## Table of Contents

Foreword .......................................................................................................................... VII

Table of Contents ............................................................................................................. IX

### Chapter 1
**Instruments for Managing Cooperations**

**ANDREAS BORCHARDT**  
Coordination Instruments for the Explanation and Preservation of Loosely-coupled Systems................................................................................................. 3

**KATRIN MUEHLFELD**  
Reputation Management – an Instrument for Stabilising Cooperations…….. 27

**HANS-CHRISTIAN PFOHL, ERIK HOFMANN, MICHAEL TRUMPFHELLE**  
Portfolio of Business Relations: The Darmstadt Collaboration Diamond… 53

**SILVIA SACCHETTI, ROGER SUGDEN**  
Mental Proximity: Identifying Networks of Mutual Dependence……………… 81

### Chapter 2
**Principles and Performance of Networks and Alliances**

**STEPHAN E. GÖTHLICH, HAGEN R. WENZEK**  
Underlying Principles of Business Ecosystems................................................. 109

**KARL-WERNER HANSMANN, CHRISTIAN MARC RINGLE**  
Enterprise-networks and Strategic Success – an Empirical Analysis……… 133

**BRIAN DEN OUDEN, GERRIT WILLEM ZIGGERS, GEERT DUYSTERS**  
Capabilities, Management, Relational Capital and the Impact on Alliance Performance: An Empirical Study with Non-Equity Alliances…………… 153
Chapter 3
Sourcing Decisions - the Optimal Organization of the Value Chain

OTTORINO CHILLEMI, STEFANO COMINO
Integrated Retail Chains, Franchising, and Retailer Cooperatives ………… 175

SOUMODIP SARKAR
Sourcing Decisions in International Business: A Holistic Model ………… 183

Chapter 4
Mergers, Cooperation or De-Mutualization – Options for Organizing Cooperatives

PAULA CABO, JOÃO REBELO
Why do Agricultural Credit Cooperatives Merge? The Portuguese Experience …………………………………………………………… 201

YUNA CHIFFOLEAU, FABRICE DREYFUS, RAFAEL STOFER, JEAN MARC TOUZARD

BRUCE WEBER
Member-Owned Cooperatives vs. Shareholder-Owned For-Profit Firms: Demutualization and the New Structure of Securities Exchanges ………… 247

Chapter 5
Cooperatives: an International Comparison

NOREEN BYRNE, OLIVE McCARTHY
An Exploratory Analysis of Credit Union Organisational Identity ………… 265

MARCELO JOSE BRAGA, VALERIA GAMA FULLY BRESSAN
Applying a Proportional Hazard Model to the Financial Analysis of Brazilian Credit Unions ……………………………………………………… 279

CONSTANTINE ILOPOULOS, MICHAEL L. COOK
The Organizational, Financial and Ownership Characteristics of US Agricultural Cooperatives: Survey Results From a New Institutional Economics Perspective ……………………………………………………… 301
INAZIO IRIZAR, MIKEL CID
Evolution of Network-Strategies: The Case of Mondragon Cooperative Corporation ................................................................. 325

Chapter 6
Cooperatives in Agribusiness: Organization und Strategy

GETU HAILU, ELLEN GODDARD, SCOTT JEFFREY
Impact of Decision Makers Divergence in Risk Attitudes in Canada on Cooperative Management..................................................... 347

GEORGE W.J. HENDRIKSE
Contingent Control Rights in Agricultural Cooperatives..................... 385

LUDWIG THEUVSEN, OLIVER EBNETH
Internationalization of Cooperatives in the Agribusiness – Concepts of Measurement and their Application................................. 395

JON HANF, RAINER KÜHL
Supply Chain Networks in the Agri-Food Business – Challenges and Threats for Cooperatives......................................................... 421

Chapter 7
Strategies for the Cooperative Banking Network

MARCO WEISS
Organizational Design in the Banking Industry – A Comparative Institutional Analysis of the German Cooperative Banking Group............... 441

HANS GROENEVELD, JOST WAGEMAKERS
Challenges and Trends in European Retail Banking: The Strategic Orientation of Rabobank Group..................................................... 465

JUDY JOHNSTON, PAUL FITZGERALD
Cooperative Financial Networks: Lessons from Australia..................... 487

IAN MACPHERSON
In Apparent Unity, Considerable Diversity: The Move to Create Central Institutions within the North American Cooperative Banking Movement… 511
<table>
<thead>
<tr>
<th>ANDREAS GINTSCHEL, ANDREAS HACKETHAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-bank Loan Pool Contracts: Enhancing the Profitability of Small Commercial Banks ............................................................... 529</td>
</tr>
<tr>
<td>List of Contributors ............................... 557</td>
</tr>
<tr>
<td>Donors and Sponsors of the International Cooperatives Forum 2004 ............................. 561</td>
</tr>
</tbody>
</table>