CONTENTS

1	Introduction	1
	Social Network Analysis	3
	Main Concepts	4
	Main Ideas	5
	Main Theories	7
	Main Controversies and Criticism	9
	The Other Point of View: The Network Governance Approach	11
	Similarities and Differences of the Two Approaches	12
	Mapping the Chapters in this Book	13
	References	15

Part I The Network Organization

2	Describing the Network Organization	23
	Definition and Key Dimensions	23
	Levels of Analysis	25
	Networks as Multiple Systems	27
	Formal and Informal Networks	28
	Vertical and Horizontal Networks	30
	Functions of Network Organizations	32
	Economic Benefits	33
	Learning and Innovation	34
	Legitimacy and Status	35

	Effectiveness	36
	Internationalization	37
	Generalist and Focused Networks	37
	Whom to Cooperate with: The Process of Partner Selection	38
	The Processual Perspective: The Emergence of Networks	38
	The Static Perspective: Organizational Traits as Selection Criteria	40
	References	43
3	Network Governance	51
	Network Dynamics and Network Evolution	51
	Coordination Mechanisms	54
	Social Mechanisms	55
	Social Mechanisms in Praxis	58
	Institutional Mechanisms	58
	Network Trajectories	61
	Serendipitous Processes	62
	Goal-Directed Processes	63
	Network Dynamics and Individual Agency	66
	Cognitive Frames and Framing Processes	69
	Framing Contests and Mobilizing Processes	70
	Network Effectiveness	71
	Network Effectiveness at the Organizational Level	72
	Network Effectiveness at the Network Level	73
	Network Effectiveness at the Community Level	77
	Network Failure	78
	Network Failure and Network Effectiveness	79
	References	79

Part II Governing the Tourism Network: the Case of the Venice Film Festival

4	The Tourism Destination as a System of Multiple Networks	89
	Defining Tourism Destinations' Governance	89
	Interorganizational Relationships in Tourism Destinations	89
	Destination Management and Destination Governance	92
	Destination Governance Models	93
	Destination Governance and Networks Studies	95

	Empirical Research	98
	Why this Empirical Setting?	98
	Data Collection	100
	Methodology	101
	The Venetian Network	103
	The Venice Film Festival	103
	The Local Hospitality System	107
	The Network Structure	111
	References	113
5	The Governance Problem: Understanding Network	
	Dynamics and Performance	119
	The Underperforming Network	119
	Customer Satisfaction	120
	Destination's Image	122
	A Formal Attempt at Coordinating the Network	123
	Goal-Directed Dynamics	124
	The Network's Social Conditions	126
	The Granularity Issue	126
	Ignorance	126
	Öpportunism	129
	Network Microdynamics: Frames and Mobilization	131
	Different Cognitive Frames at Work: The Survey	134
	Data Collection and Analysis	134
	Results	135
	Frame Diffusion and Association Representativeness	139
	Causes of Network Failure	140
	Representativeness and Mobilizing Practices	140
	Frame Similarity and Serendipitous Dynamics	142
	Concluding Remarks	143
	References	144
6	Concluding Considerations and Directions for Future	
	Research	147
	Contributing to the Theory on Network Organizations	147
	Indications for Future Research	151
	References	153

Index

155

LIST OF FIGURES

Fig. 1.1	Number of articles about organizational networks published	
	in social sciences journals	2
Fig. 4.1	The network conceptualization	112
Fig. 5.1	Map of hotel managers' cognitive frames and trust levels in the	
÷	festival by association	139

LIST OF TABLES

Table 4.1	Sources of qualitative data	102
Table 4.2	Data structure	103
Table 5.1	Instruments and variables	136
Table 5.2	Levels of trust in the festival by association (%)	137
Table 5.3	Level of trust in one's own association (%)	137
Table 5.4	Cognitive frame by association (%)	138