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**SUMMARY**

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**7 Editorial**

Jean-Marie Doublet

**11 Contributors to this issue****15 *Profiles for international development of business services***

Pierre-Yves Léo, Jean-Louis Moulins, Jean Philippe

International business service firms have to find the right positioning to compete with local firms and organize their relationships with their foreign clients. They have to deal with numerous variables of international marketing: customer contact, inter-cultural relationships, service adaptation or standardization, information system, delivery network. The study presented here investigates the ways firms succeed in organizing all these elements to cross cultures and national contexts. The results suggest a fourfold typology of firm behaviours which allows to better understand the marketing positioning chosen by managers to develop their services abroad.

**33 *Ownership structure of foreign direct investment in Morocco***

Enrique Claver Cortés, Diego Quer Ramón

At present, Morocco is one of the destinations which is acquiring greater importance in the internationalisation of Spanish firms. In this context, and combining the traditional theories about foreign direct investment with the resource-based view of the firm, this paper is going to analyse the influence that firm-specific factors exert on the ownership structure of its investments in Morocco.

**49 *Corporate gifts: for cultural activities or humanitarian causes?***

Sylvère Piquet, Jean-Michel Tobelem

In France, corporate sponsorship and donation activities increased throughout the 1980's. Encouraged by the ADMICAL, they often took the traditional form of supporting artistic creation. In the beginning of the 1990's, this orientation radically changed, turning towards environmental and humanitarian causes. This change highlights the evolution of the corporation itself, notably its frame of values, mode of functioning and management. The authors examine the structural and economic causes of this evolution. Citing pertinent examples, they describe how these recent activities were integrated into company strategies, and in conclusion, expose the risks involved.

65 *Cultural differences and business connections between African's countries and emergent countries of Asia*

Maurice Fouda Ongodo

The question on the influence of the cultural values in the business connections between Africa and Asia has not been yet a matter of attention in work devoted to the comparative management studies. This work thus constitutes a contribution aiming at highlighting the fundamental cultural differences likely to hamper the trade negotiations between Africa and Asia. On the basis of three cross-country cultural surveys and the use of the concept of cultural distance, it is established that the long-term orientation of the Asian countries and Confucius thought contrast strongly with the values that seem to characterise Africa like "traditional wisdom". These points of convergence and divergence between both cultures would deserve to be taken into account within the framework of the trade negotiations between African and Asian economic operators engaged in the business connections.

**File – Collective strategies in reality**

Guest Editor: Saïd Yami

87 *Collective strategies in reality*

Saïd Yami

91 *Collective strategies: foundations and perspectives*

Saïd Yami

This contribution proposes, first, to apprehend the concept of "collective strategy" starting from the founder article of Astley and Fombrun published in 1983. Then, we question this theorization, by focusing our matter on: relevance of the "collective strategies" model to catch contemporary organisational reality; the question of the investigation methods; and future research.

105 *Standards: an instrument to build a collective strategy?*

Anne Mione

The process of standardization is intrinsically a collective step which illustrates perfectly the concept of "collective strategy" proposed by Astley and Fombrun (1983). However, does this theorization constitute an operative model in the field of strategic marketing? An empirical study undertaken near 150 adherent companies of AFNOR enables to check the empirical validity of these strategic forms, to understand how these strategies can be utilized and to characterize the companies which adopt them.

123 *Collective strategies of regulation in the home video*  
Albéric Tellier

The willingness of firms to define the rules of the competitive game collectively sometimes results in the creation of formal devices of co-ordination. The aim of this article is to contribute to a better comprehension of these collective strategies of regulation. The study of the DVD Forum, association dedicated to project DVD, makes it possible to evaluate the effectiveness of these structures of co-ordination in the diffusion of innovations and their capacity to resist rival projects.

141 *Local institutions and VSE in the case of tourism*  
Katherine Gundolf, Annabelle Jaouen, Stéphanie Loup

This research aims to study the role of local institutions in collective strategies of very small enterprises (VSE). Based on four case studies aiming the development of local tourist activities, this survey focuses on the relations between actors: firms and institutions. Results show the pregnancy of institutional embeddedness as an explicative factor of sustainability (or not) of these strategies, and propose some success factors.

157 *Collective strategy and rupture. The case of the movie theaters*  
Pierre Roy, Saïd Yami

In this article we apprehend the case of launching, in March 2000, season ticket unlimited of UGC. This case is exemplary deviance of a firm compared to the common destiny linking the members of oligopoly made up of UGC, Gaumont and Pathé. The objective is to question the competitive implications of such a move (which we describe here as individualist) on the functioning of the strategic collective (oligopoly).

183 *The agro-food systems as collective strategies*  
Colette Fourcade

The topic of proximity now arouses a lot of questioning. In this view, our research object aims to underline the peculiarity of territorialized configurations touching farm and food activities: Localized Agro-Food Systems (SYAL), that is local productive systems working in agro-food activities. In the one hand, we justify the choice of our research object which constitutes the SYAL, placing it in the field of collective strategies. Then, we suggest some SYAL scenarios, as framed ways of collective strategies.

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