

7 **Editorial** – Jean-Marie Doublet11 **Contributors to this issue**15 *The creation process of biotechnology firms. Results of an exploratory study*

Leïla Temri, Samia Haddad

In this article, we propose an analysis of the creation process of biotechnology firms by crossing the approaches of entrepreneurship with those of innovation. By the mean of an exploratory study, we distinguish two models, the companies created from academic research, or “science push” and those from the industry spin-off. We think that the latest merits more attention from governments.

31 *The constraints and the virtues of participatory evaluation*

Béatrice Plottu, Éric Plottu

Participatory evaluation relies on the principle of active participation by major stakeholders, including the least organised groups, as being fundamental to good evaluation practice. This process presents a number of advantages which can nonetheless become crippling if certain prerequisites are not fulfilled. The goal of our paper is to weigh up the advantages and disadvantages of participation and to examine the conditions necessary for participatory evaluation to achieve its objectives.

45 *Determinants of flexibility in buyer-supplier relationships*

Björn Ivens, Ulrike Mayrhofer

This article aims at explaining the determinants of flexibility in exchanges between buyers and suppliers in the service industry. The theoretical framework is provided by Relational Contracting Theory and the transaction cost approach. The empirical study shows that flexibility is influenced by the contractual relationship (specific investments, behavioral uncertainty, reciprocity, and long-term orientation) but also by the environment surrounding the relationship (environmental uncertainty).

- 59 *Experimentation of reduced and flexible working time: a behavioral typology*  
Pierre-Yves Sanséau

In this paper we present, based on a longitudinal approach, a depth analysis of the experimentation of reduced and flexible working time multiple forms, in a telecommunications company in France. Using a behavioural typology of the experiment of reduced and flexible working time, we determine five individual profiles. The results of research underline the changes which take place in the HRM, based on more personalized and individualized behaviors.

**File: Organizational durability**

Guest Editor: Sophie Mignon

- 75 *Organizational durability: an analysis framework*  
Sophie Mignon

- 91 *Identity, performance and long lastingness*  
Hervé Dumez

Can an organization be perennial? Trying to answer the question leads to a series of paradoxes. If an organization lasts, and therefore changes and adapts, can we say it remains the same? There seems to be an opposition between identity and long lasting. Besides, some organizations, at some stage, can become permanently failing organizations. Some others can succeed for a long time and then suddenly collapse. Links between performance and long lasting are more complex than usually thought.

- 95 *Corporate culture: source of durability or source of inertia?*  
Éric Godelier

While some practitioners and theoretical currents stress the role of culture as a vector of integration for individuals and reflect on the means of stabilizing corporate values and practices, others see corporate culture as an essential vector for the processes of change. This article reflects on the role of culture as a factor of intra-organizational cohesion, and as part of the machinery of individual and collective learning.

113 *Durability and transformation within business organisations: reconciling the irreconcilable?*

Alain Bloch, Erwan Nabat

Paradoxically, transformation programs or change programs have become one of the main levers of stability and durability for business organisations. However, this lever is highly risky and many of these programs lead organisations to their decline. Which methods do the managers have at their disposal to reconcile permanent change and durability? What does sense become when it has to face with ever-changing frame? And finally, is the project mode adapted to transformation programs within business organisations?

127 *Agricultural ethics and pro activity for lasting*

Catherine Macombe

The professional ethics favours the organisational permanence of farm estates. From 30 case studies, the farmers who prove a professional ethics are the only ones willing to transmit the estate per se, and are remarkably proactive. If one farmer deems trades to be fair, he gets professional ethics. If he deems trades to be senseless, he will not get professional ethics. By dint of pro activity, the farmer succeeds, persuades himself that the farm estate per se is worth it, and seeks its organisational permanence.

141 *The “house system” as a determinant of organisational durability*

Dolores De Bortoli, Pascal Palu

In the Western Pyrenees, the various modes of space management used in farms and their reactions to changes in their socio-economic environment cannot be understood without taking into account the historical depth of their modes of management: uncertainty and adaptability are central to the structuring of these pastoral societies. History testifies to their capacity of change to preserve the project of durability, helped by the organisational determinant which is the “house system”.

151 *Crowdsourcing and durability: a new stage in the life of the organization*

Jean-Fabrice Lebraty

Since 2006, the concept of crowdsourcing has become famous. This concept means the outsourcing by an organization, through a web site, of an activity with a crowd of unknown internet users. The aim of this article is to know if the crowdsourcing can be a risk to enterprise durability. After a vast enquiry we propose that crowdsourcing can strengthen enterprises which know how to outsource this way.

167 *Durability and management control*

Yves Dupuy

Durability and the purpose of management control are closely associated. Management control seeks to present and spread features of organizational performance presumed to underpin continuity. It thus helps to constantly reconstruct the organization's identity. But control also studies variances between goals and actual results, and therefore creates ambiguities and certain paradoxes in the organizational identity. This contribution examines the problem.

177 *Durability: ballast or gyroscope for the firm?*

Pierre-Jean Benghozi

A survey of durability provides the means for examination of the question of change and adaptation necessary to keep an organization in existence. Is durability the result of a constant concern for adaptation and transformation, or is it instead the forces of inertia that enable the firm to progressively interiorize successive changes? In other words, should the organization give priority to change, or rather build on technical and organizational.

183 **Summary**

187 **Instructions for authors**