

# FOR OUR ENGLISH-SPEAKING READERS

## OVERLOOKED

What are the strategic positions of employers' alliances? A proposed typology

**Anne JOYEAU, Sébastien LE GALL & Matthieu MANDARD.**

Employers' alliances were established in France in 1985 to enable small and medium-sized companies to join together to hire labor. Despite the undeniable advantages for economic actors, these structures remain little known and little used, as they are not very visible. The objective of this article is therefore to attempt to remedy this problem by presenting the different strategic positionings that can be adopted by employers' alliances. To do this, we propose a typology that lists these positions. We then present the key characteristics of each of them. Finally, we discuss the implications of this work at the level of the groups, the member companies and the employees.

Family spirit, are you there? Strategic practices associated with the mobilization of 'organizational ghosts' in family businesses

**Hervé COLAS & Antoine SOUCHAUD.**

This article describes and analyzes how, in order to reaffirm the independence and durability of their group, the leader of a family business has activated the literature on the remanence of founding leaders following their death, that on the notion of memorial ritual and that on other particular forms of organizational evocation. On the theoretical level, this article validates the typology proposed by Bazin and Leclair (2019) on 'organizational ghosts', and goes further by analyzing strategic practices associated with the mobilization of this concept and the literatures that inspired it. From a managerial perspective, this article is a useful reference point for all managers, especially those of family businesses, who cohabit with the traces and 'revenants' of their departed predecessors. This article shows that these missing persons can constitute an intangible asset that the organization can mobilize in a concrete way in its strategic practices.

Can cities become food self-sufficient? The case of Paris

**Émile BALEMBOIS, Louise SIRVEN & Nizar CHAFII.**

Both environmental and food problems arise from the growth of cities. Research has been conducted to explore the possibility of implementing agriculture in urban areas to achieve food self-sufficiency. In this article, we present current urban agriculture experiments and review existing self-sufficiency models. We raise the question of how to implement food autonomy in Paris based on a simple model. From the inventory of available spaces and the attribution of different types of agriculture to these spaces, we aim to feed the reflection around the development of agriculture in Paris. We project an autonomy in fruits and vegetables of about 10% in a realistic model, and of more than 40% in a voluntarist scenario. Obtaining this result implies costs: the city and its uses must be rethought in order to produce. However, this result makes it possible to introduce a new vision of the sustainable construction of a city as dense as Paris, benefiting from all the positive externalities of

these scenarios in terms of contact with nature, education, employment, health, and the environment.

## TRIAL BY FACT

The making of the employee as an "actor of their own career development" - Immersion into the real work of internal career counselors!

**Laetitia PIHEL.**

This contribution initiates, supporting evidence, a discussion on the contemporary discourse built around the figure of the employee as an "actor of their own career development". It shows how the HR world and academic research in France have seized on this discourse, while eluding structuring and determining thoughts related to the performance of firms. In order to analyze the underestimated tensions of this new language, we have decided to investigate the real work of internal career counselors of a big company, who are at the crossroads of modern injunctions and their deployment. Based on the results of a qualitative research, our work underlines the need for a company to introduce a discussion on its strategy, on the role devoted to internal counselors, and, furthermore, on what internal counseling means.

When Gillette Venus celebrates all the beauties in Animal Crossing - Deciphering an in-game advertising operation

**Sophie Renault.**

In terms of advertising communication, it is no longer only models of standardized size and beauty that embody the brands. Other types and shapes of beauty are now represented. The Gillette Venus brand is part of this trend and celebrates women whose looks are not stereotyped. Because the issue of representation transcends the boundaries of real life, the shaving product brand also took the gamble of running a decidedly inclusive marketing operation in the video game *Animal Crossing: New Horizons* in 2020. The idea was to offer a line of clothing associated with body particularities: vitiligo, acne, mastectomy... The reasons and stakes of this communication operation are detailed and analyzed in this research.

## MOSAICS

**François Valérian**

"A financial and political economy of corruption: On Franck Vogl's *The Enablers: How The West Supports Kleptocrats And Corruption - Endangering Our Democracy*" (Rowman & Littlefield Publishers) 2021.

**Pierre Poinsignon**

"From pop music to management theories, or the reverse: On Albéric Tellier's *Nouvelles Vibrations*" (FR: éditions ems) 2020.

**Antoine Masingue**

"Is the Apocalypse now? On Gérald Bronner's *Apocalypse cognitive*" (FR: Éditions PUF) 2021.

**Agnès Vandeveldé-Rougale**

"How to cross the walls: On René Badache's & Vincent de Gaulejac's *Mettre sa vie en jeux*" (FR: Éditions érès) 2021.