

What are the specific characteristics of cooperative bank management?

Christine Marsal

While there is no shortage of works looking at the specific governance features of cooperative banks, there is a lack of information about how employees are managed in these companies. Cooperative banks have developed based on a good understanding of local economic needs. Is this understanding reflected in the day-to-day operation of these banks? Is there greater decision-making at the local level? How does this affect incentives and performance assessments? Based on a theoretical model of organizational architecture, we examine the delegation of decisions, incentive schemes, and performance evaluation of 72 managers working in 29 different banks. The comparison consists of describing the managerial practices observed among these branch managers with the sample split between cooperative and conventional banks. Several observations can be made from the findings, including greater delegation of decisions in cooperative banks, greater sales pressure in conventional banks, comparable pay and bonuses, and greater financial pressure in cooperative banks.

Professionalization of nonprofit organization managers through continuing education. The case of a group of family organizations

Nadine Dubruc and Marylène Badour

This article looks at the professionalization of social and solidarity economy organizations based on the experience of an implicit partnership with a group of family organizations. First, we observe that setting up a continuing education program for managers depends on a combination of five factors: the pressure of a legal obligation, an understanding of the needs of the students, support from a national network, the students' interest in meeting together and, lastly, the ability of the educational provider to adapt an existing program to the specific needs of this group of students. We were able to show that the professionalization of managers of social and

solidarity economy organizations through a continuing education program also depends on three elements of the pedagogical approach: the group of students, the learning project, and the professional thesis paper required for the certificate.

Nonprofit solidarity organizations and recognition strategies: A variety of responses to institutional pressures

Céline Marival

Based on two theoretical frameworks studying the relationship of organizations with their environment, this article first explores the recognition strategies deployed by nonprofit solidarity organizations in the new climate of public funding cutbacks. It then carries out a factor analysis to describe how these strategies shape the organizations' behavior and classifies nonprofits according to their strategic behavior.

Opportunistic behavior in "coopetition". The case of the Union nationale des coopératives d'élevage et d'insémination animale

Christophe Assens

In the business world, it is increasingly common to find unlikely partnerships with competitors when it is necessary to combine forces to gain a competitive advantage collectively. For a company, "coopetition" (cooperation among competitors) is paradoxical because the purpose is to increase performance with the help of competitors in an attempt to capture a larger share of the market to their detriment later on. Coopetition is thus based on transferring skills and pooling technology with the risk that this partnership is exploited opportunistically when competition returns. The article examines this issue precisely in terms of how a company creates and maintains a competitive advantage by working with its competitors without undermining this collective advantage by opportunistic strategies. To answer this question, we look at the case of the Union Nationale des Coopératives Agricoles d'Élevage et d'Insémination Animale (UNCEIA).

Solidarity finance: Characteristics and uses of an evaluation tool in investment decisions

Pascale Terrisse and Muriel Jougloux

Based on action research, the article analyzes an evaluation tool used by the members of an investment committee for making solidarity investment decisions. An examination of the evaluation tool's characteristics and purpose sheds light on the criteria for solidarity investment.

The main criteria are based on evaluating collective utility and promoting endogenous development. They reflect the structure of the fund and its adherence to solidarity economy values. Our analysis of its use shows that thanks to a common evaluation of criteria the instrument enables the members of the network to express their main objectives and weigh the financial and social criteria to reach a collective decision. ●