BUSINESS SCIENCE INSTITUTE
Doctorate of Business Administration
GROUPE IGENSIA EDUCATION

IMPACT & KNOWLEDGE

N°10
April 2026

As spring begins in 2026, this new issue of Impact & Knowledge shines a light on the profound transformations reshaping both commercial practices and decision-making mechanisms at the heart of organisations.

Jean-Éric Pelet and Basma Taieb explore the rise of live streaming commerce, showing how the shopping experience is being transformed by flow, drawing on attention, engagement and immediacy within increasingly immersive digital environments.
Jean Koudjokoum Tchangai, meanwhile, takes us into the context of SME bank financing in Togo, revealing the extent to which decisions also depend on the interpretation of what is left unsaid, informal signals and relational dynamics that escape strictly rational models.

Across these two analyses, a common thread emerges: the growing importance of dimensions often overlooked by conventional approaches – lived experience, perceptions and implicit interactions – which both enrich and complicate our understanding of management phenomena.

These contributions invite us to move beyond a purely technical or instrumental reading of management, in order to better integrate the human, cultural and contextual factors that shape action. They also remind us that, in an environment marked by uncertainty and constant transformation, the ability to interpret, contextualise and connect weak signals becomes a crucial lever for decision-making, performance... and impact.

Enjoy your reading.

Professor Michel Kalika
President of Business Science Institute - Groupe IGENSIA Education

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Forum

How "flow" is transforming online shopping: the keys to successful live streaming commerce

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Imagine an online store where the salesperson calls you by your first name, answers your questions in real time, gets the community laughing about a product, and creates an atmosphere of collective discovery. This isn't the future, it's the present of live streaming commerce (LSC), a practice that originated in China and is now taking France by storm, with conversion rates sometimes reaching 30%—ten times higher than traditional e-commerce. Behind these spectacular figures lies a subtle alchemy between reason and emotion, which our research, conducted among 555 French consumers, finally allows us to decipher.
Live shopping is not simply modernized teleshopping. It is an interactive show where the streamer—half host, half advisor—brings products to life live. Why is it so popular? The answer lies not in a single factor, but in a specific psychological sequence: trust paves the way, but it is the state of flow—that total immersion where you lose track of time—that really triggers the act of purchasing...

Read the article ➜

Article Impact(s)

Bank financing of SMEs in Togo. When the banker interprets the unspoken

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In developing countries, access to bank financing for small and medium-sized enterprises (SMEs) remains a major challenge. These difficulties are largely explained by pronounced information asymmetries and by structural constraints that characterize the relationships between SMEs and financial institutions. In this context, analyzing financing decisions from the bankers' perspective appears essential to understanding the conditions under which SMEs gain access to bank credit.

Drawing on the full set of banks operating in Togo, this study examines financing decisions relating to SMEs that lack high-quality information, based on 22 interviews conducted with senior banking executives in the country. Indeed, in a context of strong information asymmetry, bankers must deal with financial data that are often considered unreliable, or even nonexistent. The study therefore highlights the formal or informal, as well as relational, strategies used by bankers to reconstruct missing information, along with the subjective criteria they mobilize in credit risk assessment and decision-making.

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