

PRIX CHERCHEURS AUTEURS DE LA RELÈVE 2013



Jalal El Fadil

# LA GESTION DES RISQUES DE SOUS-TRAITANCE MANUFACTURIÈRE EN CHINE



Presses  
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# La Gestion Des Risques De Soustraitance

## Manufacturiegravere En Chine

**Hubert Seillan,Jean Morvan**

## **La Gestion Des Risques De Soustraitance Manufacturiergravere En Chine:**

*La gestion des risques de sous-traitance manufacturière en Chine* Jalal El Fadil, 2014-04-09T00:00:00-04:00 La vive concurrence que se livrent les entreprises dans l'économie mondiale oblige les dirigeants à faire preuve de créativité pour réduire leurs coûts de production et accroître leur productivité. La sous-traitance dans les pays émergents avec leurs capacités industrielles considérables et leur main-d'œuvre abondante et bon marché devient ainsi une tendance croissante. La Chine, en ce titre, est devenue le point de mire de nombreux dirigeants de petites et grandes entreprises canadiennes. Mais l'aventure peut se révéler complexe et risquée. Afin de donner aux entrepreneurs une meilleure vision des risques qui peuvent influencer la réalisation de leurs objectifs, l'auteur détermine et analyse les risques associés aux projets de sous-traitance en Chine, que ce soit sur le plan des coûts de la qualité ou des délais de production. Par une étude approfondie des expériences de sept entreprises manufacturières canadiennes, il explore également les pratiques de gestion utilisées pour résoudre les problèmes rencontrés. Cependant, la présence de facteurs de risque ne doit pas être perçue comme une entrave définitive aux objectifs de la sous-traitance dans les pays émergents ; il s'agit plutôt de les reconnaître pour mieux les contrôler.

*Gestion de risques d'internationalisation des entreprises manufacturières en Chine* Pierre-Damien Kamisse-Ngaba, 2022 La mondialisation constitue un facteur déterminant pour les entreprises qui souhaitent tenter des aventures commerciales et économiques au-delà de leur frontière nationale ou traditionnelle, afin de réduire les coûts d'exportation des marchandises. Et les pays émergents ou en voie de développement sont des destinations privilégiées pour des grandes entreprises et des firmes multinationales. Parmi ces pays, la Chine tire son pion de jeu grâce à ses avancées technologiques, une situation politique marquée par le gouvernement communiste et une croissance économique du moins stable actuellement. Elle offre par ailleurs aux entreprises une possibilité de main-d'œuvre bon marché mais avec des conditions d'importation très difficiles pour inciter à produire localement. Bien que certains dirigeants des grandes entreprises pensent que la stratégie d'internationalisation offre des avantages comparatifs, il en demeure moins que cette stratégie peut rencontrer aussi un certain nombre de difficultés prévisibles et imprévisibles dans différents domaines. Cela entraînerait des perturbations dans les programmations faites initialement avant de se lancer à l'international ou bien des chocs dans l'atteinte des objectifs. Donc, la notion des risques qui doivent être gérés afin de garantir une bonne santé financière des affaires. C'est ce qui justifie la nécessité d'identifier et d'analyser les facteurs de risques liés à la localisation d'une production manufacturière et sa commercialisation en Chine. Pour ce faire, la méthodologie d'étude explorative a été utilisée en se basant sur les pratiques de gestion de risques utilisées par les dirigeants des entreprises qui ont déjà expérimenté quelques pays émergents en général et particulièrement la Chine. Pour répondre aux différentes questions concernant les objectifs de ce travail de recherche, nous avons procédé à une étude de cas simple, des données de l'entrevue réalisée au sein d'une entreprise installée au Canada. Les réponses recueillies auprès du dirigeant interviewé montrent suffisamment que le projet de l'internationalisation est susceptible de rencontrer plusieurs risques tant sur le plan externe qu'interne. Les

facteurs exogènes sont essentiellement constitués des risques politiques culturels et réglementaires sans oublier les facteurs liés à la corruption et surtout les difficultés à recruter des mains d'œuvre de qualité. Les facteurs endogènes sont d'autant plus liés à l'expérience de l'équipe de projet, le manque d'engagement des ressources financières mises à disposition du projet et surtout la capacité à créer un réseau d'affaire pour rentrer avec succès dans le nouveau marché. Le résultat de ce travail peut servir à mettre la base d'une étude croisée et multiple sur les perceptions et attitudes face aux risques de la part des différents dirigeants d'entreprises. Nous signalons qu'un certain nombre de facteurs de risques tels que les moyens financiers et l'expérience internationale des dirigeants ne sont pas beaucoup plus explorés dans la partie analyse et résultat car l'entreprise a une longue histoire internationale et des acquis dans ces domaines. C'est pourquoi il serait important dans l'avenir de continuer les recherches avec des cas multiples afin d'explorer en profondeur tous les facteurs de risques et minimiser au maximum la notion de l'attitude et la perception des risques qui reste une notion subjective. Mots clés en français : Projet, gestion de risque, internationalisation, incertitude, facteurs exogènes et facteurs endogènes de risque, attitude face aux risques.

**Risques de la sous-traitance** Hubert Seillan, Jean Morvan, 2005. La sous-traitance est le fait pour une entreprise d'externaliser un ouvrage pour le compte d'une autre entreprise. C'est un phénomène économique important qui est source de développement et de croissance. Historiquement, il est apparu dans les activités de construction où il a toujours constitué une pratique importante. On peut dire qu'il structure l'économie du BTP. Mais la pratique de la sous-traitance est tendue dans l'industrie. Désormais, aucun établissement n'assure par ses seuls moyens internes les missions qui lui sont confiées. L'appel à la sous-traitance tend à généraliser pour des prestations sur site concernant la maintenance, la logistique, l'assistance technique, les transports, sans que cette liste soit limitative. Cette pratique transforme l'entreprise industrielle qui se présente comme une organisation modulaire. Un établissement industriel est donc un site sur lequel interviennent diverses entreprises effectuant des missions en coopérations. La dimension sociale de la sous-traitance est alors particulièrement aiguë en raison de la présence en un même lieu de travail de personnels salariés relevant de statuts souvent très différents des situations de coactivités qui aggravent les risques d'accidents et de maladies professionnelles. La législation a dès lors encadré juridiquement la sous-traitance en formulant des interdits et des obligations de coordination la charge de l'entreprise donneuse d'ouvrage ou utilisatrice. Face à des risques majeurs, les dirigeants doivent exercer une attention soutenue sur leurs pratiques. Ce petit ouvrage a pour but de les aider.

Immerse yourself in heartwarming tales of love and emotion with Explore Love with its touching creation, Tender Moments: **La Gestion Des Risques De Soustraitance Manufacturiegravere En Chine**. This emotionally charged ebook, available for download in a PDF format (\*), is a celebration of love in all its forms. Download now and let the warmth of these stories envelop your heart.

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