

# Contents

<b>Contributors</b> .....	ix
<b>Introducing “Strategy and Governance of Networks”</b> .....	1
George Hendrikse and Josef Windsperger	
<b>Part I Cooperatives</b>	
<b>On the Nature of a Cooperative: A System of Attributes Perspective</b> .....	13
Li Feng and George Hendrikse	
<b>Determinants of Successful Cooperation in Agricultural Markets: Evidence from Producer Groups in Poland</b> .....	27
Iłona Banaszak	
<b>Innovation Processes in Cooperative Organizations: Results of a Case Study Research</b> .....	47
Daniel Brunner and Tim Voigt	
<b>Structure and Governance of Networks: Cases of Franchising and Co-operative Chains</b> .....	63
Akira Kurimoto	
<b>Part II Franchising</b>	
<b>Plural Form and Ownership</b> .....	85
<b>Stable Plural Forms in Franchise Systems: An Examination of the Evolution of Ownership Redirection Research</b> .....	87
Brent L. Baker and Rajiv P. Dant	
<b>A Comparison of Company Owned and Franchised Fast Food Outlet Performance: Insights from Health Inspection Scores</b> .....	113
Roy L. Beheler, Seth W. Norton, and Kabir C. Sen	

<b>New Challenges for Store Location in a Plural Form Network: An Exploratory Study</b> .....	127
Gérard Cliquet	
<b>Plural Form and the Internationalization of Franchising Networks: Exploring the Potential Relationship</b> .....	147
Rozenn Perrigot	
<b>Knowledge Management, Trust and Strategic Management Issues</b> .....	165
<b>The Knowledge Transfer Strategy of Franchising Firms: Evidence from the Austrian Franchise Sector</b> .....	167
Josef Windsperger and Nina Gorovaia	
<b>Trust and Fairness in Franchise Relationships</b> .....	183
Evelien Croonen	
<b>Concept Uniformity: Control Versus Freedom in Business Format Franchising</b> .....	205
Odile Streed and Gérard Cliquet	
<b>Entrepreneurship and Franchising</b> .....	221
<b>Franchisee Discontinuance and Failure Empirical Findings from Finland</b> .....	223
Mika Tuunanen and Jenni Torikka	
<b>Part III Strategic Alliances</b>	
<b>Governance Structure Issues</b> .....	247
<b>A Model to Analyse Governance Structures in Technological Networks</b> ..	249
Nieves Arranz and J. Carlos Fdez de Arroyabe	
<b>Inter-Firm Relations and Innovative Activity: A Cluster Analysis Based on Subcontracting Firms in the French Sillon Alpin</b> .....	269
Rachel Bocquet	
<b>Conflict Resolution Mechanisms in Alliance Networks</b> .....	293
Elodie Gardet	
<b>Intermediary Institutions and Embeddedness in Technology Networks</b> ...	311
Régis Coeurderoy and Valérie Duplat	
<b>Performance and Strategy of Networks</b> .....	325
<b>Governing for Success: The Host Country Uncertainty and the Design of Foreign Parent Control in International Joint Ventures</b> .....	327
Huu Le Nguyen and Jorma Larimo	

**Performance Implications of Network Structure, Resource Investment,  
and Competition in the German Motion Picture Industry ..... 347**  
Brinja Meiseberg and Thomas Ehrmann

**Syndication Strategies in Venture Capital Networks ..... 373**  
David Mas, Annick Vignes, and Gérard Weisbuch