

Taking office in a “repreneurial” context: Identifying facilitation and activation conditions

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Abstract

This article is based on a significant reality known to raise problems in SME takeovers: that is to say the moment when the new owner/leader takes office, with the major effects it can have on the capabilities or the development of the firms concerned. Companies have socialization practices which attempt to best manage the transition period resulting from taking up a new position. But, do these practices exist in the case of a new owner/manager coming into office, are they effective and to what extent? This is what has been tested in this article by means of case studies in which practices whose effects are observable have been compared. We have studied organizational socialization practices in the context of management takeovers and deduced a certain number of facilitation conditions. Then we have analyzed how some buyers implement their own auto adaptation practices; identifying “activation conditions”. In conclusion, we have shown that it is possible to envisage quality management takeovers by reviewing the “conditions of facilitation and activation”.