



Cooperative versus competition model: Which perspectives to implement cooperation between companies in Butembo City?

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Abstract

This paper analyzes two models of business management in the case of Butembo City: the competition model, which is the most developed in Butembo, and the cooperative model. The objective is to know why the competitive model is so developed in Butembo while this city is characterized by a highly collaborative social life, and what are perspectives to implement a cooperative model. To reach this goal, we selected two products, motorbikes and loincloths, that are widely marketed by 10 large companies in Butembo. Data were collected through semi-directive surveys based on a questionnaire from August to December 2021. Descriptive and comparative methods were used to analyze the data. Results shown that the development of competition in our case study is mainly driven by the preservation of independence and autonomy of companies and the family education in the Nande culture where children are trained from an early age to undertake independent activities. In addition, our respondents mentioned the lack of trust in other business operators and the fact that companies in Butembo are generally family-owners. Competition facilitates decision-making and allows operators to start a business with a small capital. However, this model is fragile and presents a great risk of bankruptcy. Hence the need to implement a cooperative model that allows to (1) reinforce the financial capacities of companies and their management structure, (2) realize scale economies, and (3) ensure the visibility of local companies at the international market. It should be noted that the implementation of

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this cooperative model can present risks that may prevent entrepreneurs from adopting it.

Key words: Competition, Cooperation, business model, Butembo City.

Résumé

Cet article analyse deux modèles de gestion d'entreprise dans le cas de la Ville de Butembo : le modèle concurrentiel, qui est le plus développé à Butembo, et le modèle coopératif. L'objectif est de savoir pourquoi le modèle concurrentiel est si développé à Butembo, alors que cette ville est caractérisée par une vie sociale très collaborative et quelles sont les perspectives pour mettre en œuvre un modèle coopératif. Pour atteindre cet objectif, nous avons sélectionné deux produits, les motos et les pagnes qui sont largement commercialisés par 10 grandes entreprises de la Ville de Butembo. Les données ont été collectées par des enquêtes semi-directives basées sur un questionnaire d'août à décembre 2021. Les méthodes descriptive et comparative ont été utilisées pour analyser les données. Les résultats ont montré que le développement de la concurrence dans notre cas d'étude est principalement porté par la préservation de l'indépendance et de l'autonomie des entreprises et l'éducation familiale dans la culture Nande où les enfants sont formés dès le plus jeune âge à entreprendre des activités indépendantes. De plus, nos répondants ont mentionné le manque de confiance dans les autres opérateurs économiques et le fait que les entreprises de Butembo sont généralement des entreprises familiales. La concurrence facilite la prise de décision et permet aux opérateurs de démarrer une activité avec un petit capital. Cependant, ce modèle est fragile et présente un grand risque de faillite. D'où l'intérêt de mettre en place un modèle coopératif qui permet de (1) renforcer les capacités financières des entreprises et leur structure de gestion, (2) réaliser des économies d'échelle, et (3) assurer la visibilité des entreprises locales sur le marché international. Il faut noter que la mise en œuvre de ce modèle coopératif n'est pas sans risques qui peuvent entraver son adoption par les entrepreneurs.

Mots clés : Concurrence, coopération, modèle d'entreprise, Ville de Butembo.

Introduction

In today's business environment, companies are embedded in relationships with other business operators in order to access to resources needed and to expand their market share (KOCK,1991). With the accelerated process of globalization, collaborations between enterprises have become more and more reinforced, followed by many opportunities as well as new challenges in operating business (LUNDVALL, 1992).

In line with HÅKANSSON & SNEHOTA (1989), RICHARDSON (1972) argued that «no business is an island», indicating that companies are involved in long term relationship and that the atomistic company does not exist. This issue has been discussed long before by GRANOVETTER (1985) who showed that economic behavior is embedded in social life through networks of interpersonal relations. Faced with fierce competition, companies are devoting much attention to the selection of business partners, in order to achieve success in this globalized world (QUINTANA-GARCÍA & BENAVIDES-VELASCO, 2004). As underlined by GRANOVETTER (1985), social relations generate trust and discourage malfeasance in economic life.

Traditionally, competitors have been perceived to only compete with each other. But during the 90's, research using the network approach and research about strategic alliances have provided us with new insights into the different contents of relationship among companies that are embedded in an atmosphere of competition (EASTON,1993). In 21st century, business is a key factor of growth and development in many countries. For that, each business operator targets the optimum market-share over their competitors. That's why companies are trying to get optimum growth by cooperating with each other (ALBERS, 2013).

Cooperative relationships are built upon a mutual interest to support each other in fulfilling a common goal. These relationships also aim at strengthening the capacities of cooperative companies

(BENGTSSON *and al.*, 2003). For small and medium size companies that are generally fragile and very exposed to strong competition and insufficient resources, a cooperation with others can be an opportunity to overcome these challenges and ensure their sustainability over time (HOLMLUND & KOCK, 1998). GRANOVETTER (1985) suggested in its analysis that small firms may persist in market fluctuations thanks to the dense network of social relations that connect them. Cooperation is built on a share of activities and resources among operators embedded in the same business network (KOCK, 1991).

Competitive companies on the other hand have to interact with each other (BISSEY *and al.*, 2003). However, this interaction can be conflicting as each operator involved in business focused on maximizing its profits. According to LE ROY (2004), the competition between companies can be understood through two approaches: the first is a structural approach that refers to firms modifying their production structure and their organizational way to meet exclusively the needs of the demand. The second one is a behavioral approach that refers to the behaviors adopted by firms to improve their position and performance in the market at the expense of their rivals. Firms can act through the war of prices, the promise of higher wages to qualified workers from competing firms, or an excessive control of the raw materials market. This competition between companies is often beneficial for consumers, who are faced with a wide range of choices suitable for their budget. Consumers may prefer this situation to last over time, which is the opposite of what entrepreneurs stand to lose (ALBERS, 2013). In some cases, competitive relationships are more informal and indivisible, in that informational and social exchanges are more common than regular economic exchange (BENGTSSON *and al.*, 2003).

In Butembo, companies work as islands. Everyone wants to run his own business, with a little collaboration in some activities such as the transport, the sale of some articles, etc. Coalitions of

companies to form a single large company are rare in Butembo. With the great multiplicity of companies selling almost the same goods and services, one would expect cooperation between them since tighter relationships with other companies could help achieving greater economies of scale, market strength, or exploring new opportunities. Hence the interest of this work, which consists first in understanding the fundamentals of the competition business model widely spread in Butembo, second in analyzing the potential for the implementation of a cooperative model.

Several studies have been carried out on competition versus cooperation including KOCK (1991) who analyzed the strategic dilemma between to compete or to cooperate. The study showed that the strategic identity consists of gained resources and the position in the network. An actor having a stronger position will attract other actors in the business network and thereby is able to establish more relationships. BENGTSSON *and al.* (2003) carried out a study on cooperation and competition relationships between competitors. They found that the character of the activities and the resources used will affect both cooperative and competitive interactions among competitors.

BISSEY *and al.* (2003), carried out a study on competition versus cooperation: an experimental inquiry. The study revealed that in a non-competitive environment, the propensity to cooperate is present, and this propensity is gradually displaced as the degree of competition grows. ALBERS (2013) conducted a study on cooperation and competition dynamics of business networks: a strategic management perspective. He found that business networks are cooperative entities formed by more than two firms in order to generate competitive advantages for each member. They often operate in dynamic contexts to which they need to adapt. Some of these dynamics result in other business networks' actions of adaptation and strategic maneuvering that constitute forms of competition between such networks.

In these previous studies, no case of analyzing the competition model versus the cooperative model has been made in the city of Butembo. Hence the contribution of our work to the literature. We used the technique of semi-directive surveys to collect data from companies that market the same products in the region. After analyzing the goods most sold on the Butembo market, we considered two ones: motorbikes and loincloths. To illustrate our analysis, we considered a case study of 10 large companies that hold a significant market share of these goods in Butembo.

We selected the 10 companies based on two criteria: (1) the product criterion, referring to the fact that the company must sell motorbikes and loincloths; (2) the size criterion, meaning that the company must be classified as a large enterprise according to the Congolese legislation and the sales of motorbikes and loincloth must represent at least one-third of its total annual sales; (3) the market strategy criterion, where the company must offer wholesale and retail sales of motorbikes and loincloths. We focused on these leading companies in the motorbikes and loincloths in the City of Butembo because we assume that they would have less difficulty in implementing business collaboration.

In a city like Butembo, where companies mostly operate in the informal sector, only large enterprises have somewhat formalized their business organization. Additionally, these large enterprises have similar characteristics in terms of capital level, management models, and supply markets, which can facilitate coordination of activities. Therefore, we considered a qualitative analysis, and our results should not be generalized to the overall situation in the City of Butembo. For the analysis of data, we used descriptive and comparative methods.

The remainder of this study is structured as follows. The second section presents some definitions of the cooperation and the competition concepts. The third one presents the methodology, and results are presented and discussed in the fourth section.

1. Definition of the cooperative and the competition concepts

In this section, we present the conception of the competition model and the cooperative model based on studies in the literature conducted in different contexts. Theories on interaction between competitors and relationships between them focus either on cooperation or competition between competitors and not on the combination of the two types. The literature in this paper focuses on the two types as the competition is the model observed in our area of study and not cooperation.

1.1. Competition

Competition can be defined as the pursuit of a market position by companies that offer comparable products to a targeted set of customers. The traditional competition between companies was developed to defeat opponents and keep them away from the market. The success of one company is based on the defeat and disappearance of others (HOFFMANN *and al.*, 2018).

Competition has many advantages. It may lead to lower prices and increase the purchasing power of consumers. The latter have more choices, facing a diversity of offers. Moreover, competition encourages entrepreneurs to innovate, to improve the quality of their goods and services in order to gain more market share. Competition can stimulate growth, as each business operator tries to offer the best he can (JUN, 2021).

However, this business model does not have only advantages, it also has disadvantages. For example, competition restricts the market share of companies, as they are many in the same market. Competition can also turn out to be unfair when it is followed by mimicry and piracy, which can lead to a considerable drop in prices and product quality, consequently to a sharp decline in entrepreneurs' income (JUN, 2021).

1.2. Cooperation

Cooperation can be understood as a coordination of actions, means and strategies between individuals or groups of individuals to achieve a common purpose. A business cooperative is not the same as multiple brands operating under a parent company; it is a group of independent businesses working together to achieve common goal (HOFFMANN *et al.*, 2018).

Successful cooperation needs to fulfil some basic conditions such as the setting of a common consistent goal, the development of a spirit of unity between partners and the trust in each other's skills and abilities *and al.*, 2021).

People usually join a cooperative business to profit from its advantages such as the pooling of risk, the ability to make a large purchase in a group, to become empowered and feel like they are part of a meaningful company. Cooperative businesses are organized for the purpose of improving the bargaining power of individual members and the product or service quality provided by the members (YANG *et al.*, 2021).

Other advantages that a cooperative model can offer is the minimization of costs (marketing, transaction, operating costs), the control of the market prices, the innovation in products and strategies, and an expansion of the market beyond national borders. This can be especially helpful for small businesses that struggle to cover their costs and earn a large market share. Nevertheless, cooperation leads to a loss of autonomy, independence of individual partners as decisions are taken by a collective, which can make business management more cumbersome (JUN, 2021).

2. Methodology and data

To respond to the issue addressed in this paper, we used a qualitative analysis with descriptive and comparative methods. We collected data in 2021 from August to December from companies

operating in Butembo, a city located in the eastern of the Democratic Republic of the Congo. We used semi-directive surveys to collect data, based on a questionnaire presented in appendix A.

To illustrate our analysis, we focused on two items marketed by leading companies in the City of Butembo: motorbikes and loincloths. We therefore considered a case study of 10 large companies that occupy an important market share in Butembo's trade and for which the sale of motorbikes and loincloths occupies a considerable share of their income. These two products are sold wholesale and retail by the 10 companies. Most of these companies were created between 1980 and 2000 and have between 10 and 40 employees. Some of them have branches in other cities of the DRC and even in neighboring countries such as Uganda.

Our survey was carried out in two stages: in the first, we retrieved the list of companies classified as "large companies" in the commercial register of the city of Butembo. Based on this list, we conducted a pre-survey to identify the products sold jointly by these companies and the share of each product in the company's total sales. This led us to select motorbikes and loincloths from the 10 companies in which these products accounted for at least a third of annual sales. In the second stage, we applied our questionnaire to these 10 selected companies. We used both primary and secondary data. Secondary data were collected from documentation, archival records, magazines, internet and other documents which were relevant to the study.

Concerning variables, we were mainly interested in factors that would underlie the development of a competition model in the city of Butembo, the advantages and disadvantages of this model, the opportunities that a cooperation model would offer, and the opinions of Butembo's entrepreneurs on possible cooperation between them.

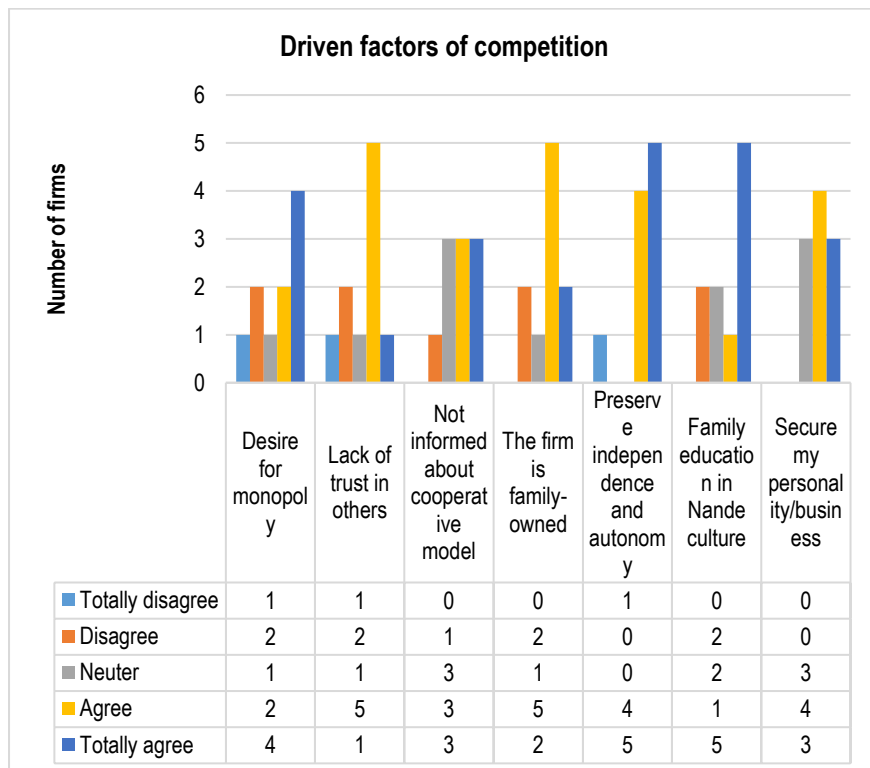
3. Results and discussion

In this section, we will first present the factors that led to the development of the competition model in the city of Butembo, as well as the disadvantages that this model may entail. Then, we will analyze the potential for implementing a cooperative business model, and the advantages and limitations it may have.

3.1. The competition model in Butembo

We first identified the factors that can explain the development of the competition model in the city of Butembo.

Figure 1. Driven factors of the competition model in Butembo business



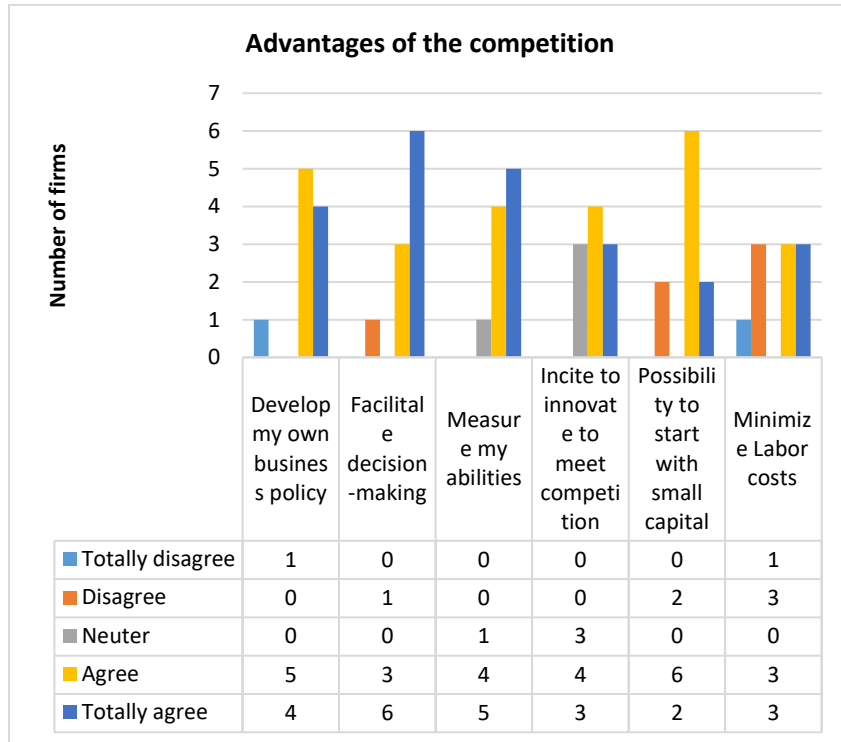
As can be seen in this Figure, the development of competition in Butembo is mainly driven by first, the preservation of independence and autonomy of firms. Firms are convinced that an individual business model allows them to assert their autonomy/independency in the management of their activities. Second, the security of the economic operator. Butembo City is in an insecure area where people are regularly killed. To secure themselves, traders choose not to cooperate for fear of spoiling their business.

Third, the education in the *Nande* culture on the transfer of entrepreneurship skill from parents to children. In the *Nande* culture, children are trained in entrepreneurship and to fight for their financial support from an early age. Fourth, the family status of the firm and the desire to secure the firm's business. Some firms do not find easy to integrate external shareholders in their business as they were created by a family member and passed on from generation to generation to other family members.

Fifth, the desire to form a monopoly, considered as a way to maximize the company's profit and to control the market through quantity and price. Sixth the lack of trust in other business agents. As we said before, businesses in Butembo are family owned. Economic operators trust their family members than other agents who are outside the family. So, it is not easy for traders to collaborate. Finally, economic operators are not well informed about the cooperation because many of them have low level of studies or are illiterate. So, they don't know much about that business model.

These factors for developing the competition model in Butembo are related to the advantages of this business model presented in the figure 2.

Figure 2. Advantages of the competition



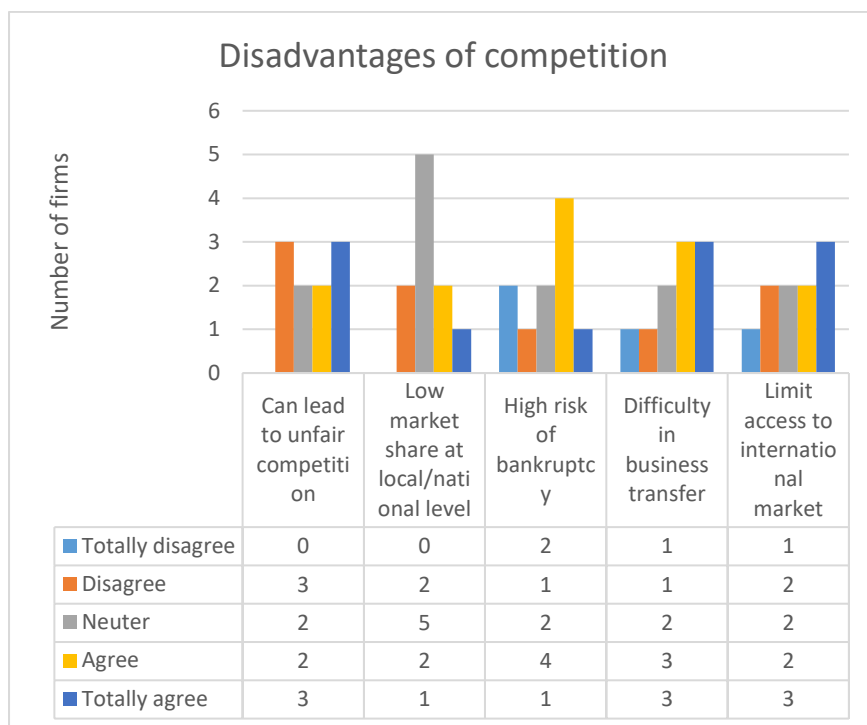
The major benefits of the competition highlighted by companies in our sample are: first, the flexibility in decision-making as the firm is leaded by only one person; second, the opportunity to measure what one is capable of. In addition to that, the individual model allows each entrepreneur to develop his own business management policy, it incites to innovate in order to ensure the market position of companies and to face the competition. Also, the individual business model is advantageous as it allows to start business with small capital and to minimize delays in implementing a project due to lack of substantial financial resources.

Entrepreneurs perceive competition as a way to minimize labor costs. In Butembo, companies generally employ family labor, without any legal labor contract and low salaries. Which allows them

to generate gains in labor costs, despite other non-monetary costs that can result in this category of labor.

It should be noted that the competition does not have only advantages. It also has disadvantages that may undermine its effectiveness in the long term.

Figure 3. Disadvantages of competition



The major disadvantages of competition highlighted by companies are (1) the difficulty in business transfer after the death of the entrepreneur, (2) the limited access to the international market and (3) the incentive for unfair competition. In many firms in Butembo, the owner of the firm is also the sole shareholder and the general manager. Other employees do not often have the opportunity to experience managerial positions and to master the company's

business plan. This weakens the viability of the business after the death of the owner.

In addition, individual companies participate weakly in the international market, which is becoming more and more demanding in financial capital and performance following the trend of the world growth. A part from that, the more the number of individual entrepreneurs increases at the local scale, the smaller their share of the market. This is advantageous for consumers who benefit from low prices and a wide range of products. Nevertheless, it is likely to lead to unfair competition between companies seeking for their profit maximization.

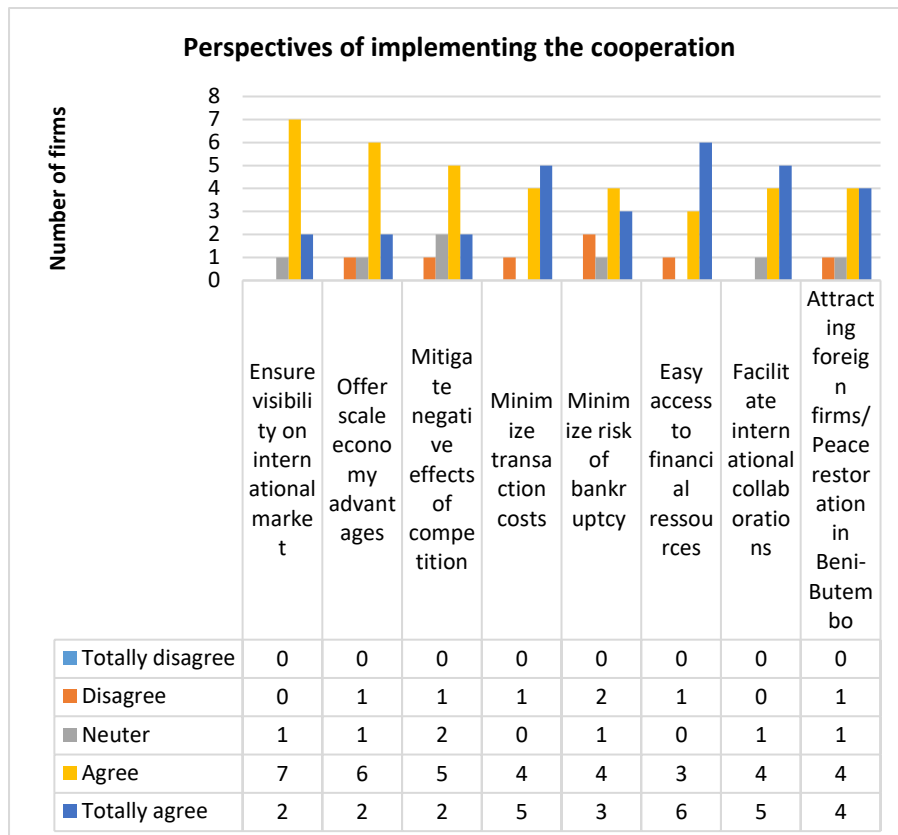
The two other disadvantages of the individual model that can be highlighted are: the high risk of bankruptcy, the company being supported and controlled by one person, and the weak position at the local and national market.

As a solution to these disadvantages of the competition model, we suggest in this paper another model based on the collaboration of entrepreneurs, the cooperative business model. We present issues of this model in the following subsection.

3.2. The cooperative business model: perspectives, fears and position regarding the cooperation

We first present the prospects for implementing a cooperative model based on opinions collected from entrepreneurs in the city of Butembo. Then, we will present the fears that can prevent entrepreneurs from implementing this business model.

Figure 4. Perspectives of implementing the cooperation in Butembo



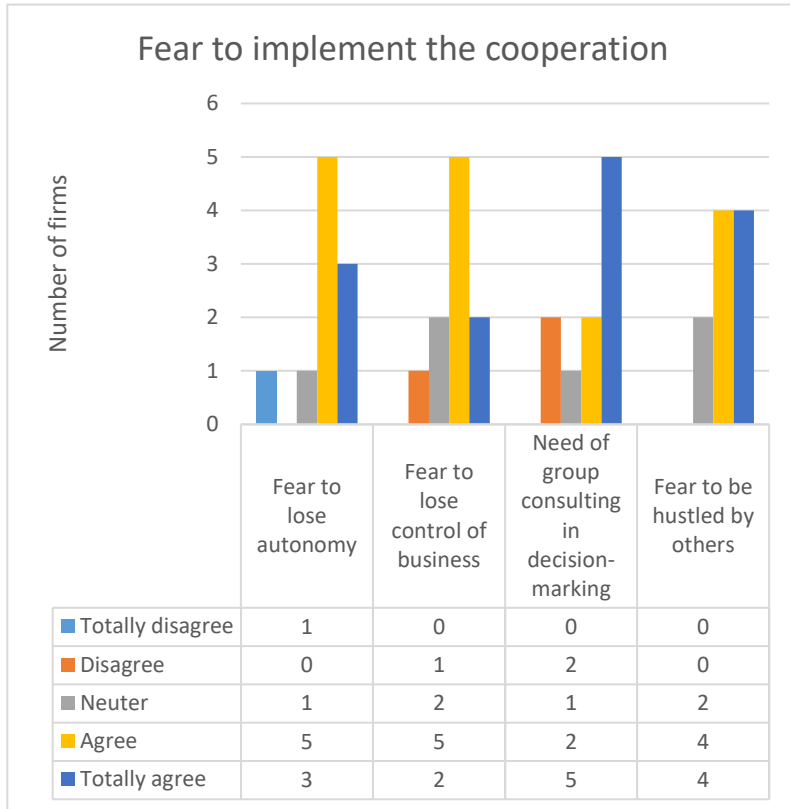
From the above results, the implementation of cooperation would allow to (1) easy the access to financial resources. Applying for a group loan can be more credible than an individual loan. In addition, a group loan can be less costly because the financial charges are shared among the group members. (2) Facilitate the international collaboration with other firms operating in the same sector of activity. Companies that collaborate may increase their market share at the international scale. And (3) minimize transaction costs with suppliers, administration and other business partners.

Other factors in favor of the cooperation widely accepted by entrepreneurs include the visibility of the company at the international market, the possibility to produce on a large scale and achieve scale economies, and the incentive for national authorities to pacify the Kivu region by inviting foreign firms to participate in the local dynamics of economic development. Therefore, authorities will feel obliged to find solutions for local peace and development to preserve this international market.

Even though the interest was more focused on the previous factors, entrepreneurs recognize that cooperation can be a way to minimize the risk of bankruptcy and to mitigate the negative effects resulting in the unfair competition across firms.

Knowing that it should not be easy to move from one business model to another, some reluctance to implement a cooperative model can be observed

Figure 5. Fears to implement the cooperation.



The main fear of companies in implementing the cooperation is first the complexity of the decision making process. In a cooperative business model, the company is owned by many shareholders and the management is not concentrated in the hands of a single individual. Major decisions must require the presence of the entire group which can take time to organize and coordinate. Second, entrepreneurs are afraid to be hustled by other partners in a cooperative business. Some business partners may have well-developed skills and qualities which allow them to gain more in the business activities. Finally, companies are afraid of losing their

autonomy as well as the control of their business by engaging in a cooperative model.

Despite these fears and uncertainties, some companies in our case study expressed an interest in the cooperative model. The implementation of this model in Butembo will require time, means, managerial skills, and a strong commitment from all stakeholders.

Conclusion

We analyzed in this paper two models of business management: the competition model, which is the most developed in Butembo City, and the cooperative model. We focused on the identification of driven factors of the competition development in Butembo City and analyzed the potential for implementing the cooperative model based on its advantages. The aim was to know why the competitive model is very developed in Butembo and what are perspectives to implement a cooperative one. To illustrate our analysis, we considered a case study of ten large companies in Butembo City and two products widely marketed by these companies: motorbikes and loincloths. With a qualitative analysis, we used semi-directive surveys conducted from August to December 2021 to collect data based on a questionnaire. Descriptive and comparative methods were used to analyze data.

Results shown that the development of competition in Butembo is mainly driven by first, the preservation of independence and autonomy of companies. Companies are convinced that an individual business model allows them to assert their autonomy/independency in the management of their activities. Second, the security of the economic operator. Third, the education in the *Nande* culture on the transfer of entrepreneurship skill from parents to children. Fourth, the family status of the company and the desire to secure the company's business. Fifth, the desire to form a monopoly, considered as a way to maximize the company's profit and to control the market through quantity and price. Sixth the lack

of trust in other business agents, and finally, the lack of good information about the cooperative business model.

Concerning, the advantages of the competition, this research concludes that the benefits of the competition are the flexibility in decision-making as the company is led by only one person and the opportunity to measure what one is capable of. In addition to that, the competition allows each entrepreneur to develop his own business management policy. It incites business operators to innovate in order to ensure its market position. Also, competition is advantageous as it allows to start business with small capital. Finally, competition can be a way to minimize labor costs.

However, this model does not have only advantages but also disadvantages. The major disadvantages of the competition highlighted by companies are the difficulty in business transfer after the death of the entrepreneur, the limited access to the international market and the incentive for unfair competition. The other two disadvantages of the competition that can be highlighted are: the high risk of bankruptcy and the weak position at the local and national market.

To overcome these limits of the competition model, the alternative way is to cooperate. The implementation of a cooperation model would allow to ease the access to financial resources; facilitate the international collaboration with other companies operating in the same sector of activity; and minimize transaction costs with suppliers, administration and other business partners. Other factors in favor of cooperation include the visibility of companies at the international market, the possibility to produce on a large scale and achieve scale economies and incite national authorities to pacify the Kivu region by inviting foreign firms to participate in the local market. Even though the interest was more focused on the previous factors, entrepreneurs recognize that a business cooperative model can be a way to minimize the risk of

bankruptcy and to mitigate the negative effects resulting in the unfair competition across companies.

A part from these advantages, the implementation of the cooperative model may encounter various resistance. Companies can have fears to adopt the cooperative model for different reasons. First, the cooperation can make decision making process more complex as all members' opinions must be taken into account. Second, entrepreneurs are afraid to be hustled by other partners in a cooperative business. Finally, companies are afraid of losing their autonomy as well as the control of their business by engaging in the cooperation.

Note that our analysis is limited to only two products in a case study of ten companies. Our results cannot be generalized to the entire market of Butembo. To delve deeper into this issue, a lot of data and a large participation of companies are needed.

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Appendix

A. Questionnaire

1. Identification de la firme

Nom de la firme :

Année de création :

Siège social :

Catégorie de la firme : Grande entreprise Moyenne entreprise

Année à partir de laquelle la firme commercialise les :

1. Tôles

2. Pagnes

3. Motos

2. Facteurs de développement du commerce basé sur le modèle individualiste

		Tout à fait en désaccord	En désaccord	Neutre	D'accord	Tout à fait d'accord
1. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi car je voudrais être la seule référence dans la vente des pagnes/tôles/motos en Butembo.						
2. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi parce que je n'ai pas de confiance en eux.						
3. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi car je n'ai pas d'informations sur le modèle coopératif entre opérateurs économiques.						
4. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi car l'entreprise est d'abord familiale.						
5. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi parce que j'ai le goût de						

l'indépendance et de l'autonomie.						
6. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi car dans la culture <i>Nande</i> , les enfants apprennent à se battre seuls dès le bas âge.						
7. Je ne m'associe pas aux autres opérateurs économiques qui sont dans le même secteur que moi parce que je veux sécuriser ma personne et mon business.						

3. Avantages du commerce basé sur le modèle individualiste

	Tout à fait en désaccord	En désaccord	Neutre	D'accord	Tout à fait d'accord
1. Le commerce basé sur le modèle individualiste me permet de me construire une politique de gestion.					
2. Le commerce basé sur le modèle individualiste m'aide à la prise des décisions qui est très rapide car pas besoin de l'avis de beaucoup monde.					
3. Le commerce basé sur le modèle individualiste me permet de mesurer ce dont je suis capable (réalisation de moi-même).					
4. Le commerce basé sur le modèle individualiste facilite l'innovation rapide pour faire face à la concurrence.					
5. Le commerce basé sur le modèle individualiste offre la possibilité de se lancer dans les affaires avec très peu des					

moyens. Pas besoin des gros capitaux pour démarrer.					
6.Le commerce basé sur le modèle individualiste offre la possibilité de réduire les coûts du personnel (la main d'œuvre est généralement familiale et à bas coût).					

4. Désavantages du commerce basé sur le modèle individualiste

	Tout à fait en désaccord	En désaccord	Neutre	D'accord	Tout à fait d'accord
1.Le commerce basé sur le modèle individualiste entraîne une forte concurrence entre entrepreneurs, une concurrence qui peut se révéler déloyale.					
2.Avec le commerce basé sur le modèle individualiste les entrepreneurs ont des parts de marché trop faibles. Leur visibilité est faible au niveau local comme au niveau national.					
3.Avec le commerce basé sur le modèle individualiste, le risque de faillite est très élevé (surtout après le décès de l'entrepreneur).					
4.Avec le commerce basé sur le modèle individualiste, la succession est difficile (pas souvent de planification structurée).					
3.Avec le commerce basé sur le modèle individualiste, on a l'accès limité aux					

transactions de grande envergure surtout au niveau international.					
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5. Perspectives de construction d'un modèle coopératif des affaires en Ville de Butembo

	Tout à fait en désaccord	En désaccord	Neutre	D'accord	Tout à fait d'accord
1.Un modèle de collaboration entre entreprises serait efficace car il permettrait d'assurer la visibilité des entrepreneurs de Butembo sur le marché national et international.					
2.Un modèle de collaboration entre entreprises serait efficace car il permettrait à celles-ci de profiter des économies d'échelles.					
3.Un modèle de collaboration entre entreprises serait efficace car il permettrait d'atténuer les forces de la concurrence et ses effets néfastes (effets commerciaux et sociaux).					
4.Un modèle de collaboration entre entreprises serait efficace car il permettrait de minimiser les coûts des transactions					
5.Un modèle de collaboration entre entreprises serait efficace car il permettrait de minimiser le risque de la faillite.					
6.Un modèle de collaboration entre					

entreprises serait efficace car il permettrait d'accéder facilement aux sources de financement					
7.Un modèle de collaboration entre entreprises serait efficace car il permettrait de faciliter une ouverture à l'international et une collaboration avec les autres firmes multinationales.					
8.Un modèle de collaboration entre entreprises serait efficace car il permettrait de collaborer avec les firmes étrangères qui peuvent être source de pacification de la région de Béni-Butembo (les firmes étrangères peuvent servir de pont entre les entrepreneurs locaux et les autorités Congolaises pour pacifier la région en vue de protéger leurs intérêts).					

6. Craintes pouvant surgir de la mise en œuvre d'un modèle coopératif

	Tout à fait en désaccord	En désaccord	Neutre	D'accord	Tout à fait d'accord
1.Je ne veux pas collaborer avec les autres entrepreneurs par peur de perdre mon autonomie.					
2.Je ne veux pas collaborer avec les autres entrepreneurs par peur de perdre le pouvoir sur mes affaires.					
3.Je ne veux pas collaborer avec les autres entrepreneurs par crainte de lourdeur dans la prise					

des décisions car impliquant un grand nombre de personnes.					
4. Je ne veux pas collaborer avec les autres entrepreneurs par peur de me faire arnaquer par les autres.					

7. Votre position par rapport à ce modèle collectif

	OUI	NON
Serez-vous prêt à surmonter ces craintes que peut présenter le modèle collectif et vous lancer dans la construction de ce modèle en ville de Butembo pour profiter de ses avantages ?		