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# EMNet 2015

## Program

# 7<sup>th</sup> International Conference on **ECONOMICS AND MANAGEMENT OF NETWORKS**

**December 3<sup>rd</sup> to December 5<sup>th</sup>, 2015**

***Faculty of Economic and Management Sciences (EMS)***  
*(<http://www.uwc.ac.za/faculties/ems>)*

***University of the Western Cape and the President Hotel***  
***Cape Town, South Africa***

The purpose of the 7<sup>th</sup> conference is to provide an international discussion forum for research in economics and management of networks (franchising, cooperatives, joint ventures, strategic alliances, clusters, corporate governance relations and virtual networks). Theoretical, conceptual and empirical papers from all areas in economics and management of networks are presented.

## Scientific and Organizing Committee

### Organizing Committee

- Kobus Visser, Dean, School of Business and Finance, University of the Western Cape
- Marieta Du Plessis, School of Business and Finance, University of the Western Cape
- Ricardo Peters, School of Business and Finance, University of the Western Cape
- Philipp Hirschsohn, School of Business and Finance, University of the Western Cape
- Nomonde Zumani, School of Business and Finance, University of the Western Cape
- Voigt Justine, School of Business and Finance, University of the Western Cape
- Ashley Rooks, School of Business and Finance, University of the Western Cape
- Josef Windsperger, Faculty of Business, Economics and Statistics, University of Vienna (Organizing Chair)
- Kamal Loux, ENCG, University Ibn Zohr, Agadir, Morocco
- Michele Griessmair, Faculty of Business, Economics and Statistics, University of Vienna
- Elitsa Nestorova, Petra Langer (Administrative Support), Faculty of Business, Economics and Statistics, University of Vienna

### Scientific Committee

- Kobus Visser, School of Business and Finance, University of the Western Cape, South Africa
- Leon Bosman, School of Business and Finance, University of the Western Cape, South Africa
- Marieta Du Plessis, School of Business and Finance, University of the Western Cape, South Africa
- Ricardo Peters, School of Business and Finance, University of the Western Cape, South Africa
- Philipp Hirschsohn, School of Business and Finance, University of the Western Cape
- Ilan Alon, University of Agder, Norway
- Gerard Cliquet, IGR-IAE, Université de Rennes 1, France
- Anne Marie Doherty, Department of Marketing, University of Strathclyde, Glasgow, United Kingdom
- Lorelle Frazer, Griffith Business School, Australia
- Thomas Ehrmann, University of Muenster, Germany
- Manuel Gonzalez Diaz, University of Oviedo, Spain
- Lahsen Oubdi, ENCG, University Ibn Zohr Agadir, Morocco
- Anna Grandori, Bocconi University, Milano, Italy
- Marko Grünhagen, Eastern Illinois University, School of Business, USA
- George Hendrikse, RSM, Erasmus University Rotterdam, The Netherlands
- Claude Ménard, Centre d'Economie de la Sorbonne, Université de Paris, France
- Rozenn Perrigot, IGR-IAE, Université de Rennes 1, France
- Andrew Terry, University of Sydney, Australia
- Anna Watson, University of Hertfordshire, United Kingdom
- Josef Windsperger, Faculty of Business, Economics and Statistics, University of Vienna

# Program

**Thursday: December 3, 2015 (in UWC)**

**Registration in President Hotel: 12.00 – 13.30**  
**Registration in UWC: 14.00 – 18.00**

**13.30: Bus transfer from President Hotel to UWC** (<https://www.uwc.ac.za/Pages/default.aspx>;  
<https://www.uwc.ac.za/Pages/Campus-Location.aspx>; <https://goo.gl/maps/ZtneoAoLCzr>)

**Address: University of the Western Cape, Robert Sobukwe Road, Bellville 7535 (LIFE SCIENCE Building)**

## **15.00 to 15.45: Welcome Session**

Prof. Kobus Visser (Dean), Prof. Ricardo Peters, Prof. Marieta Du Plessis,  
Prof. Philipp Hirschsohn, Prof. Josef Windsperger (Organizing Chair)

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**15.45 to 16.15: Break**

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## **Parallel Sessions (16.15 – 18.15) – in UWC**

### **16.15 to 18.15 – Session 1: Franchising (Room 1E)**

Session Chair: Odile Streed

Hachemi Aliouche, Dominique Bonet Fernandez:

Social Franchising: A Panacea for Emerging Countries – The Case of Algeria

Anita du Toit, Andrew Robinson

Developing a Government Social Franchise in South African Primary Health Care Clinics – the Answer to the National Health Insurance

Mohammed Duliem AlQahtany:

Franchising in Saudi Arabia: Barriers and Opportunities

Nina Gorovaia, Dildar Hussain:

Corporate Social Responsibility and Brand Competitiveness: The Case of Franchising

### **16.15 to 18.15 – Session 1: Cooperatives (Room 1F)**

Session Chair: Karin Hakelius

Dietmar Roessl, Kati Hyslop, Martina Pieperhoff:

Cooperative Principles in the Image of Cooperative: Results from an Empirical Study in Austria

Mathias Dilger, Tanja Jovanovic, Kai-Ingo Voigt:

Upcrowding Energy Cooperatives: Evaluating New Financing and Diffusion Potentials for Energy

Cooperatives through Crowdfunding

Judith Möllers, Diana Traikova, Axel Wolz, Brindusha Birhala:

What Factors Motivate Small-Scale Farmers to Join Producer Groups in a Post-Socialist Economy: Evidence from Romania

Sigurd Rysstad:

New Generation Cooperatives in Agriculture: Old Wine in New Bottles – A Life Cycle Perspective

### **16.15 to 18.15 – Session 1: Strategic Alliances (Room 1A)**

Session Chair: Martin Zsifkovits

Eric Braune, Jean-Michel Sahut:

Corporate Venture Capital Syndication and Relationships in Syndication Networks

Suzanne Kroeze, Stefano Pascucci, Alessia Lombardi, Valentina C. Materia, Luigi Cembalo:

Understanding the Role of Informal Contracting in the Formation of “Venturing Networks”

Hussler, Muller, Rondé:

Internal Structure and External Connectedness: Towards a Typology of French Clusters

Patsy Govender, Sanjana Brijball Parumasur:

Organizational Diagnosis, the Stepping Stone to Organizational Effectiveness

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**18.30: Bus transfer from UWC to President Hotel**  
**19.30 – 20.30 Reception - President HOTEL**

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**Friday: December 4, 2015 (President Hotel)**

**Registration in President Hotel: 8.00 – 12.30 and 13.30 – 18.00**

**8.30 to 10.15 – Session 2: Franchising (Room 1)**

Session Chair: Marko Gruenhagen

Ilan Alon, Melih Madanoglue, Amir Shoham:

Enduring Entrepreneurship via Strategic Agility: The Case of Franchising Firms

Brinja Meiseberg, Rozenn Perrigot:

Linkages between Pricing Practices in Franchise Chains and Franchisor-, Franchisee- and System-Level Outcomes

Magali Chaudey, Muriel Fadairo, Anne-Laure Le-Nadant, Frederic Perdreau

Entrepreneurial Orientation and Performance in Franchise Networks: The Mediating Role of Innovation

**8.30 to 10.15 – Session 2: Cooperatives (Room 2)**

Session Chair: Karl Morasch

Svetlana Golovina, Sebastian Hess, Jerker Nilsson, Axel Wolz:

Private Farmers' Success and the Structure of their Social Interactions in the Russian Region of Kurgan

Behrang Manouchehrabadi, George Hendrikse:

Skewed Membership in Chinese Agricultural Cooperatives; An Inclusive Financial Design Explanation

Guenter Schamel, Georg Telfser:

The Pricing Environment for Cooperatives in Downstream Wholesale Markets

**8.30 to 10.15 – Session 2: Strategic Alliances (Room 3)**

Session Chair: Christoph Weiss

Ernst Verwaal, Herman Belgraver, Antonia Verdu-Jover:

Knowledge and Power in Alliance Relationships: A Knowledge-Based Resource-Dependence Perspective

Chiara Burlina, Guilio Cainelli:

Interfirm Networks and Agglomeration Externalities: The Case of Italy

Julia Planko, Maryse Chappin, Jacqueline Cramer:

Network Management for Collective System Building

Sonja Horvath:

Allocation of Control in International Joint Ventures

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***10.15 to 10.45 Break***

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**10.45 to 12.30 – Session 3: Franchising (Room 2)**

Session Chair: Aliouche Hachemi

Thierry Penard, Rozenn Perrigot:

Search Online – Purchase Online in Franchising: An Empirical Analysis of Franchisor Website Functionality

Farhad Sadeh, Manish Kacker:

The Relationship between Royalties and Franchise Fees: A Meta-Analysis

Nina Gorovaia:

Contract Duration and Performance of Franchise Networks

Eugenio Silva Bitti, Muriel Fadairo, Cintya Lanchimba, Vivian-Lara Silva

Spatial Strategies in Brazilian Franchising: Behavior Categories and Performance Outcome

**10.45 to 12.30 – Session 3: Cooperatives (Room 1)**

Session Chair: Guenter Schamel

Anna Petruchenya, George Hendrikse:

Boards of Directors in Cooperatives: Knowledge and Bounded Cognition Perspective

Sebastian Hess, Jerker Nilsson, Petri Ollila:

Farmers' Views on Institutional Changes in Finnish Cooperatives

Julia Höhler, Rainer Kühl:

Cooperatively Organized Breeding Associations as Drivers of Innovation? An Explorative Analysis of Organizational Structures and Changes in Cattle Breeding

Richard Lang, Tricia Jones:

Co-operative Housing Governance and Social Capital Building: the Case of Vienna

**10.45 to 12.30 – Session 3: Strategic Alliances (Room 3)**

Session Chair: Martin Leroch

Simon von Danwitz:

Inter-Firm Projects: A Systematic Literature Review

Anna Tarabasz:

The Impact of IoT (Internet of Things) on New Approach in Network Management

Henrik Harms, Isabella Hatak, Katie Hyslop

Demystification of Family Business Cooperation Strategy

Velimir Bole, Laura Fink, Janez Prasnikar:

Heterogeneity of Market-oriented Competencies in Project Teams: What Can we Learn from a Real Life Case?

Abraham Bell, Gideon Parchomovsky

The Dual Grant Theory of Fair Use

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***12.30 to 13.30 Lunch***

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**13.30 to 15.15 – Session 4: Franchising (Room 1)**

Session Chair: Hussain Dildar

C. M. Sashi, Gina Brynildsen:

Franchise Networks, Social Media Networks, and Advocacy

Clarissa Bohlmann:

Innovating from Below: How Franchisee Trust and Personality Influence Franchisee Brand Extension

Sofiane Bouzid, Magali Chaudey, Muriel Fadairo, Frederic Perdreau

Network Strategies in the French Franchise System: A Predictive Model of Stratification

Nijssen et al.:

Standardization versus Adaptation in Franchising and its Effects on Performance

**13.30 to 15.15 – Session 4: Cooperatives (Room 2)**

Session Chair: Karl Morasch

Karin Hakelius, Helena Hansson:

Members' Attitudes to Producer Cooperatives – Impact of Agency Problems

Wendong Deng, George Hendrikse:

The Impact of Pooling on Social Interactions and Product Quality in Cooperatives

Mathias Dilger, Michael Konter, Kai-Ingo Voigt:

Keeping up the Energy Revolution by Cooperatives – How to Break through Barriers by Making their Business Models Future-Proof

**13.30 to 15.15 – Session 4: Strategic Alliances (Room 3)**

Session Chair: Zakaria Babutsidze

Zakaria Babutsidze, Marco Valente:

A Trick of the Tail: the Role of Social Networks in Experience-Goods Market Dynamics

Marian Sorin Nistor, Stefan Pickl, Manon Raap, Martin Zsifkovits

Quantitative Network Analysis of Metro Transportation System: Introducing the Flow-Weighted Efficiency Measure

Mathias Firgo, Dieter Pennerstorfer, Christoph R. Weiss:

Network Centrality and Market Prices: First Empirical Evidence

Raul Diachara, Blanca Isabel Niel:

Networking in Business Organizations and Industrial Competitiveness

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***15.15 to 15.45 Break***

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**15.45 to 17.30 – Session 5: Franchising (Room 1)**

Session Chair: Brinja Meiseberg

Farhad Sadeh, Manish Kacker:

Ex ante Voluntary Information Disclosure in “Take It or Leave It” Vertical Contracts: Evidence from Franchising

Rozenn Perrigot, Olivier Herrbach, Gerard Cliquet, Guy Basset:

Knowledge Transfer Mechanisms in Franchise Networks: A Study of Franchisee Perception  
Muriel Fadaïro, Cintya Lanchimba, Miguel Yangari:  
Optimal Monetary Provisions and Risk Aversion in Plural Form Franchising Networks: A Theoretical Model of Incentives with Heterogeneous Agents  
Muriel Fadaïro, Cintya Lanchimba, Josef Windsperger:  
Trade-off between Risk and Royalties in Franchise Contracting

**15.45 to 17.30 – Session 5a: Strategic Alliance (Room 2)**

Session Chair: Hamieda Parker

Herman Belgraver, Ernst Verwaal:  
Organizational Capital, Production Factor Resources, and Relative Firm Size in the Strategic Equity Alliances  
Shon Hiatt, Wesley Sine:  
MANU MILITARI: Venture Ties to Coercive Institutions in Emerging Economies  
Susanne Gretzinger, Birgit Leick:  
Juggling with Network Prospects and Conflicts: Moderation and Brokerage as Tool to Overcome Managerial Challenges in Value-adding Webs  
Edyta Korpas, Filip de Beule, Ernst Verwaal:  
Network Strategies of Research Intermediaries in Collaborative R&D

**15.45 to 17.30 – Session 5b: Strategic Alliances (Room 3)**

Session Chair: Antonio Domingos Padula

Kirsten Johannemann, Karl Morasch, Marcus Wiens:  
Can Occupational Norms Foster Cooperative Behavior: An Experimental Study Comparing Cooperation by Military Officers and Civilians  
Michele Griessmair:  
Believing or Feeling: An Experimental Study on the Role of Emotions in Cooperative Decision-Making  
Murat Yalcintas, Oyku Iyigun:  
Game Theory on Organizational Justice: An Experimental Study on Teams  
David Coldwell:  
Spiritual Capitalism, Trust and Network Efficiency: Some Exploratory Models  
Martin Leroch:  
Ethnic Violence and Inter-Ethnic Cooperation: A Laboratory Experiment in Kenya

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**20.00 – CONFERENCE DINNER – President Hotel**

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**Saturday: December 5, 2015**

**9.00 to 10.45 – Session 6: Franchising (Room 1)**

Session Chair: Melih Madanoglu

Evelien Croonen, Maryse Brand, Thijs Broekhuizen:  
Time to Say Goodbye: Explaining Franchisees' Exit Intentions and Behaviors  
Muriel Fadaïro, Cintya Lanchimba, Josef Windsperger:  
Performance of Multi-unit Franchise Chains: A Franchisor Perspective  
Muhammad Akib Warraich, Rozenn Perrigot:  
Social Franchising in the Education Sector in Pakistan: A Multi-Perspective Approach  
Anita du Toit, Francios Bonnici, Tine Fisker Hernriksen:  
Insight from the Implementation of a Social Franchising Accelerator Program in South Africa

**9.00 to 10.45 – Session 6: Cooperatives (Room 2)**

Session Chair: Petri Ollila

Anna Petruchenya, George Hendrikse:  
Allocation of Real Authority in Cooperatives  
Fabrice Cassou, Gerard Cliquet, Rozenn Perrigot:  
Concept Uniformity: The Case of Food Retail Cooperatives  
Odile Streed, Gerard Cliquet, Albert Kagan:  
Profiling the Natural Food Cooperative Members: Strategic Implications in Terms of Market Positioning and Governance  
Halima Sacranie, Richard Lang:

**9.00 to 10.45 – Session 6: Strategic Alliances (Room 3)**

Session Chair: Janez Prašnikar

Susanne Gretzinger, Susanne Royer, Kerry Brown, John Burgess, Wenzel Matiaske:

Why Raspberries Flourish in Cambridge: The Emergence of Entrepreneurial Milieus

Frederic Pellegrin-Romeglio, Diego Vega:

Dynamic Network Assembly: Exploring New Forms of Collaboration in Temporary Service Chains

Muhammad Zafar Yaqub, Saud Mahmood Mandurah:

The Antecedents to Cooperate in Successive Exchange Episodes in Inter-Firm Relationships

Krzysztof Jarosinski, Grzegorz Masloch:

Management of Local Public Sector Networks in the Regional Development in Poland

Luidmila Petrova, Valentina Kuskova:

Overcoming social network failure: Social networks influence

**9.00 to 10.45 – Session 6: Special Workshop in Cooperation with UWC, School of Business and Finance: “Sustainable Supply Chain Management Research Projects” (Room 4)**

Session Chair: Philipp Hirschsohn

Arendse Morne, Luke Nell:

Supply Chain Sustainability in the South African Fast Moving Consumer Goods Industry: A Comparison of a Retailer’s Premium Bread and a Manufacturer’s Generic Brand

Breda Kyle, Abdul Chilwan;

Sustainability in the South African Fishing Supply Chain: Restaurant Practices and Consumer Preferences

Hartley, Dorian and Imraan Narker:

The Reverse Supply Chain of E-Waste in Cape Town

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**10.45 to 11.00 Break**

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**11.00 to 12.45 – Special Panel on Franchising (Room 1)**

Session Chair: Josef Windsperger

Kurt Illetschko (Franchise Association of South Africa):

**“Franchising in South Africa”**

Marko Grünhagen and Muhammad Warraich:

**"Field Collection of Franchise Data in Emerging Economies: Asia & Africa"**

**11.00 to 13.00 – Session 7a: Strategic Alliances (Room 2)**

Session Chair: Laurence Frank

Massimiliano Borello, Alessi Lombardi, Stefano Pascucci, Luigi Cembalo:

What are the Challenges for a Bio-based Circular Economy Model in the Agri-Food Sector?

Francis Bismans, Igor Litvine:

Forecasting with Neural Networks Models

Laurence Frank:

Airport Modernization as a Capacity Building Strategy

Marco Aurélio Oliveira dos Santos, Daniela Callegaro, Antonio Domingos Padula:

Building the Brand “Cafés do Brasil”: the Institutional Challenges and their Effects on the Brand’s Positioning on the International Market

**11.00 to 13.00 – Session 7b: Strategic Alliances (Room 3)**

Session Chair: Susanne Gretzinger

Frano Barbic, Raffaella Cagliano, Antonio Hildalgo:

Typologies of Hybrids

Dieter Specht, Martin Busse:

Lean Networks: A Theoretical Consideration of Improving Networks by Using Lean Methods and Tools

Muhamad Al Abdulsalam:

A Framework of the Strategy Networks in the International Entrepreneurship

Stephanie Teufel, Dominic Feichtner, Angela Steinhauer, Bernd Teufel:

Social Media Marketing Performance – Measurement Considerations

Kristina Dewes, Henry Schäfer:

'To Win or to Lose with an Innovation Cluster': Empirical Analysis of Incentives of German Firms to Join an Innovation Cluster

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**13.00 to 14.30 Lunch**

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**14.30 to 16.15 – Session 8a: Strategic Alliances (Room 1)**

Session Chair: Teufel Stephanie

Raymond Guillouzo:

Alliance Portfolio Management: A Model based on Dynamic Capabilities

Gisele Molinari, Antonio Domingos Padula:

The Experience of *Vale dos Vinhedos* under Approach of Networks in Economy

Thilo Heyer:

Internationalizing into Developing Countries – Businesses, Governments or Non-Governmental Organizations as Potential Partners

Jean-Marie Codron:

Food Safety Management through the Lens of Hybrids: The Case of Fresh Fruit and Vegetable Shippers

Hamida Parker, Timothy Beattie:

Cooperative Behaviour in Buyer – Supplier Relations Involving Entrepreneurial Firms

**14.30 to 16.15 – Session 8b: Strategic Alliances (Room 2)**

Session Chair: Josef Windsperger

Frano Babic, Antonio Hidalgo:

Managing Adaptation in Multi-Partner Collaboration: Role of Alliance Board

Marijana Serckovic:

The Effect of Entrepreneurial and Network Capabilities on Performance Outcome: a Comparison between Architecture Firms and Real Estate Development Companies

Marina Klacmer Calopa, Jelena Horvat:

Leadership and Management Style in the Context of Strategic Planning and Financial Decision Making – Attitudes of Owners – Managers of SMEs in Croatia

Yuko Aoyama, Balaji Parthasarathy:

Collaborative Governance for Social Innovation: the Case of India

Krzysztof Jarosinski, Grzegorz Masloch

The Impact of Special Economic Zones on the Level of Socio-Economic Changes of Polish Regions

**14.30 to 16.15 – Special Workshop in Cooperation with UWC, School of Business and Finance:  
“Sustainable Supply Chain Management Research Projects” (Room 3)**

Session Chair: Philipp Hirschsohn

Moos Yazeed, Rayyaan Petersen:

An Investigation into the Progress of Quality Beverages' Sustainable Development Strategy through Recycling and Corporate Social Responsibility

Mactavie Melissa, Zikhona Anita Ngumbela:

Waste Disposal Practices and Recycling of Industrial and Hazardous Waste: a Case of Transnet SOC Ltd

Machikicho Delphino:

Tasty Wings don't Fly Sustainably: Drivers of Sustainable Poultry Production in the Western Cape

**16.30 – 16.45 – Plenary Session (Room 1) - Publication Possibilities**

<http://emnet.univie.ac.at/emnet-2015/conference-proceedings/>

*Here you find the **conference papers!***