

**9 Contributors to this issue**

- 13 *The firm and its project: the role of managerial power in mediation*  
Jean-Pierre Bréchet

This paper addresses the role of managerial power in regards to the question of governance in the case of a publicly listed family business. This role is considered as mediation between the demands of the financial entity and those of the productive entity (the business itself). The initial public offering, the very conditions of this offering, as well as the governance operations and practices, are all evidence of a type of mediation that is demanding and respectful of the expectations of the firm's various stakeholders. An extensive interview with the former CEO reveals how central the corporate project is, as permanent support for mediation and very foundation of the firm.

- 37 *The envy to finance an entrepreneur without experience.*  
*Exploratory approach of the first meeting with a bank officer*  
Stéphane Foliard

Creating a first company raises the problem to obtain a bank loan by the entrepreneur who has difficulty in convincing a bank officer waiting for more than simple countable elements. In this article the author, a former bank officer himself, presents a qualitative research to identify the objective and subjective elements from which the banker decides to follow or not the creator. In a mix of objective information and subjective elements, the envy to finance articulates around three categories of influential phenomena: the context of the relation and the pressure of the bank, the professionalism of the creator perceived by the bank officer and the elements of the indispensable trust. The results can be useful for entrepreneurs by allowing them to prepare the interview better and for bank officers by improving their approach of the prospects.

- 53 *The forms of power held by a dominant organization:*  
*lessons from the Parisian daily Press*  
Jean-Louis Lacolley, Albéric Tellier, Amélie Trouinard

The article proposes an analysis of the power held by a dominant organization and its role against new challengers. The studied field is the *Parisian* daily Press. The aim is to underline the power of the press union, *Le Livre*, and the means used to face the newcomers Metro and 20 Minutes. This analysis is based on the typology developed by Poggi (2001).

- 71 *The managers' role of translation: between allegiance and resistance*  
Céline Desmarais, Emmanuel Abord de Chatillon

Performance and change in organizations depend on the activities and the roles of managers. Nevertheless, the managerial activity is often poorly characterised in organizations and in academic literature. The models describing managerial roles are not satisfying. The aim of this article is to propose a new analysis of managerial roles, using the concept of role of translation. It shows the impact of this concept on the representation of managerial function by taking into account the results of a qualitative research on managerial roles.

**File: Purchasing management**

Guest Editors: Richard Calvi, Gilles Paché

- 89 *Purchasing management: managerial and theoretical renewals*  
Richard Calvi, Gilles Paché

- 97 *Purchasing and marketing: an interface asymmetry*  
Philippe Portier, Catherine Pardo, Robert Salle

The discipline of purchasing is still looking for conceptual foundations. By going against numerous works that bring “purchasing” and “marketing” closer together, this article brings forward the concept of an interface asymmetry between the purchasing and the marketing situations. The purchasing function has to meet the specific needs of a company, and in doing so should be more inside the market than outside. Furthermore, the heterogeneous nature of these needs makes purchasing a challengeable intermediary between the company’s buying center and the suppliers, with an intermediation role playing essentially on prices due to volumes to purchase being given. Having forecast trends to address these specificities, the authors argue in favor of a specific future development for purchasing that takes into account the particular aspects of buying situations.

- 119 *When the purchasing function becomes strategic: from a theoretical perspective to implementation*  
Robert Calvi, Gilles Paché, Pierre Jarniat

Long time considered as a simple “support” function, giving top priority to administrative expertise, the purchasing function has now a strong strategic dimension. This is particularly true when its mission is to prioritise actions to transform in depth the external resources used aiming to build a sustainable competitive advantage. Using academic works conducted in strategic management, the authors propose some perspectives on how to develop a competitive advantage thanks to purchasing. The experience led by Salomon in Romania shows how the

purchasing function has helped to reinforce and even modify the strategic trajectory of a company by developing a specific relational competence.

139 *New roles and skill profiles of purchasers: from supplier management to internal customer management*

Arnaud Bichon, Nathalie Merminod, Dirk-Jan Kamman

Buyer's roles are determined by the nature of the purchased goods and the vendor market characteristics in which the buyer operates. However, purchasing is also influenced by an increasingly complex interaction between the buyer and their internal customers who have varying degrees of expertise and different hierarchical levels. Beyond supplier management, the success of purchasing now depends on the buyer's ability to manage these internal relationships. This article attempts to identify why and how to take into account this relationship dimension when defining the buyer's role and skill profiles.

157 *Perceptions and realities of sustainable development in the French companies: the purchaser's point of view*

Blandine Ageron, Alain Spalanzani

Many organizations such as Ford, Sony, Nike, and Adidas strive to develop sustainable supply chains. They have undertaken various strategies toward their suppliers, with the intent to have them on board as well. However, behind the nice intentions and some positive achievements, there are nevertheless problems, as well as a gap between the speech and the actual implementation. This article is based on a study of 78 organizations. Using the buyers' comments and perceptions, the authors describe how to develop a sustainable supply chain.

173 *Purchasing management: more than trends and paradigms*

Jean Nollet, André Tchokogué

Using the example of two major trends in supply management, i.e. centralization of supply and outsourcing, the authors emphasize that following trends too narrowly increases internal instability and leads to choices that might be inappropriate for the organization. In order to prevent such a situation, top managers should pay more attention to: 1) base decisions and actions on an appropriate combination of key supply principles; 2) determine the extent to which each of those principles should be used, since going too far might make the pendulum swing back... and more strongly too.

187 *Point of view – The paths to organizational change: the professionalism of the purchasing function*

Pierre-Yves Barreyre

191 **Summary**

195 **Instructions for authors**

