

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 TRUMPFHELLER 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	
Networks, Innovation, and Performance in a Cluster of Cooperatives: An Empirical Evaluation from Languedoc Wine Industry.....	217
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 ILIOPOULOS, 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

ANDREAS GINTSCHEL, ANDREAS HACKETHAL Multi-bank Loan Pool Contracts: Enhancing the Profitability of Small Commercial Banks.....	529
List of Contributors	557
Donors and Sponsors of the International Cooperatives Forum 2004	561