# Contents

List of Figures                                      ix  
List of Tables                                       xi  
Notes on Contributors                               xv  

1. Corporate Forms and Organizational Choice in International Insurance: An Overview of the History and Theory  
   Robin Pearson and Takau Yoneyama                   1  

   Part I. The Variety, Choice, Governance, and Regulation of Organizational Forms  

2. Tsuneta Yano, Founder of the First Mutual Company in Japan: Was He an Obstinate Mutualist?  
   Takau Yoneyama                                       29  

3. Organizational Choice in UK Marine Insurance  
   Robin Pearson and Helen Doe                           47  

4. Risk Management by Mitsubishi: From Self-Insurance to Captive Insurance  
   Hisaaki Kamiya                                         68  

5. The Survival and Success of Swedish Mutual Insurers  
   Mats Larsson and Mikael Lönnborg                     93  

6. Organizational Forms in Insurance: A Comparison of the USA and Germany during Industrialization  
   Robin Pearson                                         114  

   Part II. Mutual Insurance Organizations in Uncertain Environments  

   Grietjie Verhoef                                     145  

   Monica Keneley                                     169  

9. Support for Mutual Insurance Companies during the Franco Dictatorship (1939–75)  
   Jerónia Pons Pons                                    193
Contents

Part III. The Performance of Different Organizational Forms

10. The Development of the Mutual Form and Its Influence on the Life Insurance Industry: Evidence from Japan during the Period 1881 to 1935
   YingYing Jiang 217

11. Growth Performance and Organizational Forms: The Case of Swedish Life Insurance, 1890–1950
   Magnus Lindmark and Lars Fredrik Andersson 243

Part IV. Demutualization

12. An Attempt by a Black Mutual Life Insurance Company to Demutualize: The Case of Golden State Mutual of Los Angeles
   Natsuki Kinoshita 263

13. The Insurance Demutualization Process Develops in Spain with Mapfre
   Leonardo Caruana de las Cagigas 284

Bibliography 301
Index 321