Tangier. In this article, we employed a robust qualitative methodology, by the articulation of the theories of proximity, the learning region,

and institutional decoupling. Our findings demonstrate that sustainability is no longer a mere compliance issue but it has become an endogenous strategic imperative that fundamentally shapes the cluster's global competitiveness. The empirical results, drawn from 60 in-depth interviews, confirm that Tangier's appeal is now tied to its ability to deliver high environmental performance, with the access to renewable energy and high-quality waste management infrastructure emerging as decisive location criteria for Multinational Firms. Theoretically, our study contributes by validating the concept of Organized Green Proximity, showing how collective action mutualizes efforts and creates positive green externalities, and by identifying Tangier as a Green Learning Region that transforms regulatory pressure into innovation opportunities. Also, we highlight the active role of the territory in mitigating the risk of institutional decoupling by ensuring that formal CSR commitments translate into real operational practices through the provision of essential green infrastructure. The implications are obviously clear: policymakers must accelerate investment in green infrastructure and establish stable, incentivizing regulatory frameworks, while industrial actors must leverage sustainability as a competitive advantage in the global supply chain. This study, while rigorous, is limited by its qualitative focus and the fact that all interviews were conducted in French, a necessary choice given the local business context, which required careful translation for this English-language publication. However, to ensure transparency, the original NVivo synopsis figures are included in the Appendix, while the analyzed versions are presented within the main text. Future research should consider a quantitative approach to measure the elasticity of attractiveness and comparative studies with other global clusters. In conclusion, the Tangier automotive cluster is at a strategic turning point, and by making sustainability its core pillar of attractiveness, it is building a resilient, competitive, and future-proof industrial model.

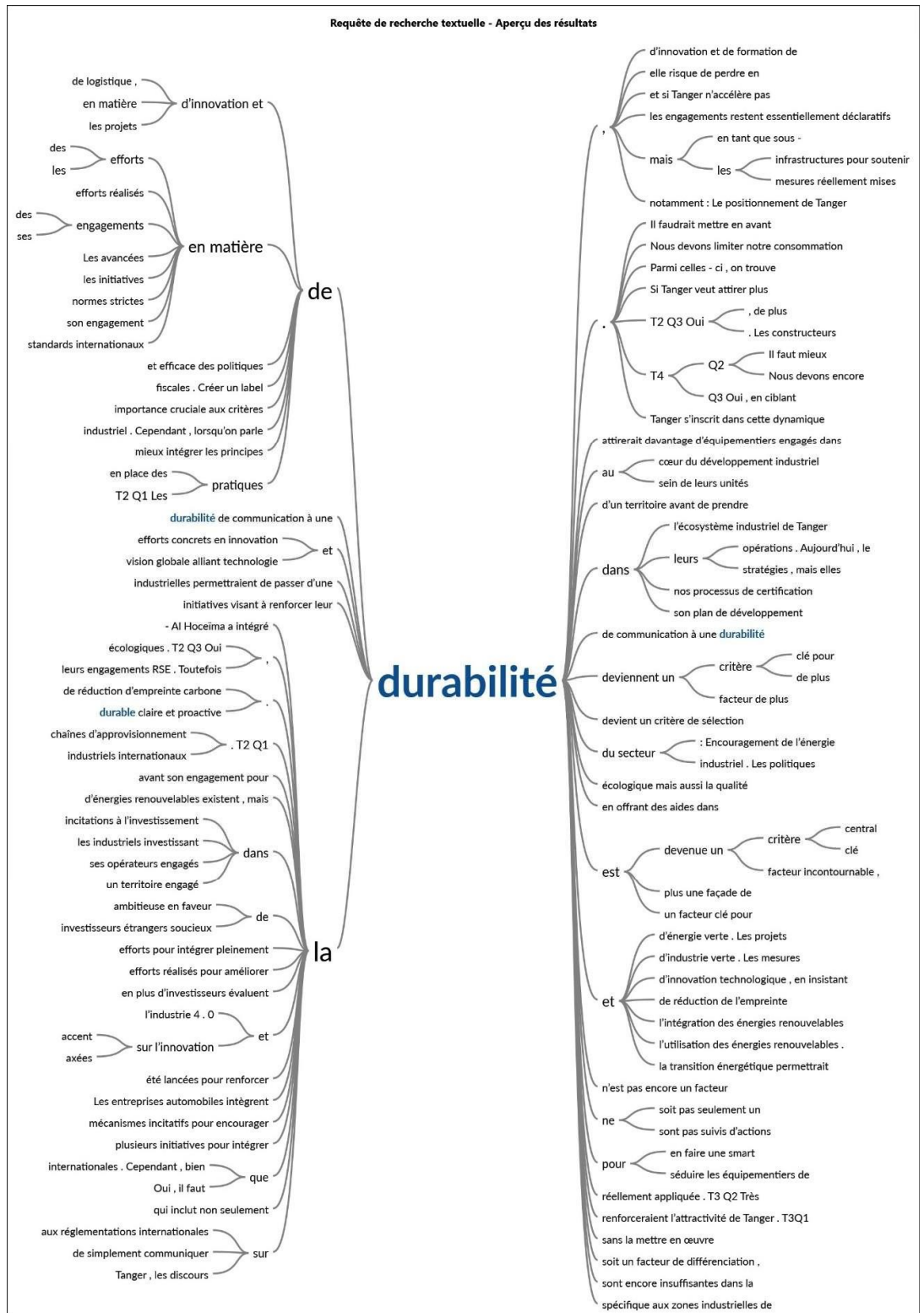
Appendix : Original NVivo synopsis (French version).

Appendix A: qualitative data visualization (Synopsis Figures)

This appendix presents the original qualitative data visualizations (Synopsis Figures) generated through the thematic analysis of the 60 semi-structured interviews using NVivo 15. These figures visually represent the interconnections between the codes and themes discussed in the Analysis and Discussion section (Section 3). As noted in the Conclusion, the analytical interpretation of these figures is provided in the main body of the article, while the original figures are included here for full methodological transparency.

Figure n°1. (Figure n°1 in the paper): synopsis of sustainability practices

Description: This figure illustrates the complex network of codes related to the general perception and implementation of sustainability practices within the Tangier automotive cluster. Key nodes include the perceived economic viability of green practices, the role of corporate image, and the connection between individual firm efforts and collective infrastructure needs.



Source : Trough us by Nvivo 15 Data.

References

- Ancoris. (2025). Baromètre de l'attractivité des territoires - édition 2025. <https://www.ancoris.fr/barometre-de-lattractivite-des-territoires-edition-2025/>
- Asmussen, C. G. (2023). Corporate social responsibility in the global value chain. *Journal of International Business Studies*, 54(8), 1361–1385. <https://doi.org/10.1057/s41267-023-00635w>
- Billedeau, D. B. (2025). Misalignment in the automotive supply chain: The influence of net zero pledges on supplier commitments. *Journal of Cleaner Production*, 480, Article 144726. <https://doi.org/10.1016/j.jclepro.2025.144726>
- Chen, X., Wang, E., Miao, C., Ji, L., & Pan, S. (2020). Industrial clusters as drivers of sustainable regional economic development? An analysis of an automotive cluster from the perspective of firms'role. *Sustainability*, 12(7), Article 2848. <https://doi.org/10.3390/su12072848>
- Conseil de la Concurrence. (2025). Monographie sur le secteur automobile au Maroc. Rabat, Maroc. <https://conseil-concurrence.ma/wp-content/uploads/2025/01/MONOGRAPHE-AUTOMOBILE-30-JANVIER-2025.pdf>
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147–160. <https://doi.org/10.2307/2095101>
- Dodd, T. (2024). Toward sustainable automobility: Insights from a comprehensive review of stewardship in the automotive sector. *Business Strategy and the Environment*, 33(4), 1989–2008. <https://doi.org/10.1002/bse.3736>
- Hammad, S. (2023). Industrial Clusters: Ambassadors for Regional Development: Case Study of Agadir Agreement. In *Industry Clusters and Innovation in the Arab World* (pp. 235-250). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-80262-871-520231014>
- Helfaya, A. (2025). Green governance strategy, hybrid vehicle development, and firm performance: A dynamic capability perspective. *Technological Forecasting and Social Change*, 200, Article 123101. <https://doi.org/10.1016/j.techfore.2025.123101>
- IMF. (2024). Morocco: Second Review Under The Resilience and Sustainability Facility(Country Report No. 24/324). IMF eLibrary.<https://www.elibrary.imf.org/view/journals/002/2024/324/article-A001-en.xml>
- Krugman, P. (1991). Increasing returns and economic geography. *Journal of Political Economy*, 99(3), 483–499. <https://doi.org/10.1086/261763>
- Mekkaoui, S. (2023). Attractivité et singularité du tissu industriel Tangérois [Thèse de doctorat, Université de Lille]. HAL Thèses. <https://theses.hal.science/tel-04685861>

Sustainability As A Lever For Territorial Attractiveness: Qualitative Study For The Case Of
The Tangier Automotive Cluster

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83(2), 340–363.
<https://doi.org/10.1086/226550>

OECD. (2024). The future of the automotive value chain. OECD Publishing.
<https://doi.org/10.1787/cb730d65-en>

Pavlínek, P. (2022). Relative positions of countries in the core-periphery structure of the European automotive industry. *European Urban and Regional Studies*, 29(2), 155–175.
<https://doi.org/10.1177/09697764211021882>

Shirasawa, N. (2025). The role of institutional and geographic proximity in promoting corporate shared value initiatives for sustainability. *Sustainability*, 17(6), Article 2410.
<https://doi.org/10.3390/su17062410>

Simonazzi, A. (2025). The bumpy road of the European automotive industry towards sustainable mobility. *Rendiconti Lincei. Scienze Fisiche e Naturali*. Advance online publication.
<https://doi.org/10.1007/s12210-025-01314-8>

Torre, A., & Rallet, A. (2005). Proximity and localization. *Regional Studies*, 39(1), 47–59.
<https://doi.org/10.1080/0034340052000320842>

Vijaya, A. (2025). Advancing sustainability in the automotive sector: A critical analysis of ESG reporting standards. *Cleaner Environmental Systems*, 16, Article 100248.
<https://doi.org/10.1016/j.cesys.2025.100248>