

CIE Conference

25 november 2022

Orchestrating Multi-stakeholder
Collaborations for Grand Challenges

Abstracts of paper submissions

MSM MAASTRICHT
SCHOOL OF
MANAGEMENT

 Maastricht University

Collaborative Innovation and
Entrepreneurship Research

 Amsterdam University
of Applied Sciences

This inaugural conference is part of a research project, Collaborative Networks for Sustainability, supported by generous funding from the Dutch Research Council, RAAK.PRO03.038.

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Parallel Sessions 1, 11:30am to 1pm CET

1.1 Tensions in frames, roles and fields

Chair 1: Zita Ingen-Housz; Chair 2: Iteke van Hille

Discussant: Lea Stadler

Author: Angelika Zimmerman

Affiliation: Loughborough University, United Kingdom

Framing the change and changing frames: Tensions in participative strategy development

Participative strategy development serves to integrate the interests and perspectives of multiple stakeholders involved in today's complex environmental challenges, aiming at a better-informed strategy for tackling these challenges, increased stakeholder ownership, and more democratic decision making. Prior research has however observed inherent tensions between the need of such participative strategy to be open to stakeholders' input, and the need for closure and guidance. Drawing on case study evidence, we extend this reasoning and argue that tensions can emerge between strategy openness and its unintended consequences - the persistence of different interpretations of the strategy and stakeholders' perceptions of lacking knowledge, guidance, and control. We develop a model to suggest that strategy openness can, through these inherent tensions, impede stakeholders' willingness and ability for change and thereby counteract the strategy's aim for major transformation. We propose how multi-stakeholder interactive spaces have a key function in mitigating the tensions inherent in strategy openness and facilitating stakeholders' willingness and ability for change.

Authors: Jakomijn van Wijk^{1,2} and Iteke van Hille²

Affiliations: 1) Maastricht School of Management; 2) Amsterdam University of Applied Sciences

Moving circular fashion from niche to mainstream: A case study of a multi-stakeholder collaboration to transform the textile industry in The Netherlands

We examine how a multi-stakeholder collaboration (MSC) in the emergent issue field of circular textiles in The Netherlands gains legitimacy as field coordinator. Drawing on our preliminary findings from rich, qualitative data, we present a process model that highlights three objects of legitimacy – the organizational entity, the activities, and the role itself – that need to be obtained by the MSC in order to successfully claim and enact the role of field coordinator. We highlight the interplay between these three objects of legitimacy, and show how field coordinator legitimacy is a dynamic process that is both institutionally bound and agentic. As such, our study contributes to the vibrant literature on how MSCs address complex societal problems, while also reflecting the increased scholarly interest in how moral markets emerge and become structured in response to the detrimental effects of conventional business practices.

Author: Stella Pfisterer

Affiliation: Rotterdam School of Management, Erasmus University

“Am I a donor, broker, partner or all of these – even at the same time?” An exploration of role tensions of public actors in cross-sector partnerships

The findings provide a more finetuned understanding of roles, (role) tensions, approaches of dealing with tensions when facilitating cross-sector partnerships with business involvement from a public actor’s perspective in general and development agencies in specific. This adds to the predominant focus on non-profit and business perspectives in cross-sector partnership literature. In addition, the paper provides insights for partnership managers and policy makers to better understand their roles and practices when working in CSPs. Ultimately, this could support a better understand how future partnerships for the Sustainable development Goals can be facilitated locally by public actors such as development agencies.

1.2 Transformative multi-stakeholder partnerships in the textiles industry

Chair 1: Roberto Vivona; Chair 2: Sabine Baumgarten
Discussant: Ilias Krystallis

Authors: Tulin Dzhengiz¹, Andra Riandita² and Anders Broström³

Affiliations: 1) Manchester Metropolitan University, UK; 2) University of Stavanger, Norway; 3) KTH Royal Institute of Technology, Sweden

Sustainability-oriented partnerships: a closer look at the textile industry

Firms engage in partnerships to address various sustainability issues such as greenhouse gas emissions, cleaner production, labour rights or working conditions in their operations and throughout their supply chains. These partnerships utilise various mechanisms that can be seen as enablers of change, including product development, process enhancements, policy-related initiatives and awareness-raising campaigns. Through these mechanisms, partnerships can seek to achieve change at the firm, industry, supply chain and societal levels. This paper studies the relationship between these mechanisms and firms' targeted level of change in textiles/fashion. We analyse 444 sustainability partnerships using a mixed-method approach. We find that partnerships targeting these broader levels focus more on social sustainability issues in this industry. Those targeting society-level partnerships involve cross-sector partners. Our study adds to the conversations about sustainability-oriented partnerships by demonstrating how mechanism-change dynamics can be contextual and industry-specific.

Authors: Meine van Dijk^{1,2} and Arif Kahn¹

Affiliations: 1) Maastricht School of Management; 2) Erasmus University

Sustainable production in the textiles industry in Bangladesh: where are we after COVID-19?

In the paper we will give an overview of the textiles industry in Bangladesh and the issue of resiliency faced by manufacturers. In the backdrop of robust GDP growth in the country and a marked return to normalcy from the 2020 slowdown there are signs that textile exports are picking up. Despite ongoing management of the Covid war for now, the industry is in the crosshairs of yet another crisis. Industry experts believe the issue of sustainability is the next war that is going to test manufacturers. Changes are taking place in the competition-consolidation dynamics down the value chain. The global market witnessed changes in consumer habits and buying patterns followed by shifts in selling and distribution channels. This introduced uncertainty in orders and caused the price of raw materials and shipping cost to increase. Brands and buyers (the clientele) engaged with the bull-whip effect and cancelled or reinstated orders on whim; normal business conduct was sporadic. The major issues are the factories' financial health and workers' safety and product purity. The two later issues deserve attention given changing consumer preferences in the global north and activities by their governments to improve working and environmental conditions in Bangladesh through signed partnerships.

1.3 Perspectives on stakeholder theory and inclusion

Chair 1: Maximilian Löffel; Chair 2: Ludiger Voigt

Discussant: Leona Henry

Author: Fabrice Cavarretta

Affiliation: Essec Business School, France

Value(s) Shine yet Only Paradigms Happen: On Defocusing Stakeholder Theory

In biology and ecology, systems are studied through the concepts of biotope and biome. The biotope encompasses all the species in an environment, and the biome adds up all the relationships interspecies of the biotope. I propose to reconceptualize social action by focusing on its biome. This nexus construct contains all the already documented factors that determine social action, ranging from conceptual ones to material ones, plus all possible interactions among all those factors (e.g., specific values onto specific practices, or specific objects onto specific beliefs, or specific beliefs onto specific values). A few antecedents of modeling social action through such a nexus construct exist. Most notably, Kuhn modeled communities of scientists through the concept of paradigm. Since then, paradigms have been acknowledged among various scholarly and practitioners' communities.

Author: Judith M. Ford

Affiliation: Amsterdam School of International Business, Amsterdam University of Applied Sciences

Building a Better Ark: The Potential of Engaging Cultural Thought Leaders and Addressing Power Differential in Authentic, Community-Driven Resilience Planning

Climate change engagement is often conducted on a jurisdictional scale, and stakeholder engagement typically brings representatives from all constituencies around a common table. Yet, individual behavior is largely influenced by norms and leaders within their cultural groups, and the “Noah’s Ark” style of stakeholder engagement largely ignores historical differences of power among participants. Co-creating safe cultural spaces with leaders within cultural communities catalyzes authentic conversation tailored to the ways in which the community talks about its own issues and creates engagement strategies, which increase climate resilience, while elevating voices of trusted sources of information. Two projects in the San Francisco North Bay Region were built on prior research on the role of cultural identity, belonging, and engagement in building resilient regions. “Elevating Latino Voices” focused on the 25% of Sonoma County residents who self-identify as Latinx, a group over-impacted by natural disasters yet underrepresented in political and economic power. As a direct result of the investigation, targeted, culturally relevant communication strategies and programs were identified, including “Promotores Verde.” Drawing from a cultural tradition of recruiting and training cohorts of young adults from within communities on specific health issues, who, in turn, become resources on the issues to their communities, “Promotores Verde” is increasing authentic engagement of the Latinx community in climate change, building leadership capacity and empowering a new generation of climate leaders. “Rising Waters” engaged principles of biophilia to bridge understanding between experts on homelessness and water quality to build empathy and address issues at their nexus.

1.4 Value creation and capture in multi-stakeholder collaboration

Chair 1: Leonie Schlüter; Chair 2: Katrin Heucher

Discussant: Valentina Mele

Authors: Samuli Patala and Arne Kröger

Affiliation: Aalto University, Finland

Creating inclusive value in cross-sector collaborations

Urban grand challenges call for novel cross-sector collaborations between public, private, and social sectors. While such cross-sector collaborations have the potential to generate broader systemic solutions to sustainability challenges, the diversity of the organisations involved demands constant realignment of collaborators' goals, projected outcomes, and concomitant degrees of involvement. However, current research lacks an understanding of how cross-sector collaborations that aim to tackle GCs manage such diversity of actors and interests. To address this gap, we conducted an inductive, three-year longitudinal case study of a cross-sector collaboration aimed at generating new solutions for grand challenges in cities. We identify three different phases of development, each of which is characterised by alternative shared narratives, common practices, and joint outcomes. While the phase shifts were triggered by perceived dysfunctionality in public and private value creation, stability was maintained through inclusive value, which was determined by the interplay of narrative and practices. We contribute to the research on cross-sector collaboration, grand challenges by introducing inclusive value creation as a new type of collaborative value, and we propose and explicate three alternative processes that can create inclusive value. We also contribute to research on robust action by presenting an integrated form of robust action.

Authors: Lori DiVito¹, Jason Good¹, Jakomijn van Wijk^{1,2}, Iteke van Hille¹, Tuanh Lam¹, Richard Martina¹ and Ingrid Wakkee¹

Affiliations: 1) Amsterdam University of Applied Sciences; 2) Maastricht School of Management

Appropriating Relational Value from Collaborative Networks for Sustainability

Our study elucidates relational value creation and appropriation in collaborative networks for sustainability (CNfS), which focus on grand societal challenges and include a multiplicity and diversity of actors. Using a relational view lens, we conducted a longitudinal, multiple case, field study of collaborative networks for sustainability in the circular textile and fashion industry, unpacking the interplay between value creation from relational interdependence, relational-specific assets and material output and the multilevel appropriation of that value. Our findings show that value appropriation is contingent on the perception of use value and cascades through individual, organizational and network levels. The ability of actors to capture cascading value on different levels has a direct influence on sustaining the continuity of value creation and to achieving the shared societal goals of CNfS. We developed a model of value appropriation in CNfS to illustrate the cascading flow of value at micro (individual), meso (organizational) and macro (network) levels. Our study makes novel contributions to the literatures on strategic alliances, cross-sector partnerships, and open innovation networks.

1.5 Relational perspectives of inter-organizational, collaborative innovation processes

Chair 1: Nuppu Mielonen; Chair 2: Ingrid Wakkee

Discussant 1: Richard Martina

Discussant 2: Alberto Bertello

Authors: Alberto Bertello¹, Ghita Lauritzen², Paola De Bernardi¹ and Marcel Bogers³

Affiliations: 1) University of Turin, Italy; 2) University of Copenhagen, Denmark; 3) Eindhoven University of Technology, Netherlands

Organizing crowdsourcing to tackle relevant societal challenges. Insights from the EUvsVirus programme

Crowdsourcing has recently emerged as an open innovation model to solve not only well-structured problems that meet firms' needs but also ill-structured, societal problems. However, while the former model has received considerable scholarly attention, there is still paucity of studies that aim to understand the organizational implications of crowdsourcing in response to grand challenges. This study has the purpose to lay the foundations for a more thoroughly understanding of this emerging model by combining the late conceptualizations of robust action in management and organization studies with a relational view on open innovation, which advances an understanding of openness and closure as paradoxical. Using a longitudinal, qualitative case study of EUvsVirus, the largest crowdsourcing project launched in response to the COVID-19 pandemic, we explored how this program adopted modes of closure to enable the generation and the sustainment of novelty and engagement over time. More specifically, the desired open qualities were achieved by combining top-down and bottom-up decision-making processes, collaborative and competitive principles, and constantly translating long-term objectives into short-term achievements. On the other hand, radical openness has often led to unexpected, exclusionary effects that have undermined the effectiveness of robust action.

Authors: Richard Martina, Ingrid Wakkee and Lori DiVito

Affiliation: Amsterdam University of Applied Sciences

Formation of Opportunity Beliefs in Multi-Organization Collaborations for Addressing Grand Societal Challenges

Our world is increasingly faced with grand societal challenges in which entrepreneurs play vital roles in co-creating solutions. The concept of opportunity beliefs is central for understanding the actions taken by these entrepreneurs. However, the current theorization of opportunity beliefs formation is individual-centric, whereas grand societal challenges require entrepreneurs to work in collectives such as multi-organization collaborations. We build on McMullen and Shepherd (2016) to study how third-person opportunity beliefs transform into collective first-person opportunity beliefs in multi-organization collaborative teams. We contribute to the literature by using a longitudinal, single case study and applying the Gioia method to code and analyze the data. We present a two-stage model of the formation of collective first-person opportunity beliefs where the mental models of collective ability and willingness play vital roles. We also advance the idea of organizational pressure as a source of cognitive conflict.

Parallel Sessions 2, 3pm to 4:30pm CET

2.1 Maintaining engagement in cross-sector collaborations

Chair 1: Arif Kahn; Chair 2: Lori DiVito

Discussant 1: Stella Pfisterer

Discussant 2: Lori DiVito

Author: Leona Henry

Affiliation: University Witten/Herdecke, Germany

Navigating challenging times: how cross-sector partnerships build resilience during the outbreak of the COVID-19 pandemic

This paper explores how cross-sector partnerships (CSPs) operating in a development context organized for resilience during the outbreak of the COVID-19 pandemic. Based on a qualitative analysis of eight partnerships operating in East-Africa, Central America and Indonesia, I show how CSPs engaged in three practices of resilience building that allowed them to remain functional despite facing adversity. In addition to fostering resilience, my findings show how engaging in these practices allowed CSPs to discover more efficient ways of organizing in the long run. Based on these insights, I advance our understanding of resilience building by unpacking this concept on a CSP level. Furthermore, by unfolding the relevance of incidental learning in a cross-sectoral setting, I widen our knowledge of learning processes in CSPs.

Authors: Priyanka Brunese¹ and Meghana Rawat²

Affiliations: 1) Purdue University; 2) Utah Valley University

Unpacking Transactional and Transformational Voluntary Engagement in Cross-Sector Social Partnerships

We investigate volunteerism in cross-sector social partnerships (CSSPs) to explore why and how volunteers initiate and stay engaged throughout its lifecycle. CSSPs require long-term volunteering that is goal-oriented and complex. The CSSPs researched in this article were community-based, lacked hierarchical structure and relied on self-organized volunteerism. Our exploratory study has initiated the discussion of how volunteerism and volunteer management are more nuanced and interconnected in CSSPs. Via in-depth interviews, we found that long-term volunteering commitment requires managing perceived value propositions; goal-oriented volunteering requires negotiating tensions related to volunteers' ability to contribute to CSSP goals; and self-managed volunteering requires transformational engagement by taking ownership of the CSSP and collective problem-solving. Our study has extended the concept of interactional volunteer management by incorporating a more fluid and intrinsic perspective of volunteering that transitions from transactional to transformational engagement.

Authors: Jason Good

Affiliation: Egade Business School

The diffractive flow of value in online inter-organizational collaboration: How sensemaking systems work in the transition from a linear to a circular economy

This study examines how a sense of value is made in online inter-organizational collaborative processes aimed at the adoption of circular business models in the Dutch fashion industry. While we know a lot about the organization-level success factors that foster value creation across firm boundaries, we know relatively little about the socio-cognitive dynamics of value creation within inter-organizational collaborative processes. When narrowing our focus to online inter-organizational collaborative processes the problem of a lack of knowledge is greater still, as not only is there little existing scholarship, but greater dependency and ease of use fostered by the Covid-19 pandemic may translate into increasingly perfunctory practice when it comes to sustainability-related initiatives. In this qualitative study we examine the dynamics of value creation as they occur within a recurring online inter-organizational collaborative process aimed at the adoption of reuse and rental business models, analyzing it as a 'sensemaking system.' Our findings demonstrate that the making of a sense of value within such systems is a process of 'diffraction,' in which moments of value creation cannot be individually separated, nor can they be reduced to individual participants. After elaborating how a sense of value diffractively flows through inter-organizational collaborative processes, we elaborate several secondary characteristics of these sensemaking systems, as well as methodological, theoretical, and practical implications.

2.2 Understanding governance reconfiguration and competences for multi-stakeholder projects and partnerships

Chair 1: Roberto Vivona; Chair 2: Rob Lubberink

Discussant: Arne Kröger

Author: Andrew Webb

Affiliation: Carleton University, Canada

Semiotic Perspectives on Learning to Manage Multi-Stakeholder Partnerships

Much criticism has been leveled against business schools for producing managers who do not care about how their decisions impact society. This is particularly worrisome when one considers the grand challenges we currently face—problems that are almost lost causes, such as the climate emergency, the impact of the digital economy on the nature of work, or rising income disparities. It is therefore timely to address fundamental questions about how to equip managers with the skills, habits, and experience needed to tackle grand challenges. Previous literature suggests that multi-stakeholder partnerships offer the most promising avenues for taking on grand challenges. Nevertheless, little is known about how to design learning environments that will help managers succeed in such atypical organisations that bring together partners from corporations, governments and non profits alike. The challenges to adequately design and adapt learning environment to the new reality is arguably a result of a) our current lack of understanding about the skills, competencies and habits of thought needed to orchestrate and manage multi-sector partnerships and b) the fact that many MBA programs are still stuck in a ‘profit above all’ mindset that prioritises a ‘winner takes all’ competition over cooperation. Through the lens of a semiotic framework called the actantial model, I argue for a shift in roles students’ play in their management learning stories. I assert that this shift has the potential to shake established norms and procedures frequently embedded in the way business schools deliver their MBA programs by unleashing the learner’s power and purpose – changing the learner’s role has the potential to transform management learning for good.

Authors: Ilias Krystallis¹ and Giorgio Locatelli²

Affiliations: 1) UCL, United Kingdom; 2) Politecnico di Milano

Reconfiguring the Governance of Inter-Organizational Projects. The Case of the UK Grand Challenges

Purpose – Few scholarly works are dedicated to the nexus of project management and grand challenges, those wicked, complex, uncertain, messy, boundary-crossing problems that confront the world. The governance of inter-organizational projects (IOPs) that deliver grand challenges is composed of agents (programme managers), and structures, such as Integrated Project teams (IPTs), and governance boards. This study uncovers the reconfiguration process of IOPs governance and explains why the IOPs governance evolves into a new baseline.

Methodology – Building on practice perspective and by employing a longitudinal case study that benefits from ethnographic data, we study the interactions and movements of agents (programme managers) and structures (boards, IPTs) of this theory-building research.

Findings – Reconfiguration is an exceptional, ad-hoc practice, mobilized to ensure that the inter-organizational projects (IOPs) governance is fit for purpose. First, our findings trace governance reconfiguration to changes in terms of board effectiveness and IPTs task performance. Second, we report on the interactions among agents (programme managers) and structures (boards, IPTs) in a bidirectional model that leads to the enactment of reconfiguration. Third, we find that reconfiguration ends when recurring changes of board effectiveness and IPTs task performance are realigned, resulting in a new governance baseline.

Practical implications – The study is aimed at IOPs programme managers, IPTs and boards and proposes a novel depiction of the IOPs governance with a description of how the governance responds to reconfiguration. It provides insights on why the IOPs governance evolves into a new baseline and helps project-based organizations involved in the delivery of grand challenges navigate this dynamic process.

Originality – Exceptional, ad-hoc practices such as reconfiguration are covert in the IOPs governance literature with normative models. By taking a practice perspective, we bring together separate research streams of institutional change and operations management with the governance of IOPs.

2.3 Collaborative governance and grand challenges

Chair 1: Ludiger Voigt; Chair 2: Richard Martina

Discussant: Fabrice Caverretta

Authors: Rosileia Milagres¹, Jorge Verschoore² and Otavio Rezende³

Affiliations: 1) Fundação Dom Cabral; 2) Universidade do Vale do Rio dos Sinos; 3) SKEMA Business School, Brazil

Implementing Collaborative Governance to Tackle Grand Challenges: Does Context Matter?

This article investigates the collaborative governance of stakeholders facing arduous problems. Our main objective is to identify how the collaborative governance approach has evolved to tackle grand challenges. We undertook a comprehensive systematic review of the literature on collaborative governance and grand challenges. The aim is to assess the advances in this field by addressing the questions: What are the specificities of collaborative governance in the context of grand challenges? How is this literature evolving? What do we know about this field and what do we need to explore? What recommendations can we offer to politicians and practitioners who face the challenge of dealing with collaborative governance that aims to tackle grand challenges? The study reports the results of a literature review conducted in 28 top journals between 1985 and 2021 in the fields of public administration and management. The review identifies three overarching themes: the antecedents of the creation of a collaborative network, the governance process, and the results achieved. The importance of the context outstands as it influences the antecedents of the creation of collaborative networks.

Authors: Rebecca Kirley¹, Valentina Mele¹, and Sonia Ospina²

Affiliations: 1) Bocconi University, Italy; 2) New York University

What seems to be the problem? Identifying Systemic Issues in Government through Cross-sector Collaboration

Collaborative governance has become a zeitgeist. Sustained scholarly attention has resulted in a rich literature examining and explaining collaboration between government and citizens beyond the ballot box, collaboration among government agencies, and collaboration across sectors to address policy problems. We build on and plan to integrate these studies by exploring how collaborative arrangements can help to identify and articulate those problems to address grand challenges. We do so in the empirical setting of interactions between civil society organizations and public agencies involved in a novel cross-sector arrangement in UK policing akin to a non-judicial grievance mechanism. The arrangement allows designated civil society organizations to raise evidenced “super-complaints”; on behalf of the public about systemic issues in policing practice that they argue cause public harm. Super-complaints are then investigated on an intergovernmental basis.

The preliminary results from our inductive, qualitative study are based on an analysis of archival data related to the four cases concluded so far, complemented by semi-structured interviews. In this early version of the paper, we present evidence from the first case. The findings show how cross-sector collaboration mechanisms are uniquely suited to spot and reframe problems inherent and entangled

in the culture and modus operandi of public service. They point to the role of evidence entrepreneurs played by some participants and to the different evidentiary bases as relational instruments that are co-constructed by participants and used as a platform for dialogue. They also challenge the dichotomy between confrontation and collaboration by revealing when and how actors resort to these two postures in their exchanges on an issue.

2.4 Temporality, network ties and performance of cross-sector partnerships

Chair 1: Judith Ford; Chair 2: Jakomijn van Wijk

Discussant: Angelika Zimmerman

Author: Waqas Nawaz

Affiliation: Queen's University, Canada

All That Glitters Is Not Gold: When Do Cross-Sector Partnerships Improve Sustainability Performance of Private Firms?

Although firms acknowledge and advocate cross-sector partnerships' (CSPs) potential to address sustainability issues, the benefits have not yet been realized. My goal in this conceptual work is to examine the conditions under which CSPs improve sustainability performance of private firms. I explore differences between cross-sector networks and conventional interfirm networks to answer this question. Specifically, I survey literature on network density and strength of ties through a cross-sector lens. I also consider different functional types of CSPs to develop theoretical propositions that relate dependent variable (sustainability performance) and independent variables (cross-sector network density and strength of cross-sector ties). The seven propositions developed in this work emphasize that firms can benefit from CSPs only when their cross-sector network structure and strength of cross-sector ties optimally align with the functional type of CSPs they predominantly form or participate in. Simply because a firm participates in CSPs does not equate to superior sustainability outcomes.

Author: Lea Stadler

Affiliation: Grenoble Ecole de Management, France

And If We (Ever) Achieved Our Goal? The Challenges of Winding Down a Social Partnership

Cross-sector partnership (CSP) scholars agree on the beneficial role that a clear common goal plays in governing a CSP, such as by helping align diverse partners and mobilize support for social value creation beyond what single organizations or sectors could achieve. While respective insights relate in particular to the early stages of the partnership life cycle, the common goal also implies that, once achieved, the partnership can wind down or repurpose. We however know little about the implications for CSP management and social value creation as the partners approach goal achievement. To forge a more comprehensive understanding of governance via goals in CSPs, I inductively analyze a disease-elimination CSP that, after more than 30 years of operations, was close to achieving its goal and prepared for winding down. Based on a rich set of interview, document, and video material, I illustrate how context-driven complexification of the CSP goal increasingly diluted its initial governance benefits and ultimately challenged the pacing and aspired disembedding of the CSP's winding down processes. By delineating the mechanisms and implications of such goal complexification, the study insights bring to fore the limitations of conceptualizing CSPs as goal-centric, temporary structures and expose the fragility of the social value created.

Author: Yuxi Zhao

Affiliation: Thompson Rivers University, Canada

Entrepreneur-led Landscape Changes during the Uneven Environmental Transition in Hocking Hills, Ohio

Rural tourism is often regarded as a catalyst to stimulate economic growth in amenity rich but underdeveloped regions. Much research to date has focused on developing a robust rural tourism industry separate from the social-spatial evolution of the exurban community. Tourism entrepreneurs extend the market mechanisms to the traditionally nonmonetary environmental and social contexts of the rural community by commodifying the physical landscape and the social heritages. Moreover, an increasingly commodified rural landscape can co-produce both the tourism industry and the rural community simultaneously. Therefore, using Hocking Hills, Ohio, as an example to analyze tourism entrepreneurs' business strategies and corresponding ways of capitalizing on environmental resources, this research connects the long-standing paradigms of tourism development and community evolution and forges a new direction for interdisciplinary theoretical and empirical studies.