The eighth international conference on ECONOMICS AND MANAGEMENT OF NETWORKS will be held in cooperation with the Universidad de La Habana from November 15th – November 17th, 2018. Theoretical, conceptual and empirical papers from all fields in economics and management of networks (franchising, retail and service chains, cooperatives, financial networks, joint ventures, strategic alliances, licensing, clusters, public-private partnerships and new network forms in digital economy) are presented.
Scientific and Organizing Committee

Organizing Committee

- Ramón Martín Fernández, Faculty of Tourism, University of Havana (ramon_martin@ftur.uh.cu)
- Josef Windsperger, Faculty of Business, Economics and Statistics, University of Vienna (Organizing Chair) (josef.windsperger@univie.ac.at)
- Elitsa Nestorova (Administrative Support), Faculty of Business, Economics and Statistics, University of Vienna (elitsa.nestorova@univie.ac.at)

Scientific Committee

- Hachemi Aliouche, University of New Hampshire, USA
- Josef Bernhart, European Academy Bozen, Italy & University of Innsbruck, Austria
- Andy Bonilla Castro, University of Havana, Cuba
- Esther Calderón-Monge, University of Burgos, Spain
- Gary Castrogiovanni, Florida Atlantic University, USA
- Bianor Cavalcanti Fundacao Getulio, Vargas School of Public Administration, Rio de Janeiro Brasil
- Magali Chaudey, G.A.T.E. Lyon, Université Jean Monnet, Saint-Etienne, France
- Gerard Clignet, IGR-IAE, Université de Rennes 1, France
- James Combs, University of Central Florida, Orlando, USA
- Michael Cook, University of Missouri, USA
- Evelien Croonen, University of Groningen, The Netherlands
- Alejandro Delgado Castro, Faculty of Tourism, University of Havana, Cuba
- Anne Marie Doherty, Department of Marketing, University of Strathclyde, Glasgow, United Kingdom
- Thomas Ehrmann, University of Muenster, Germany
- Hillary Anger Elfenbein, Olin School of Business, Washington University, Saint Louis, USA
- Muriel Fadairo, IREGE, Université Savoie Mont Blanc, IAE, Annecy, France
- Manuel Gonzalez Diaz, University of Oviedo, Spain
- Anna Grandori, Università Bocconi, Milano, Italy
- Marko Grünhagen, Eastern Illinois University, School of Business, USA
- John Hagedoorn, Maastricht University, The Netherlands
- George Hendrikse, RSM, Erasmus University Rotterdam, The Netherlands
- Dildar Hussain, Rennes School of Business, Rennes, France
- Manish Kacker, DeGroote School of Business, McMaster University, Canada
- Cintya Lanchimba, Escuela Politécnica National, Ecuador
- Claude Ménard, Centre d’Economie de la Sorbonne, Université de Paris, France
- Marco Meneguzzo, University of Lugano, Switzerland
- Jerker Nilsson, Swedish University of Agricultural Sciences, Uppsala, Sweden
- Rozenn Perrigot, IGR-IAE, Université de Rennes 1, France
- Andrea Bonomi Savignon, University Roma, Tor Vergata, Italy
- Vivian Lara dos Santos Silva, University of Sao Paulo (USP), Brasil
- Claudia Souza Passador, University of Sao Paulo, Riberao Preto, Brasil
- Marijana Sreckovic, Vienna University of Technology, Austria
- Lourdes Tavares Escuela de Gobierno, University of Havana, Cuba
- Andrew Terry, University of Sydney, Australia
- Lisandra Torres Hechavarria, Faculty of Tourism, University of Havana, Cuba
- Carlos Vassallo, University of Litoral, Santa Fe, Argentina
- Anna Watson, University of Hertfordshire, United Kingdom
- Dianne Welsh, University of North Carolina Greensboro, USA
- Josef Windsperger, Faculty of Business, Economics and Statistics, University of Vienna
- Muhammad Zafar Yaqub, King Abdulaziz University, Jeddah, Saudi Arabia
### Program

**Thursday: November 15, 2018**

**Registration in University of Havana Building: 13.00 – 14.00**  
**Address:** San Lázaro y L, 10400, Havana

**14.00 to 15.30: Opening Ceremony (Assembly Hall of the Havana University)**  
Prof. Lisandra Torres Hechavarría  
Prof. Alejandro Delgado Castro  
Prof. Ramón Martín Fernández  
Prof. Josef Windsperger (Organizing Chair)

**Keynote Speaker**  
Prof. George Hendrikse (Erasmus University Rotterdam)  
*Research regarding Cooperatives*

---

**15.30 to 16.00: Break**

---

**Parallel Sessions (16.00 – 18.00)**

**16.00 to 18.00 – Session 1: Franchising and Retailing Networks (Room 1)**  
Session Chair: Josef Windsperger

- Cintya Lanchimba, Hugo Porras, Yasmin Salazar: Franchising Survival: Micro and Macro Considerations
- Sofiane Bouzid, Magali Chauday: Location of Distribution Networks: An Exploratory Approach
- Marc Fréchet, Frédéric Perdreau: (Contractual Capability and) Contract Duration Changes in Franchise Networks

**16.00 to 18.00 – Session 1: Cooperatives (Room 2)**  
Session Chair: George Hendrikse

- Jos Bijman, Markus Hanisch: A Cooperative is not a Cooperative: Opening the Black Box of the Agricultural Cooperative
- Louis-Antoine Saisset, Jean-Marie Codron: Governance and Risk Management in the French Apple Industry: Contrasting the Difference between a Cooperative and an Investor-owned Group
- Svetlana Golovina, Sebastian Hess, Jerker Nilsson, Axel Wolz: Networking among Private Farmers in Russia: Does it Lead to Farm Success
- Maisa Teixeira, Jean da Silva Amerérico, Silvia Morales de Queiroz Caleman: Multi-Rational Management and Corporate Governance of Agricultural Cooperatives

**16.00 to 18.00 – Session 1: Strategic Alliances (Room 3)**  
Session Chair: Hansrudi Lenz

- Véronique Favre-Bonte, Elodie Gardet, Catherine Thevenard-Puthod: How Types of Destination Influence Tourism Innovation Networks?
- Justyna Majewska, Katarzyna Czernek-Marszalek: Cooperation within Tourism Cluster based on Agglomeration Economies – Towards Integration of Network theory into the Proximity Framework
- Eirini Nerantzouli, Evangelia Fragouli: Management Networks: A Risk Management Approach in Strategic Alliance
- Evelien Croonen, Thijs Broekhuizen, Maryse Brand: Who will Stay and Who Will Go? Explaining Firms’ Network Exit Intentions

---

**18.30 – 20.00 Welcome Cocktail**
### Friday: November 16, 2018

**Registration at the Havana University: 8.00 – 12.30 and 14.00 – 18.00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Room</th>
<th>Chair</th>
<th>Presentations</th>
</tr>
</thead>
</table>
| 8.30 to 10.00 | Session 2: Franchising and Retail Networks (Room 1) |        | Magali Chauday | Andrey Kretinin: The Impact of Ownership Structure on Franchising System  
Minh-Ngoc Nguyen, Gérard Cliquet: Innovation Climate in Plural Form Franchise Networks: The Mediator Role of Mutual Learning  
Michal Jirasek, Matthias Glaser, Josef Windsperger: Ownership Structure of Franchise Chains: Trade-off between Adaptation and Control |
| 8.30 to 10.00 | Session 2: Cooperatives (Room 3)  |        | Karl Morasch   | Xiao Peng, Qiao Liang, George Hendrikse: CEOs versus Members’ Evaluation of Cooperative Performance: Evidence from China  
Günter Schamel, Simon Lindemann: Structural, Organizational and Social Factors Defining the Success of Wine Cooperative  
Murray E. Fulton, Konstantinos Giannakas: Corruption in Agricultural Processing Firms: A Comparison of Cooperatives and Investor-Owned Firms |
| 8.30 to 10.15 | Session 2: Strategic Alliances (Room 2) |        | Frédéric Perdreau | Elena Cefis, Riccardo Leoncini, Luigi Marengo: Is Innovation Failure Just a Dead End?  
Nuno Moutinho, Alexandra Mateus, Raquel Meneses: Network Dynamics and Funding Cycle Success within Crowdfunding  
Rashmi Assudani: Organizational Learning at the BOP: Why Firms will Convert Collaboration into Economic Success?  
| 10.00 to 10.30 | Break                            |        |                |                                                                               |
| 10.30 to 12.00| Session 3: Franchising and Retail Networks (Room 3) |        | Anna Watson    | Muhammad Akib Warraich, Dildar Hussain: Growth of Franchising Beyond the Traditional Franchise Sectors: The Case of Education Sector in Pakistan  
Exploring the Economic Rationality of a Developing Format from the Brazilian Experience  
Cenk Sözen, Nejat Basim, Soner Gokten: Organizational Survival and Network of Visitors’ Paths in a Shopping Mall |
| 10.30 to 12.00| Session 3: Cooperatives (Room 2)  |        | Axel Wolz      | Luisa Rhoden Rech, Erlaine Binotto, Eduardo Luis Casarotto, Manoela Moraes,  
Katia Katsumi Arakaki, Thanawit Bunsit, Pedro Vinicius Juchem Herrera: Agency Conflicts and Succession of the President in Agricultural Cooperative  
Alessandra Hocayen da Silva, Silva Morales de Queiroz Caleman: Emergency of Alternative Models of Agricultural Cooperatives in Frontier Regions of Brasil Agrobusiness  
Jerker Nilsson, Jens Rommel, Matilda Helgesson, Ellinor Svensson: Co-operative Members’ Support of Activities that Benefit Members and Non-Members Alike- the Case of Political Lobbying by Swedish Forestry Cooperative |
**10.30 to 12.00 – Session 3: Public Network Management and Governance I (Room 1)**
Session Chair: Andrea Bonomi Savignon

Jovana Zoroja, Ivan Strugar, Bozidar Jakovic:
E-Government Maturity in Croatia

Soner Gokten, Nejat Basim, Cenk Sozen, Guray Kucukkocaoglu: Does the Reality of Public-Private Partnership Match with the Idea?

Sila Kulaksiz, Guray Kucukkocaoglu: Public Private Partnership in Healthcare Investments: Value for Money Analysis of a City Hospital Project in Turkey

Lucio Dicorato, Emanuele Doronzo, Anastasia Giakoumelou:
Multi-owned Municipal Corporations’ Performance: Empirical Evidence from Italian Urban Waste Sector

**12.00 to 13.30 Lunch**

**13.30 to 15.00 – Session 4: Franchising and Retail Networks (Room 1)**
Session Chair: Evelien Croonen

Rozenn Perrigot, Andrew Terry, Cary di Lernia:
Good Faith in Franchising: The Perceptions of Franchisees, Franchisors and Their Lawyers in the French Context

Anna Watson, Juliene Senyard, Olufunmilola Dada:
Innovation within Franchise Serve Systems

Jarle Aarstad, Harvard Ness, Sven Arle Haugland:
Interfirm Networks and the Adoption of Destination Co-branding Strategies: Assessing the Agency Role of Central Tourism Firms

Yoritoshi Hara, Yonghoon Choi:
How New Retailing Formats are Institutionalized: Isomorphism and Strategic Practices

**13.30 to 15.00 – Session 4: Cooperatives (Room 3)**
Session Chair: John Hanf

Ulrich Schilling, Linda Bitsch, Jon Hanf:
The Concept of Partial Delivery – Challenges for Cooperatives

Axel Wolz, Judith Möllers, Marius Micu:
Prospects of Cooperation among Individual Farmers in a Post-socialist Economy: The Case of Romania

Dieter Pennerstorfer, Christoph Weiss, Andreas Huber:
Are Cooperatives Different? Quality, Reputation and Prices in the Wine Market

George Hendriks, Behrang, Paolo Letizia:
Democratic versus Skewed Cooperatives: Communication and Decision Authority in Project Management

**13.30 to 15.00 – Session 4: Strategic Alliances (Room 2)**
Session Chair: Cenk Sozen

Silvia Morales de Queiroz Caleman, Beatriz Saes, Rodrigo da Silveria, Maria Saes, Guilherme Monteiro:
Organizational Arrangements for Agricultural Funding: A Strategy for Soybean Production in the Midwest of Brazil

Kristina Maiksteniene:
Estimating Interfirm Network Effects for Participants in Food Delivery Platforms

Cenk Sozen, Nejat Basim, Soner Gokten
Negative Ties and Interorganizational Dynamics: An Alternative Paradigm for Organizational Inquiry

**15.00 to 15.15 Break**

**15.15 to 17.15 – Session 5: Franchising and Retail Networks (Room 1)**
Session Chair: Andrew Terry

H. Aliouche, D. Bonet Fernandez, M. Guechtouli, W. Guechtouli:
Franchising in Emerging Countries: The Case of Algeria

Evelien Croonen, Reinder Hamming:
They are Jolly Good Fellows! A Framework for Antecedents and Consequences of Peer Trust in Franchise Networks

Farhad Sadeh, Manish Kacker:
Performance Implications of Organizational Signaling and Screening in Entrepreneurial Networks: Evidence from Franchising
Steven Michael:
Investing in Entrepreneurs: The Case of Franchising

15.15 to 17.30 – Session 5a: Strategic Alliances (Room 2)
Session Chair: Olav Andreas Kvitastein

C.M.Sashi:
Network Relationships, Digital Communication, and Consumer Engagement
Olav Andreas Kvitastein:
Interfirm Networks and the Effects of Governmental Support for Newly Established Firms
Hansrudi Lenz:
Small and Mid-Sized Audit Firm Networks in Germany
Ibrahim Amhed Léon Tellez, Dieter Wagner:
Knowledge and Technology-Transfer-Networks – Examples in the Nutrition, Food and Agricultural Sector in Germany and in the East Part of Cuba
Thorsten Teichert, Ralf Wilden, Melissa Akaka, Axel Averdung, Sigi Gudergan:
Capability Configurations in Professional Service Chains: Application of Service Dominant Logic in a Network Setting

15.15 to 17.15 – Session 5b: Strategic Alliances (Room 3)
Session Chair: Francisco Alvarez-Torres

S. Pena, F. Lima, A. Resende:
Connection Spaces as a Strategy to Promote Innovation Processes Related to Technology-Based Start-up Companies
Gao Yan, Xue Jingjing:
The Innovation Strategy of Performance Appraisal of Chinese Internet Company Didi Taxi
Roberto Picchi, Samuel Barros, Bouchaib Bahli:
The Impact of Habit on In-Vehicle Electronic Technology Acceptance by Brazilian Drivers: An Extension of the UTAUT Model
Francisco Alvarez-Torres, Eduardo Alvarez-Rodriguez, Gabriela Lopez-Torres:
The Relationship between Collaborative Managers Networks on the Performance of Mexican SMEs

19.30 – 22.00 – CONFERENCE DINNER

Saturday: November 17, 2018

9.00 to 10.45 – Session 6: Franchising, Retailing and Entrepreneurship (Room 1)
Session Chair: Dianne Welsh

Nabil Khelil, Anne-Laure Le Nadant, Frédéric Perdreau:
Dynamic Capabilities, Operational Capabilities and Franchise System Performance
Amir Emami, Dianne Welsh, Veland Ramadani, Ali Davari:
Entrepreneurs and Decision Anomalies
Andrew Terry, Cary Di Lernia:
Growing Pains? Legal and Commercial Challenges to the Business Model in the Transformation of Franchising
Michal Jirasek, Susanne Gaffke, Josef Windsperger:
Antecedents of Franchisee Satisfaction

9.00 to 10.45 – Session 6: Cooperatives (Room 2)
Session Chair: Jos Bijman

Sigurd Rysstad:
The (Meager) Role of Ideology: Birth and Survival of a Cooperative Business Sector in the 19th Century
E. Binotto, E. Cassarotto, T. Fernandes, B. Crepaldi, C. Castelo Branco, A. Crepaldi:
Results of Collective Actions in the Agricultural Context in Three Brazilian States
Susanne Knothe, Linda Bitsch, Jon H. Hanf:
Field of Tension of Cooperatives Regarding the Demands of Their Members
Dietmar Rössl, Martina Pieperhoff:
Opportunistic Behavior by Cooperative Members
9.00 to 10.45 – Session 6: Strategic Alliances (Room 3)
Session Chair: Riccardo Leoncini
Magali Chauday, Marion Dessertine:
Social Capital and Employment Performance: The Case of French Competitiveness Clusters
Pavez Iciar, Bouhsina Zouhair:
Dealing with the Variability and Heterogeneity of Raw Materials: The Governance of Sustainable Fruit-based Chains
André Aroso, Raquel Meneses, Nuno Moutinho:
Knowledge Transfer Influence in the Innovative Capacity Through Cooperation Networks
Joanna Kuczewska, Tomasz Tomaszewski, Sylwia Mirawska:
The Effects of Cluster Cooperation as a Source of Company Value Creation

10.45 to 11.00 Break

11.00 to 12.30 – Session 7b: Strategic Alliances (Room 1)
Session Chair: Zafar Yaqub
Martina Pieperhoff:
Managing Strategic Alliances – A both-sided View of the Partners Involved
Noah Eisenkraft:
Working Group Membership and the Accurate Perception of Social Network Ties
Hillary Anger Elfenbein, Daisung Jang, Adam Kleinbaum:
Individual Differences in Expressive Networks: A Structural Preferences Approach
Zafar Yaqub:
Social Capital, Crowdsourcing, Cloud Computing and Relational Creativity: The Innovation & Creativity in Inter-firm Networks

11.00 to 12.30 – Session 7: Public Management and Governance II (Room 2)
Session Chair: Meelis Kitsing
Andreas Knorr, Alexander Eisenkopf:
Road Infrastructure PPP in Germany: Why Did the F Model and the A Model Fail?
Meelis Kitsing:
Stumbling Blocks and Building Blocks in the Emergence of Networked Governance
Andrea Bonomi Savignon, Spiridione Dicorato:
Public Value Creation in Municipally-Owned Corporations: Evidence from the Urban Waste Management Cluster
Olav Kvitastein, Jarle Aarstad:
Interfirm Networks and the Effects of Governmental Support for Newly Established Firms

11.00 to 12.30 – Session 7: Special Workshop on “TOURISM IN CUBA” I (Room 3)
Session Chair: Dianne Welsh
Mercedes del Carmen Franco Rodríguez, Ph.D.; Yasser Vázquez Alfonso, Ph.D.; Lourdes Cisneros Mustelier, Ph.D. Faculty of Tourism, University of Havana:
The Profile of Cuban Entrepreneurs and their Innovative Potential in Tourism
Lidie Perera Conde, M.Sc.; Osmary Morales León, B.S.; Faculty of Tourism, University of Havana:
Procedure for the Evaluation of Environmental Costs: Proposal for the Accommodation Entities in Cuba
Claudia Cuevas Alarcón, B.S., Faculty of Tourism, University of Havana; Huynh Lehue, B.S., Heilbronn University:
Marine Conservation and Sustainable Tourism in Cuba
Alejandro Delgado Castro, Ph.D. Faculty of Tourism, University of Havana:
On Niche Tourism

12.30 to 14.00 Lunch
**14.00 to 16.00 – Session 8: Special Workshop on “TOURISM IN CUBA” II (Room 3)**

Session Chair: Hussain Dildar

Danay Milagros Bulnes Mann, M.Sc., Faculty of Tourism, University of Havana:
Shopping tourism: Opportunities and Challenges for Cuba

Pedro Pablo Milán Fonseca; Alejandro Delgado Castro, Ph.D.; Lisandra Torres Hechavarria, Ph.D. Faculty of Tourism, University of Havana:
Cryptocurrencies: Opportunities and Challenges for the Development of the Cuban Tourism Sector

Lisandra Torres Hechavarria, Ph.D., Alejandro Delgado Castro, Ph.D.; Faculty of Tourism, University of Havana
An Assessment of the Sustainability of the Development of Havana as a Tourism Destination

---

**14.00 to 16.00 – Session 8: Public Management and Governance III (Room 1)**

Session Chair: Rocco Frondizi

Rocco Frondizi, Marco Meneguzzo, Nathalie Colasanti, Noemi Rossi:
Public Private Partnerships in Latin America: Evidences from Public Health

Paul Windrum:
Institutional Shaping of User-Lead Loudspeaker Invention and Diffusion at the BBC

James Foreman-Peck:
Public Private Partnerships in Britain: Interpreting Recent Experience

Victor Manuel Castillo Girón, Manuel Machuca Martinez, Suhey Ayala Ramires:
Modern Trade in Mexiko: Strategies to Prevent Inventory Losses for Competitiveness

---

**14.00 to 16.00 – Session 8: Strategic Alliances (Room 2)**

Session Chair: Josef Windsperger

Karl Morasch:
Entering Foreign Market: Exports, FDI or Strategic Alliance?

Lauri Paavola, Mikko Hänninen:
Managing Change in Interfirm Networks: A Micro-Level Perspective

Wesley Sine:
Refugees at the Door: Institutional Logics and New Venture Failure in Disrupted Emerging Markets

Josef Windsperger, Oksana Galak:
Determinants of Decision Rights in International Joint Ventures: The Role of Intangible Knowledge Assets and Uncertainty

Marijana Sreckovic, Goran Sibenik, Iva Kovacic:
The Platform Ecosystem in the AEC Industry: A Conceptual Integrative Framework

---

**16.00 – 16.15 Break**

---

**16.15 – 16.30 – Final Session**

*If necessary, changes of the FINAL program will be published on:*

[https://emnet.univie.ac.at/emnet2018/program2018/](https://emnet.univie.ac.at/emnet2018/program2018/)