

Community-based organizing, how to assess its performance?

An overview of community-based organizing, external factors, and their influence on performance.

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Abstract

Hitherto, management literature falls short regarding non-financial performance assessment in profit-driven forms of organizing as well as in non-profit forms of organizing. In this research, performance assessment of community-based organizations, alongside with external pressures that influence the performance of community-based organizations, will be analyzed using a qualitative approach. This research aims to gain an increased understanding of the assessment of social value creation, environmental value creation, and economic value creation, ultimately captured as multiple value creation. Twelve diverse cases will be included in this research to capture as much of the phenomenon as possible. For community-based organizations, social value creation seems to be hard to assess, whereas environmental value creation is monitored in collaboration with external stakeholders. Regarding the external pressures that influence the performance of community-based organizations, the influence of network structure, organizational capacity, governance, strategy, and pre-existing conditions was most prevalent on the performance of community-based organizations. Surprisingly, motivation did not seem to influence the performance of community-based organizations.

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Chapter 1 – Introduction

In modern days, it is increasingly common for citizens to set up community initiatives to provide public goods or services for their community (Igalla, Edelenbos, & Van Meerkerk, 2019). As community-based organizations, referred to in this research as CBOs, become a more important part of society, the topic is also gaining increasing attention within various fields of research over the last decades (Bailey, 2012; Edelenbos et al., 2020).

In the existing literature, community-based organizing is also referred to as citizen initiatives, community self-organizing, social enterprises, and grassroots initiatives (Igalla et al., 2019). In this research, community-based organizations are defined as *forms of self-organization in which citizens mobilize energy and resources to collectively define and carry out projects aimed at providing (public) goods or services for their community* (Igalla et al., 2019, p. 1176). This research focuses on the performance assessment of community-based organizations in The Netherlands that operate on a supra-local scale. In the area in which these CBOs operate, they address issues related to sustainable development such as sustainable energy production, sustainable food production, or waste management. This research will examine external factors that influence the performance of CBOs, especially focusing on the non-financial performance of CBOs. The performance of CBOs in itself will be assessed by examining the concept of multiple value creation within community-based organizations in The Netherlands.

In the last few decades, there have been ongoing developments regarding citizen participation in society. Social problem solving by citizens started to emerge since it is impossible for governments and markets to fill up all the voids and issues faced by society (Biekart & Fowler, 2009). The government remains the main provider of public goods and services, yet this responsibility is shifting more and more towards CBOs. Not so long ago, issues regarding shortcomings in for example infrastructure, goods, or services were expected to be tackled by the government. In recent years, this assumption has been challenged by a rising number of citizen initiatives in different forms, which in this research are called community-based organizations, or CBOs. In these CBOs, citizens are in full control of the organization, but they frequently cooperate with governments or other institutional actors as CBOs find themselves in institutionalized settings (Healey, 2015; Igalla et al., 2019).

Nowadays, CBOs often emerge to address climate change or sustainability issues. Due to a lack of climate change- and sustainability policies provided by governments, collaborative

partnerships, like CBOS, have started to emerge, ultimately to address and overcome this gap. (Pattison, Henke, & Pumilio, 2021). “Communities around the world are already facing impacts from climate change, and there is an almost unlimited need for each community to assess and mitigate their current climate footprint and to develop plans for increased climate resiliency” (Pattison et al., 2021, p. 4). To further highlight the need for CBOs with regard to climate change resilience, Rockström (2015) argues there is a need for reconnection between human development and Earth’s environmental development. As he argues, this demands a transformation involving all different kinds of actors, such as nations, businesses, citizens, and institutions, i.e. community-based organizations as defined in this research.

Over forty years ago, Aldrich (1976) identified the existence of ‘indivisible problems’, which are problems that are considered to be too big for any organization on its own to resolve. A little less than ten years later, Gray (1985) stated that these indivisible problems require the resources of multiple different stakeholders. These stakeholders are for example individuals, groups, or organizations that are affected by decisions or activities of other stakeholders involved in the problem. Recently, Clarke and Fuller (2010, p. 85) described cross-sector social partnerships, which shows parallels to community-based organizing, as ‘an increasingly common means of addressing complex social and ecological problems, that are too extensive to be solved by any one organization’. These studies all acknowledge and emphasize the complexity of community-based organizing. Moreover, these studies also show the need for a growing body of literature on community-based organizing.

There are lots of external factors that influence collective action and community-based organizing. Several studies have been debating about the effect of group size for example (Agrawal, 2000; Olson, 1965; Ostrom, 2010). Furthermore, Olson (1965) emphasizes the complexity, or even a possible negative effect, of group heterogeneity. On top of that, Ostrom (2010) argues that there are many arguments in the literature that refer to heterogeneity as a negative factor influencing the outcomes of collaboration (Bardhan, 1993; Hardin, 1982; Isaac & Walker, 1988; Johnson & Libecap, 1982; Kanbur, 1992; Libecap & Wiggins, 1984; Seabright, 1993). Furthermore, Igalla et al. (2019) have identified several external factors influencing the performance of CBOs. These external factors will be extensively covered in Chapter 2 since these factors provide a guideline for this research.

Lastly, there is also complexity as to the performance of CBOs. Even though there is an increase in the amount of CBOs everywhere, their impact remains minimal (Aagaard, 2019). In the book of Aagaard (2019), Jonker & Faber argue that value creation in organizations has been organized to maximize efficiency, and at the same time these organizations do not consider the negative impacts on the short term or the long term. On top of that, Jonker & Faber (Aagaard, 2019) state that, since money is the only means of value exchange, organizations just focused on monetary forms of value creation, since monetary value contributes to business results. These results are generally assessed by measuring financial performance. Multiple methods and tools have been developed that are used to measure financial performance. A couple of examples are key performance indicators such as profitability, liquidity, solvency, quick ratio, or net profit margin. These methods and tools are generally developed for and used by profit-driven organizations. However, during the last decades, even profit-driven organizations have started to notice that financial performance in itself is deficient for measuring the overall organizational performance (Kaplan, 2001). Due to the fact that CBOs frequently have an environment-related or community-related goal, the performance of a CBO cannot always be measured purely on financial data, as it traditionally always has been done. As Kaplan and Norton (1992) stated, the traditional financial performance measures worked well during the industrial area, but these measures are not compatible with the current skills and competencies that organizations try to achieve today. This results in new methods and tools being developed to measure other aspects of value creation, such as environmental value creation and social value creation. Such methods and tools are often more complex, costly, and time-consuming, and are developed for profit-driven organizations that strive towards economic value creation. Moreover, performance measurement methods regarding community-based organizations have yet to be developed in management literature, since performance measurement of community-based organizations significantly differs from performance measurement in profit-driven organizations. As mentioned before, CBOs generally do not strive for economic value creation as a main objective, since CBOs represent a different approach to organizing than profit-driven organizations, which is community-based organizing. Their main goal is to achieve public value creation through multiple actors. To realize this, CBOs need to pursue some degree of financial performance to ensure continuity of the organization (Igalla et al., 2019). Therefore, the concept of multiple value creation is of increasing importance, especially for CBOs, since CBOs address social and environmental issues. This concept will be further discussed in Chapter 2.

1.1 Research objective and research question

This research aims to gain deeper insight into external factors that have an influence, either negative or positive, on the performance of CBOs. As stated by Igalla et al. (2019), the current body of literature on community-based organizing falls short concerning knowledge about the performance of CBOs, as well as the external factors that influence the performance of CBOs.

To fulfill the objective of this research, the following main research question has been formulated:

‘What does performance assessment look like in CBOs and in what manner do external factors influence CBO performance?’

To ensure that the research question is answered as diligent and precise as possible, the main research question is divided into two sub-questions:

1. What are the external factors influencing CBOs?
2. What does CBO performance comprise?
3. What influence do the external factors have on the performance of CBOs?

The first sub-question will address the external factors that are influencing CBOs. This influence can either be negative or positive. The second sub-question is formulated to see whether, and in which ways, the CBOs analyzed in this research create multiple values. The third sub-question will address the influence that a factor has on the performance of a CBO. Lastly, with the information gathered in the sub-questions, the main research question can be answered as diligently and precisely as possible, using information gathered from different CBOs.

1.2 Scientific relevance

This research will aim to contribute to an interdisciplinary phenomenon, through the perspective of a business mindset, ultimately expanding relevant literature regarding the performance of CBOs and the external pressures that influence the performance of CBOs. This research aims to address a knowledge gap between external factors that influence the performance of CBOs, and how to use these external factors to make them contribute to the performance of a CBO. As stated before, CBOs frequently have environment-related or community-related goals, which aim at the creation of environmental value and social value,

which will be discussed later in this research. However, hitherto management literature has primarily explored value creation for profit-driven organizations. As CBOs strive to generate social value, environmental value, and economic value (Jonker, 2020), existing performance assessment models are inadequate for and unapplicable to CBOs, since these existing models focus solely on generating economic value, as traditionally always has been done (Jonker, 2020). This research tries to address this gap by examining the concept of multiple value creation in CBOs. Moreover, there is no consensus in management literature about a model that aims to measure multiple value creation. This research tries to contribute to this gap by creating a general image of what multiple value creation looks like in CBOs.

On top of that, this research tries to address a gap that exists around the influence of external pressures on the performance of CBOs. Up to now, Igalla et al. (2019) seem to be the only research that has yet tried to link the influence of these external pressures on CBOs to the performance of CBOs. As these authors state, the current literature falls short in demonstrating the evidence-based knowledge on outcomes of citizen initiatives and factors impacting these outcomes. CBOs operate in a complex environment, collaborating with institutions (Healey, 2015), citizens, profit companies, politics, and other stakeholders in their direct environment, while also dealing with behavioral norms, laws, and regulations. This results in CBOs, and ultimately their performance, being influenced by these external pressures.

In short, this research tries to contribute to existing theory and the formation of theory on multiple value creation by CBOs, by looking at the external factors that pressure and influence the performance of CBOs, as well as looking at the ambiguity that exists around performance assessment of multiple value creation within CBOs. To address this, this research tries to build on several existing measurement models, which all stem from management and/or business literature, for non-financial performance (Kaplan & Norton, 1996; Venkatraman & Ramanujam, 1986; Anser, Yousaf, Majid & Yasir, 2020), as well as a model proposed by Igalla et al. (2019) for external pressures that influence the performance of CBOs.

1.3 Practical relevance

This research aims to contribute to addressing the increasing societal relevance of community-based organizations and citizen initiatives, through increasing the extant body of literature on community-based organizing. Since CBOs are progressing toward being a more common means to deal with complex social problems (Clarke & Fuller, 2011), it is important that research explores and adds to improving the performance of CBOs. Furthermore, enlarged

knowledge about CBO performance can for example help by working more effectively towards goals, investing resources wisely, or gaining support from the local community. To realize this, this research aims to gather an increased understanding of what external factors determine the performance of CBOs, as well as how this performance can be assessed.

1.4 Outline of this research

This research will begin by introducing the concept, as is done in this introductory chapter. The second chapter will consist of a theoretical framework, which lays out the concepts of ‘community-based organizing’, ‘external factors’ and ‘CBO performance’. In the third chapter, the methodology of this research will be illustrated. This chapter will show how the data is collected, why this method is appropriate, and how the data is analyzed. Furthermore, the key concepts will be operationalized to be used in further data gathering to answer the main research question. Chapter four will contain the analysis of the results. Next, chapter five will contain the discussion and the conclusion. Lastly, chapter six will consist of a reflection.

Chapter 2 – Theoretical Framework

This chapter aims to provide an outline of relevant theory with regard to community-based organizing and will serve as the theoretical background for this research. The chapter contains a theoretical framework in which the key concepts of ‘community-based organizing’, ‘CBO performance’, including multiple value creation, financial performance and non-financial performance, and ‘external factors’ will be addressed and explained. Furthermore, a conceptual model will be developed that reflects a proposed relationship between the relevant variables. Lastly, this chapter will contain the expected results of this research.

2.1 Defining and explaining the key concepts

The key concepts of this research are ‘community-based organizing’, ‘external factors’ and ‘CBO performance’. These concepts form the base of this research. Therefore, the concepts will be discussed separately and explained in detail. First, the definition of the concept will be presented. Thereafter, the different underlying factors and indicators will be identified and explained based on relevant literature. This sub-chapter will be divided into sub-paragraphs, each of which will cover a key concept.

2.1.1 Community-based organizing

As already introduced in Chapter 1, community-based organizations are defined as *forms of self-organization in which citizens mobilize energy and resources to collectively define and carry out projects aimed at providing (public) goods or services for their community* (Igalla et al., 2019, p. 1176). This research deliberately chooses community-based ‘organizations’ as a central concept, instead of ‘initiatives’ or ‘enterprises’. Since the cases in this research are not always striving to deliver ‘public’ goods or services, but also act as for example a producer of sustainable food for their community, this research finds the term ‘organization’ more appropriate within the context.

Firstly, this definition will be used since it is an up-to-date definition of CBOs, stemming from research deducted in 2019. Secondly, the definition as presented by Igalla et al. (2019) is comprehensive. It comprises all kinds of actors, such as citizens, governments, or other institutional actors. Lastly, it describes well what the purpose of a CBO is.

Adding some more context to the definition, it must be noted that it is crucial to understand that citizens control the goals, activities, and means of a community-based organization, but they often work with governments or other institutions (Igalla et al., 2019). On top of that, CBOs

also collaborate with commercial corporations (Aagaard, 2019). This form of collaboration can occur in different forms, for instance, a sponsorship. An example of such sponsorship is the GoClean initiative, which started in 2016. This initiative is aimed at making The Netherlands litter-free, using a data-driven approach. Since 2020, GoClean is supported by RaboClubSupport, which is a part of Rabobank, through sponsorship. Furthermore, GoClean is also supported through sponsorship by Jumbo, the second-largest Dutch supermarket chain (GoClean, 2021).

2.1.2 CBO performance

CBO performance differs from profit-driven organizational performance. As is stated in the introduction, management literature has primarily explored value creation for profit-driven organizations, especially focusing on economic value creation. Whereas these profit-driven organizations mostly prioritize economic value over social and environmental value, CBOs mostly prioritize environmental value and social value over economic value, resulting in the existing measurement models for performance being inadequate for and even unapplicable to CBOs. For non-profit organizations such as CBOs, success should be measured by how effectively and efficiently they meet the needs of their constituencies, and thus their goals (Kaplan, 2001). Moreover, Kaplan (2001) also argues that financial considerations are seldom the main objective, although financial considerations can play a restrictive or enabling role in achieving their goals.

According to Kramer & Porter (2011), companies perceive value creation too narrow by prioritizing the economic value in the form of short-term financial performance, while ignoring the social impact and environmental impact that determines the long-term success of the company, such as customer well-being, depletion of natural resources, viability of suppliers, or economic distress of the communities in which they produce and sell (Kramer & Porter, 2011). Kramer & Porter (2011) argue that shared value is the solution. Kramer & Porter (2011, p.6) defined shared value as *“policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates. Shared value creation is focused on identifying and expanding the connections between societal and economic progress.”* The way to achieve economic success must change, which means seeing it as a part of shared value instead of it being the core business. Furthermore, Kramer & Pfitzer (2016) argue that creating shared value has become critical for organizations, which is a conclusion that follows up on the work of Kaplan (2001), in which he indicated that “for-profit companies have recently recognized that

financial measurement by themselves is inadequate for measuring and managing their performance’’ (p.354). This indicates that the evolution around non-financial measures is still gaining increasing importance and recognition that it deserves.

Problems such as climate change and income inequality are emergent all over the globe. To reduce or even overcome these problems, solutions require organizations’ recognition and expertise, which requires companies to engage in multisector partnerships with governments, NGOs, and community members, or in this research indicated as CBOs (Kramer & Pfitzer, 2016). Instead of solely striving for financial success, CBOs try to capture all shared value in their core business, which can be referred to as multiple value creation. CBOs try to link societal progress with economic progress through the means of civilians mostly. To further address CBO performance, this research will first look at multiple value creation is an overarching concept. Then, the first developments regarding non-financial performance in organizations will be discussed, whereafter financial performance in organizations will be discussed. Additionally, this research will look at the measurability of non-financial performance and financial performance in organizations.

2.1.2.1 Multiple value creation

In the introduction, multiple value creation is introduced as a concept which is of increasing importance, especially for CBOs. According to Jonker (2020), multiple value creation means putting effort into more than one value at a time, i.e., an organization should always focus on creating more than just economic value, e.g., social value or ecological value. This is aligned with shared value creation of Kramer & Porter (2011), which is discussed in paragraph 2.1.3. Up until now, many existing business models are developed from an organization-centric perspective. This means that the strategy is aimed at growing in terms of sales volume, market share, and profit. Resulting from this, social and environmental values are frequently not included in these existing business models. This indicates that, as also stated in the introduction, the measurement of non-financial performance is not common in established profit-driven organizations.

The concept of multiple value creation, capturing social value and environmental value next to economic value, provides insight into the integrated performance of organizations (Jonker, 2020). Jonker (2020) further argues that new business models which incorporate multiple value creation are not organization-centric, rather these business models are inter-organizational, which means that the creation of value is dependent on the collective effort of different

stakeholders. This is very applicable for CBOs, since CBOs are a gathering of different stakeholders, as described in paragraph 2.1.1, that collaborate and strive towards a common goal. In this research, multiple value creation will function as an overarching concept to capture financial performance and non-financial performance of CBOs, two concepts that will be discussed in the following paragraphs.

In his work, Jonker (2020) defines the starting point of social value creation as that in society, all should get equal and equivalent access to social, public, and private goods and services. This is the definition of social value that will be followed in this research.

In this research, environmental value is defined as human values with respect to the natural environment (Reser & Bentrupperbäumer, 2005). Environmental values refer to the individual and shared community or societal benefits about the significance, importance, and wellbeing of the natural environment, and how the natural world should be viewed and treated by humans (Reser & Bentrupperbäumer, 2005, p.141).

2.1.2.2 Non-financial performance

The ancestors of non-financial performance in profit-driven organizations started to gain popularity in the 1990s. In 1992, Kaplan and Norton developed a 'Balanced Scorecard'. This allows managers to assess corporate performance not only from a financial perspective, but from other perspectives simultaneously. The 'Balanced Scorecard' can be perceived as a fast and comprehensive view of the corporate business (Kaplan & Norton, 1992). Later, in 1997, Elkington introduced the concept of 'Triple Bottom Line'. The 'Triple Bottom Line' divides value in three different dimensions, namely social, economic, and environmental. This trend in sustainability has developed to a status quo in which it is an inevitable topic to deal with for organizations or any form of collaboration.

As is argued by Jonker (2020), a value proposition can be created from the perspective of one organization, but a value proposition can also be created from the perspective of a community, which is defined as a group of people working collectively on value creation, or a platform that facilitates this. The results of these community value creation projects are not measurable in absolute unities, which ultimately leads to community value creation not being measurable solely in monetary value (Jonker, 2020). This means that value creation is multidimensional, which means that an organization can create economic, social, and environmental value simultaneously.

With regards to the measurability of non-financial performance, there has been a lot of ambiguity as to what these measures should include and exclude. Therefore, the non-financial performance measures in this research will comprise different models by different authors. It is important to keep in mind that these frameworks have been developed for profit-driven organizations. These frameworks have been selected by the researcher for research purposes, since this research tries to examine CBOs from a business mindset. Accordingly, the frameworks discussed below stem from management and/or business research. First, the Balanced Scorecard from Kaplan & Norton (1992) will be discussed. Secondly, a model developed by Venkatraman & Ramanujam (1986) will be discussed. Thirdly, the work of Anser, Yousaf, Majid & Yasir (2020) will be discussed. The researcher has chosen to elaborate on these three frameworks for several reasons. Firstly, existing literature on performance mainly focuses on non-financial performance in profit-driven organizations, which results in a lot of measurement models being inadequate for and unapplicable to CBOs. Secondly, these theories are the most applicable theories to organizations that are operating in a non-profit sector, such as CBOs. Thirdly, to emphasize the research gap which exists concerning non-financial performance and the measurement of multiple value creation, these theories are adequate to illustrate the lack of connection between the creation of value other than economic value, such as social value and environmental value, and performance measurement in organizations. Fourthly, these theories show a lack of recency in management literature concerning non-financial performance, since the work of Anser et al. (2020) is the only article regarding non-financial performance in different forms of organizing which has been recently published, yet it still focuses on social performance and environmental performance in profit-driven organizations since their research sample consists of hotels and tourism units.

The Balanced Scorecard – Kaplan & Norton (1996)

The Balanced Scorecard presents managers with a framework existing of four different perspectives on how to create value (Kaplan & Norton, 1996). The first one is the customer perspective, which focuses on delivering as much value as possible to the customers. The second perspective is the internal perspective, which focuses on business activities that the organization must excel at. The third perspective is the innovation and learning perspective, which focuses on how to improve and create value. The last perspective is the financial perspective, which focuses on stakeholders. The perspectives are depicted in figure 1. The Balanced Scorecard of Kaplan & Norton (1996) was one of the first systems to complement financial measurements with measurements from other perspectives (Kaplan, 2001). According

to Kaplan (2001), the Balanced Scorecard should be an even greater opportunity for non-profit organizations than for profit-driven organizations since non-profit organizations' performance cannot be measured by monitoring their budgets. Furthermore, since the Balanced Scorecard enables and stimulates managers to look at the organization from four different perspectives, Kaplan (2001) states that the Balanced Scorecard enables managers to better understand interrelationships within the organization, ultimately resulting in improved decision-making and problem-solving capabilities. The main goal of the Balanced Scorecard is to provide managers with a fast but comprehensive view of the business (Kaplan, 2001).

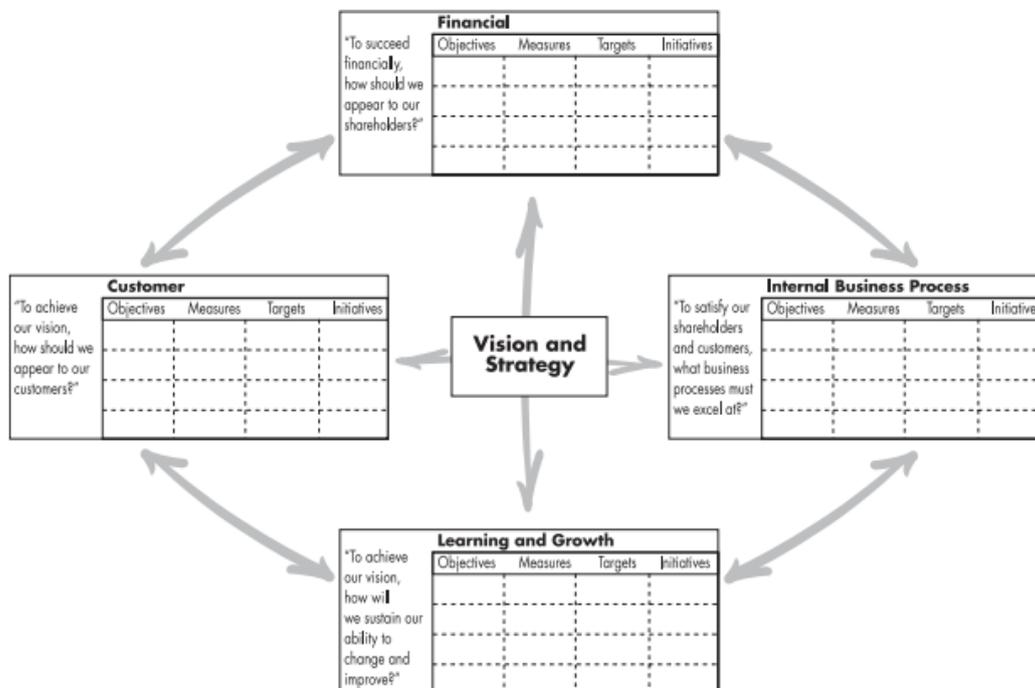


Figure 1: The Balanced Scorecard: Four Perspectives (Kaplan & Norton, 1996)

The domains of business performance – Venkatraman & Ramanujam (1986)

Venkatraman & Ramanujam (1986) identified three domains of business performance, captured in a circle as depicted in Figure 2. The domain of operational performance, the second circle, reflects the indicators of non-financial performance. The authors identified measures such as market-share, new product introduction, product quality, marketing effectiveness and technological efficiency as typical indicators for non-financial performance in profit-driven organizations. As for CBOs that do produce sustainable goods, these indicators will be a better fit than for CBO that do not, since the indicators identified by Venkatraman & Ramanujam

(1986) are applicable for profit-driven organizations that manufacture products. Moreover, the model provided by Venkatraman & Ramanujam (1986) is not as widely applied and acknowledged as the Balanced Scorecard discussed above. However, this model is one of the first to acknowledge a multi-perspective to performance by also addressing non-financial performance measurement indicators. Nevertheless, the non-financial performance indicators proposed by Venkatraman & Ramanujam (1986) seem to be biased since these indicators are indirectly related to financial performance of the organization, e.g., market-share, new product introduction, or marketing effectiveness. This aligns with the research gap addressed earlier, indicating a lack of recency in management literature regarding non-financial performance measurement.

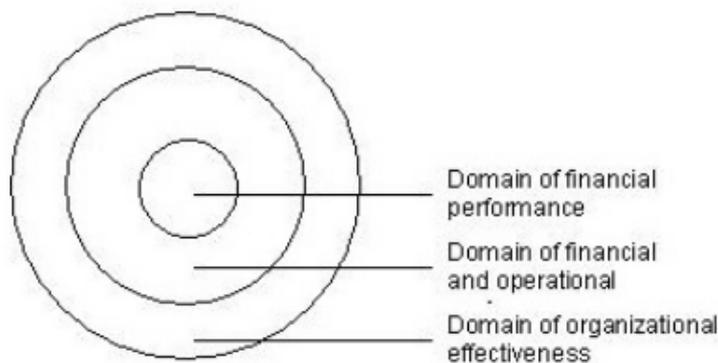


Figure 2: The domains of business performance (Venkatraman & Ramanujam, 1986)

Environmental performance – Anser, Yousaf, Majid & Yasir (2020)

Thirdly, Anser, Yousaf, Majid & Yasir (2020) studied the impact of corporate social responsibility on both social performance and environmental performance. The authors (Anser et al., 2020) defined environmental performance as the degree to which an organization is taking action to incorporate environmental considerations in its operational decisions and following the acceptable standards, self-interest and responds to stakeholders. In their research, environmental performance was measured using four dimensions, which are resource usage, regulatory compliance, stakeholder interaction, and productivity.

2.1.2.3 Financial performance

Traditionally, the innovation rate of products in firms was slow, as customer demands changed slowly as well. This resulted in organizations to always focus on producing at the lowest

possible costs. Managers' primary focus was on prices, costs, profits, or financial ratios (Bajnai & Popovics, 2020). As stated earlier in this research, CBOs often prioritize environmental value and social value over economic value. Nevertheless, this does not indicate that CBOs should not focus on economic value, since no or limited access to resources can impede the capacity of CBOs to achieve goals. In the model of Venkatraman & Ramanujam (1986), as discussed above, the narrowest circle is the domain of financial performance. Financial performance reflects the achievements regarding the financial goals of the company. Typical indicators relating to this domain are sales growth, profitability, and earnings per share.

According to Kramer & Porter (2011), the classic view of capitalism perceives making profit as a contribution to society, since profit supports employment, wages, purchases, investments, and taxes. Social and community issues are outside the periphery of an organization. The main shortcoming of financial performance is the fact that it only measures past organizational performance, yet it indicates very little about long-term goals and value creation (Kaplan, 2001). In general, CBOs have long-term goals which focus on sustainability or climate change. Financial performance appears to be a means to address those goals and is probably not a crucial factor for determining the performance of a CBO regarding its long-term goals. As a result, in this research, the financial performance of CBOs will only consist of monetary values. Financial performance is concerned with improving the net income and the available budget of the CBO. This will be further operationalized in Chapter 3.

2.1.3 External factors

The factors that can contribute to or impede the performance of CBOs will be discussed in this paragraph. The external factors listed below will be operationalized in Chapter 3. These factors are derived from the work of Igalla, Edelenbos & Van Meerkerk (2019). These factors have been found to influence the performance of CBOs in a study conducted by Igalla, Edelenbos & Van Meerkerk in 2019. Since this research has been conducted recently, the factors can be deemed as accurate and relevant for researching CBO performance in present times. To fit better within the context of this research, the external factors described below will be slightly adjusted. The final operationalization of the external factors can be found in paragraph 3.6.

- Network structure. This refers to the diversity of the network that a CBO has. Networks can be used collectively to achieve certain objectives (Newman, Waldron, Dale, & Carriere, 2008). In this research, network structure refers to the network connections that the CBO has outside of its internal structure.

- Organizational capacity. This refers to the capacity of a CBO to learn from its own actions and its environment (Bess et al., 2011).
- Government support. This refers to the institutional- and governmental context supporting a CBO. This support can vary in financial and non-financial support, e.g., funding, technical assistance, advise, or training.
- Support of non-profit institutions. This refers to organizations outside governments and commercial business, of which NGOs are a prime example. This support can vary in financial and non-financial support, e.g., funding, technical assistance, advise, or training.
- Leaders and leadership. This refers to the characteristics, qualities, and activities of the individuals that form or manage a CBO.
- Democratic structure. This refers to the nature of representation, the source of legitimacy, and transparency within the initiatives. E.g., decision-making process, or the information sharing process.
- Strategy. This refers to the strategies used to mobilize people and resources, in order to pursue the goals and objectives, and the way in which the CBO wants to achieve their goals and objectives.
- Pre-existing conditions. This refers to structural patterns of behavior that cannot be directly influenced by local actors, such as national traditions or existing socio-economic systems. It refers to the context in which a CBO operates.
- Motivation. This refers to the motivation and commitment to hard work of all the members of the CBO.

2.2 Conceptual model

This research tries to capture the aforementioned key concepts in the conceptual model as shown below in figure 3. The external factors comprise the external factors influencing CBOs as described in paragraph 2.1.2. These factors are derived from management literature. This research tries to examine whether and how these external factors influence the performance of CBOs. There are multiple established methods to assess financial performance of organizations. However, there are no finite methods to assess non-financial performance of community-based organizations. In the conceptual model, the performance of CBOs is divided into financial performance and non-financial performance to try and capture the concept of multiple value creation (Jonker, 2020). Since this research addresses various CBOs engaging in various

activities, no further distinction between non-financial performance has been made at this initial stage of the research. The relation between the external factors and CBO performance is mediated by the various ways in which CBOs address external factors and the extent to which this contributes to their performance, in this conceptual model labeled as ‘CBO’s activities’. In this conceptual model, the independent variable is the external factors, the dependent variable is the concept of CBO performance, and the mediator variable is the way in which CBOs address these external factors.

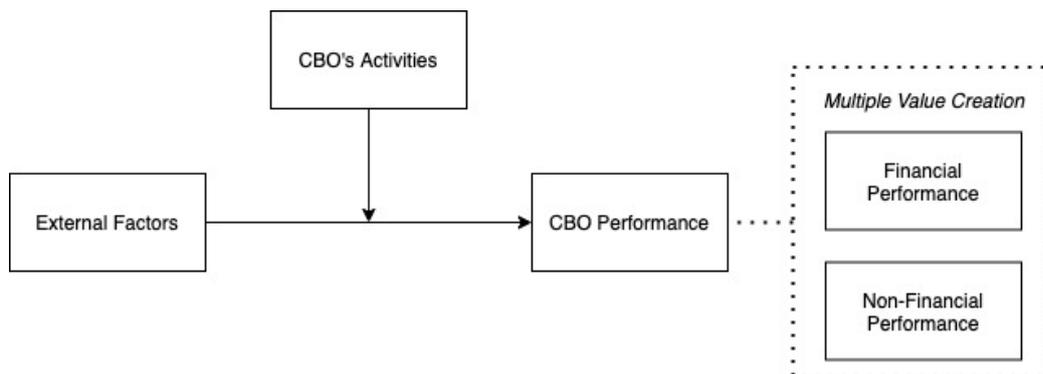


Figure 3: Conceptual Model

2.3 Expected results

This research wants to contribute to the literature gap that exists around non-financial performance of different forms of collaborative organizing, especially about the gap that exists around performance of community-based organizations. The premise here is that intended performance by CBOs addressing sustainable development is mainly non-financial. There are two main problems in assessing this non-financial performance. First, there is no consensus about how to define non-financial performance and which different dimensions (e.g., social, environmental, ecological, sustainable) to include in the definition. Secondly, there is far from consensus as to measurement regarding these dimensions. The theoretical frameworks discussed above is as close as it gets to concrete schemes for measuring non-financial performance. Moreover, there is absence of any method that is widely applied across organizations for measuring non-financial performance, as is the case for measuring financial performance in organizations, e.g., quick ratio or net profit margin. Lastly, the research domain of CBOs possesses a literature gap as well since community-based organizing is a relatively new concept in research.

Chapter 3 - Methodology

This chapter aims to provide an outline of the methodology used in this research. This chapter will address which method is applied and why. Furthermore, information will be provided about the CBOs from which the data is derived, how this data is derived, and why these CBOs are selected. Next to that, this chapter will contain the intended data analysis procedure. Lastly, the key concepts, excluding ‘community-based organizing’ will be operationalized. This concept is excluded in the operationalization because it is not a variable to be measured and explored in this research.

3.1 A qualitative approach

This research uses a qualitative approach to study community-based organizing, which results in several of the cases being studied in-depth. To gather as much in-depth information as possible, the research tries to gather linguistic data through interviewing. Specifically, this research will be a comparative case study, which is a case study organizing around two or more case studies (Yin, 2014). An advantage of a comparative case study is that the evidence is frequently more captivating, and the overall study can be regarded as being more robust (Herriot & Firestone, 1983). This research will study twelve different cases, of which the results will be compared, ultimately to formulate a comprehensive answer to the main research question.

3.2 Data collection

The data collection in this research will consist of interviews at different cases in The Netherlands. These cases will be briefly described below. These cases are recommended and also used by Moniek Kamm, a PhD student and Master’s Thesis supervisor at Radboud University. During her PhD, she gathered data from these specific cases and still has good contacts with people involved in these CBOs. Moniek Kamm already gathered data from the cases, which in this research will be used as secondary sources. These secondary sources will mainly be used to analyze the influence of the external factors on the performance of the CBOs. The secondary data sources consist of transcripts of focus group interviews, transcripts of additional interviews, internal documents and reports of the cases, and public documents and reports of the cases. The information that is gathered in the focus group interviews by M. Kamm is primarily focused on strategy formation. Nevertheless, these focus group interviews contain valuable information concerning goals, work methods, and results, which results in the focus group interviews being applicable for this research. However, the researcher has chosen to

conduct three additional in-depth interviews to gather extra data concerning the influence of external factors on performance of CBOs and about multiple value creation within CBOs. The three cases that are selected for these in-depth interviews are De Fruitmotor, Energiecoöperatie WPN, and GoClean. These are selected for in-depth interviews based on the analysis of the focus group interviews. The researcher perceives these cases to be most concrete and having the most high-quality information regarding multiple value creation. Moreover, these three cases collectively deal with all the external factors as described in the theoretical framework, which results in none of the external factors being skipped by the researcher. The main source of data will be the information obtained from the in-depth interviews. In these interviews, the respondents will first be asked several questions about their interpretation of performance for CBOs, continuing with questions regarding the link with external factors.

3.2.1 Case selection

As will be shown in the descriptions below, these cases have different purposes and goals. Ultimately, this selection is made to capture as much of the phenomenon as possible. However, these CBOs fit within the definition of a CBO as described in the second chapter of this research. The cases were primarily selected for a PhD research addressing strategy formation in community-based forms of organizing that operate on a supra-local scale in The Netherlands. The original sample of twelve cases was selected using seven universal properties for community-based forms of organizing suggested by Kamm, Faber & Jonker (2016), which are the following:

1. Operating in a local or regional setting
2. Addressing wicked problems
3. Leading to a broad configuration of constituents
4. Engaging in multiple value creating activities
5. Shaped organizationally in an unconventional way
6. Issue-related approach
7. Leading to a transition over time

3.2.2 Case descriptions

In this paragraph, a short description of twelve cases can be found. The cases are all classified as a CBO, although their purposes and goals might diverge.

Case 1: Bommelerwaard (Retrieved May 3, 2021, from www.bommelerwaard.nl)

Bommelerwaard is a cooperative that aims to make the Bommelerwaard region more sustainable through solar energy and wind energy. Bommelerwaard tries to involve as many inhabitants of the Bommelerwaard region as possible, ultimately to ensure that as many inhabitants of the region can profit from the solar energy and wind energy generated. The cooperative was founded in 2016, with the long-term goal to create a sustainable Bommelerwaard region. Since 2019, energy production is prioritized as a sustainable goal. Bommelerwaard has partnered with the local government and the national government, other CBOs, and profit-driven organizations to realize their goals.

Case 2: Voedselbos Ketelbroek (Retrieved May 3, 2021, from www.voedselbosbouw.org)

Voedselbos Ketelbroek started out in 2009 as an agroforestry partnership in the region of Nijmegen but in recent years has become the driver of an international permaculture community. The foodforest contains the largest collection of edible trees and shrubs in the Netherlands and is prized for its contribution to biodiversity. The forest is creating a self-sufficient ecosystem that can be harvested from throughout the entire year. Voedselbos Ketelbroek is co-founder of Stichting Voedselbosbouw Nederland, a foundation that develops and exploits large scale foodforests for the purpose of a sustainable supply of needs of healthy food, a vital nature, and an attractive biodiverse environment.

Case 3: De Fruitmotor (Retrieved May 3, 2021, from www.defruitmotor.nl)

De Fruitmotor is a chain cooperative that operates in the region De Betuwe, a region that is known as an innovative fruit region. De Fruitmotor uses leftover fruits, which are just under the quality benchmark of supermarkets, to produce edible products such as apple cider. Within De Fruitmotor farmers, processors, distributors, and consumers operate in a value chain. This value chain generates a fair price for all partners involved in the cooperative. Their main goal is to contribute to regenerate biodiversity in a society where no food is wasted. De Fruitmotor claims that their main goal is impact for society and ecology, not to generate profit.

Case 4: Gebiedscoöperatie Rivierenland (Retrieved May 3, 2021, from www.gcrivierenland.nl)

Gebiedscoöperatie Rivierenland is a cooperative that operates in the region Rivierenland. The cooperative is committed to increasing the welfare and prosperity of all inhabitants in the region. Gebiedscoöperatie Rivierenland perceives sustainability as a societal necessity, economic opportunity, and an initiator of innovation. The cooperative was founded in 2014 and

is an overarching organization of multiple civil organizations in the region Rivierenland. From the start, Gebiedscoöperatie Rivierenland aimed to stimulate a regional circular economy that is aligned with social and ecological values, ultimately to increase the welfare and prosperity in the region. In practice, the cooperative focuses on the transition to a fossil-fuel free region.

Case 5: GoClean (Retrieved May 3, 2021, from www.goclean.nl)

GoClean started in 2016 as a regional community. Due to success, a private company was initiated in 2019. GoClean developed a data-driven approach to combat the increasing amount of litter in The Netherlands. For this, they created local communities that engage in ‘Schoonwandelen’: combining promenading with collecting litter. By registering every piece of litter in the ‘Litterati’ app, GoClean enables analysis of litter sources.

Case 6: Netwerk Kleurrijk Groen (Retrieved May 3, 2021, from www.bureauwijland.nl/index.php/kleurrijk-groen/)

Netwerk Kleurrijk Groen is a network organization that is based in the Nijmegen region and operates in multiple cities in the province of Gelderland. The network is supported by Bureau Wijland, a consultancy for diversity and sustainability. The aim of Netwerk Kleurrijk Groen is an inclusive sustainable development, pointing out that sustainability is an effort of the society as a whole, so also by people with difficult socioeconomic positions within society. The network advocates, trains, and provides ‘colorful green ambassadors’ that participate in predominantly white sustainability networks and provides sustainability-oriented actions and courses for civilians from various ethnic backgrounds.

Case 7: Pak An (Retrieved May 3, 2021, from www.anpakken.nl)

Pak An is a foundation that was founded by two companies operates in the region De Achterhoek. The main goal of the foundation is to promote and help kickstart ideas that preserve the future of De Achterhoek. Pak An provides support for ideas and projects through a large community of coaches and sometimes by funding via microcredits. This way, Pak An tries to sustain quality of life in the region, stimulate the job market, and increase the number of entrepreneurs in the region. The foundation is governed by a board and project support is facilitated by a small team of professionals that connect coaches to projects.

Case 8: Energiecoöperatie WPN (Retrieved May 3, 2021, from www.energiecooperatiewpn.nl)

Energiecoöperatie WPN is a cooperative that operates in the region of Nijmegen. The main goal of the cooperative is making locally produced sustainable energy available to civilians in the region. This is achieved by projects for generating sustainable energy. In 2016, a windmill park near Nijmegen was constructed that was partially funded by crowdfunding, through selling shares to members of the cooperative. The energy that is produced is sold and part of the revenues is invested in neighborhood projects.

Case 9: Foodcouncil MRA (Retrieved May 3, 2021, from www.foodcouncilmra.nl)

Foodcouncil Metropolitan Region Amsterdam is a non-profit organization aiming for a sustainable, healthy food chain which is affordable for everyone in the Amsterdam region. By means of different projects Foodcouncil MRA aims to connect initiatives of citizens, entrepreneurs, and the government to provide regionally produced, sustainable food in the most densely populated area of the Netherlands.

Case 10: Gloei Peel en Maas (Retrieved May 3, 2021, from www.omroepenm.nl)

Gloei Peel en Maas was a ‘social’ cooperative by the community and serving the community. It served as a platform for people in the community to share ideas about sustainability. Gloei Peel en Maas operated from 2013 to 2019. It was disbanded due to changes in the local government, changes in the board and different ideas about the future of the organization that eventually could not be aligned by both members and sponsors of the cooperative. Although the organization is non-existent, valuable information on external factors is available in the focus group interview conducted by M. Kamm, since the processes that ultimately led to the organization’s demise were well documented.

Case 11: Dirk de Derde (Retrieved May 3, 2021, from www.rivierenlandinverbinding.nl/stichting/)

Dirk de Derde was a cooperative that was founded in 2013, ultimately to initiate circular economic processes, and to translate the demand for sustainability from the citizens in De Betuwe region. In 2015 and 2016 two of the five founders had already left the organization, and in 2018 it was formally disbanded by the remaining three founders. Like Gloei Peel en Maas, although the organization is non-existent, valuable information on external factors and its influence on performance is available in the focus group interview conducted by M. Kamm.

Case 12: Noorden Duurzaam (Retrieved May 3, 2021, from www.noordenduurzaam.nl)

Noorden Duurzaam is an association founded in 2011 with the purpose of creating a regional network to accelerate the transition to sustainability in the Northern province of the Netherlands. Noorden Duurzaam introduced and advocates a new governance system for developing sustainable solutions with the actors from different realms of society: the ‘tafel democratie’, literally translated as ‘table democracy’.

3.2.3 Document research

This research will consult written documents as secondary data sources. The secondary data sources comprise websites for general information about the CBO, internal documents such as meeting documents, annual reports, future plans, and focus group interviews conducted by M. Kamm. The document research will be executed before the interviews take place since this document research can bring along a limitation for the interview. Firstly, the internal documents will be analyzed to form a general image of the work methods, main objectives, and other activities of the CBOs, ultimately to gain a better understanding of what performance in a CBO entails. Thereafter, the focus group interviews, conducted by M. Kamm, of all twelve cases described above, will be analyzed, and coded together with two colleagues, as will be further elaborated on in paragraph 3.3. This analysis will be used to assess the influence of external factors on the performance of CBOs, as well as to gain a better understanding of the interpretation of performance by the board members of these CBOs.

3.2.4 Interviews

This research will use in-depth interviews to gather data from respondents across the cases described above. With these in-depth interviews, this research aims to gather data that creates insight into the phenomenon of community-based organizing. Specifically, semi-structured interviews will be conducted. This means that questions are set up in advance, but the questions, or the sequence of questions, can change during the interview. The interview questions that are designed in advance are based on relevant literature found concerning the key concepts of this research. The advantage of semi-structured interviews is the ability to customize and steer every interview taken (Bleijenbergh, 2015). The general information that needs to be gathered by the researcher will be embedded in the questions that are set up in advance. More in-depth information can be gathered by using follow-up questions during interviews. The interview instructions are included in appendix 1. The instructions are formulated in Dutch since all the

respondents and the researcher are Dutch. These additional in-depth interviews will be conducted at three cases, which are the cases that possess the most valuable information with regards to the key concepts of this research.

An overview of the available data per case is shown below:

<i>Case</i>	<i>Secondary data</i>	<i>Primary data</i>
Bommelerwaard	Focusgroup interview with board members Orientating interviews with board members Internal documents (reports and statutes) Public documents (website)	None
Voedselbos Ketelbroek	Focusgroup interview with founders/owners Orientating interview with founder/owner Newspaper articles/episodes (De Volkskrant) Public documents (Facebook page) Internal documents (statutes and policy plans)	None
De Fruitmotor	Focusgroup interview with board members Internal documents (reports, statutes) Public documents (website)	In-depth interview
Gebiedscoöperatie Rivierenland	Focusgroup interview with board members Orientating interview with board member Internal documents (reports and statutes) Public documents (website)	None
GoClean	Focusgroup interview with board members Orientating interview with board member Public documents (website)	In-depth interview
Netwerk Kleurrijk Groen	Focusgroup interview with board members Orientating interview with board members Internal documents (statutes) Public documents (website)	None
Pak An	Orientating interview with board member Public documents (website)	None
Energiecoöperatie WPN	Focusgroup interview with board members Orientating interview with initiator Internal documents (newsletter for members) Public documents (website and statutes)	In-depth interview
Foodcouncil MRA	Focusgroup interview with board members Public documents (Facebook page)	None
Gloei Peel en Maas	Focusgroup interview with board members Orientating interview Internal documents (report) Public documents	None

Dirk de Derde	Focusgroup interview with board members Internal documents (statutes)	None
Noorden Duurzaam	Focusgroup interview with board members Orientating interview with board member Internal documents (reports and statutes) Public documents (website and report)	None

Table 1: Available data per case

3.3 Data analysis

For this research to be valid, the collected data will be analyzed using an inductive approach as well as a deductive approach of coding. At first, the analysis will start with using deductive coding. Thereafter, inductive coding will be used to find missing concepts. To be able to analyze the in-depth interviews conducted by the researcher, these will be fully transcribed. To ensure more validity of the data, Lars Beijen and Stan Cuppers, also under the supervision of Moniek Kamm, have participated in the coding process. The support of Lars Beijen and Stan Cuppers results in investigator triangulation (Carter, 2014; Flick, 2004). Moreover, the support of Lars Beijen and Stan Cuppers during the coding process will also ensure intercoder reliability. Intercoder reliability increases the consistency and transparency of the coding process and helps to increase the trustworthiness for different audiences (O’Conner & Joffe, 2020). Furthermore, this research uses linguistic data as well as written data, which results in data source triangulation (Carter, 2014; Flick, 2004). The mixed-use of the deductive and inductive approach ensures that no relevant information is to be overlooked, and all external factors that are relevant to CBOs are considered while answering the main research question.

3.3.1 Deductive analysis

The analysis process will start using a deductive approach. Using a deductive approach of coding interviews means that the analysis is theory-driven (Bleijenbergh, 2015). In chapter 2, a theoretical framework is presented which contains external factors that are expected to affect the performance of CBOs. These external factors will be used to code and structure the data collected in the interviews. While analyzing the transcripts of the interview, an underlying structure is to be made by connecting words and sentences that correspond to a code, in this case, a certain ‘external factor’.

3.3.2 Inductive analysis

Thereafter, an inductive approach to coding the interviews will be applied as well. Using an inductive approach, the researcher derives new concepts from the interviews (Bleijenbergh, 2015). This inductive approach is applied to ensure that this research will not ignore any patterns or underlying structures in the collected data, for example, due to the fact that the concept is excluded in the theoretical framework. It is possible that the researcher finds concepts that were not included in the theoretical framework, although these concepts appear to be relevant in affecting the performance of a CBO.

The inductive coding will mainly be applied for evaluating the performance of CBOs. Since there is no consensus about measurement instruments regarding the non-financial performance of organizations, especially about CBOs, the collected data will be used to define underlying patterns and structures. Ultimately, this will be compared to what is already present in literature about the non-financial performance of organizations or CBOs.

3.4 Limitations of research project

One of the main limitations is the limited generalizability of the research. This research studies twelve cases, which is a relatively small number. However, the limited generalizability is countered by high reliability, due to the fact that the statements made on basis of the collected data are restricted to the domain that is researched (Bleijenbergh, 2015), namely CBOs in The Netherlands. Furthermore, by being comprehensible and transparent about the choices made in this research and capturing data in extensive transcripts which are coded, this research increases its verifiability of the data collection. According to Verhoeven (2010), the usefulness of the results for the cases is of increasing importance. This research hopes to achieve high usefulness of the results since this can help the cases by improving their performance.

Another limitation is the possible limited knowledge of respondents regarding business operations or strategy. Some of the CBOs have more business-oriented people leading the strategic side of the organization, whereas other CBOs have people with no business-related or strategy-related experience at all. This can hamper the quality of the answers during the interviews. However, this can be countered by follow-up questions or asking for clarification. According to Bleijenbergh (2015), a researcher must be aware that the social interaction involved in interviews can be a danger to the validity of the data collected. The social interaction between the interviewer and the respondent can impede the respondent in giving honest answers

because people tend to give socially desirable answers. To counter this danger, the respondents will be given full anonymity with regard to their personal identity.

Lastly, for the document research, not every CBO can provide the same quality and quantity of information and documents for this research. The quantity and quality of available documents and different types of documents will differ among the cases. To mitigate this limitation, the secondary data and document analysis must be done beforehand, so that any missing information can be conducted from the interviews, ultimately to ensure that there is enough relevant data gathered to be analyzed.

3.5 Research ethics

The research ethics in this research will mainly apply to the gathered data, albeit from primary sources or secondary sources. The data and results will be reported very carefully and diligently. The secondary data sources, which are gathered by M. Kamm, will be treated confidentially since some data contains internal information about CBOs. Moreover, the data will be stored safely in the data research management system of Hogeschool Saxion and the Radboud University.

With regard to the interviews, the respondents should be well informed about the purpose of the interview, how the data is used, and their anonymity. The respondents should also give permission to use the information collected during the interview. If the respondents have any further questions, these should be answered with full honesty and transparency. When the research is completed, the respondents will be contacted and asked if they are interested in the results of the research. If they are, then the results will be fed back to the respondents.

Furthermore, as can be conducted from the Master Thesis Handbook of the Radboud University, ‘all parties involved in education and research at the Radboud University Nijmegen have a responsibility in maintaining integrity in science and scholarship. Therefore, the general principles of professional academic conduct will have to be complied with at all times.’. The researcher signs the ‘Research Integrity Form’. By signing this form, the researcher must follow the university’s code of academic integrity and any relevant academic or professional guidelines in the conduct of his or her study.

Lastly, this research will also be archived for a minimum period of seven years in the Radboud thesis Repository. This research may then be used by other researchers. Moreover, a publication in the Radboud thesis Repository supports the process of co-creation, acquisitions, and sharing of knowledge in the educational setting.

3.6 Operationalization of key concepts

In this paragraph, the operationalization schemes of the key concepts will be presented. This includes the different dimensions and corresponding items. As stated in 2.1.2, the external factors derived from the work of Igalla et al. (2019) are slightly adjusted to better fit within the context of this research. The factors ‘leaders and leadership’ and ‘democratic structure’ have been merged into the factor ‘governance’, since these two factors combined form the body of governance within a community-based initiative. The operationalization scheme of ‘external factors’ looks as follows:

Concept	Dimension	Items
External factors	Network structure	Size of the network Diversity of the network Engagement in the network
	Organizational capacity	Learning mindset Ability to reflect
	Government support	Financial support Non-financial support
	Support of non-profit institutions	Financial support Non-financial support
	Support of profit organizations	Financial support Non-financial support
	Governance	Board of representatives Nature of representation Transparency of information Member participation
	Strategy	Mobilizing people Mobilizing resources Strategic plan
	Pre-existing conditions	Existing socio-economic environment Existing regulatory environment
	Motivation	Motivation Commitment

Following, the key concept ‘CBO Performance’ is depicted in an operationalization scheme. CBO performance is divided into two sub-concepts, which are the financial performance of a CBO and the non-financial performance of CBO. The operationalization scheme of CBO performance looks as follows:

Concept	Dimensions	Items
Financial performance	Economic value	Income Budget available
Non-financial performance	Environmental value	Resource usage Regulatory compliance Environmental sustainability
	Social value	Stakeholder interaction Community interaction Public support

As for the concept of CBO performance, deductive coding as well as inductive coding will be applied. This means that the dimensions and items above are derived from theory and will be used in the deductive coding process. As for the inductive coding process, the researcher will look for patterns or structures which cannot be attributed to the dimensions or items above.

Chapter 4 – Results

In this chapter the data gathered from the in-depth interviews and the data from the focus interviews of M. Kamm will be analyzed. Firstly, the first sub question will be answered using the focus interviews of M. Kamm and the in-depth interviews conducted by the researcher. A general image will be outlined of the external factors that influence CBO's activities and performance. Secondly, the second sub question will be answered. The researcher tries to assess what performance looks like in CBO by evaluating the multiple value creation processes of CBOs, primarily using data gathered in the in-depth interviews, however also using data from the focus interviews. Lastly, the third sub question will be answered using the in-depth interviews conducted by the researcher.

In this chapter, the researcher tries to be as clear, transparent, and consistent as possible. Nevertheless, it must be noted that the clarity, extensiveness, and choice of words is not the same for every interviewee.

4.1 Information about the collected data

The in-depth interviews were conducted at three CBOs from the list of cases as described in chapter 3. These cases are De Fruitmotor, Energiecoöperatie WPN, and GoClean. The in-depth interviews lasted approximately one hour. For analysis purposes, all interviews have been transcribed and coded according to the operationalization scheme as described in paragraph 3.6. Furthermore, some notes have been made. The interview text is in Dutch, since the interview was conducted in Dutch. Moreover, to prevent any information loss, the researcher has decided to transcribe the interviews in Dutch. However, any form of quotes or citations that will be used in this chapter will be translated to English for research purposes.

The focus interviews that have been conducted by M. Kamm before the start of this research are used to answer the first sub question and partly to answer the second sub question. These interviews have been transcribed before the start of this research. For inter-rater reliability, the focus interviews were coded independently by two teams of researchers. Initial codes were compared, and extensive discussions have taken place about the codes that have been attributed to sentences or certain parts of text. At the end, there was consensus about all initial codes and labels applied in the focus interviews. Subsequently, each researcher applied individual codes on behalf of his research.

4.2 External factors influencing the performance of CBOs

To address which external factors are influencing the performance of CBO, each external factor as determined by Igalla et al. (2019) and as described by the operationalization scheme in paragraph 3.6 will be analyzed in this paragraph. For all twelve cases, the researcher will analyze the coded documents of the focus interviews. Furthermore, the researcher will also analyze the coded documents of the three in-depth interviews. For clarity, quotes from the focus interviews will be used to illustrate the presence of external factors in the environment of CBOs, and if possible, how that factor influences performance of CBOs. At the end of this paragraph, a general outline of the external factors in the environment of CBOs will be outlined.

Network structure

Network structure is a factor that has been labeled frequently across all focus interviews and in-depth interviews. The CBOs indicate that they are in contact with all kinds of organizations, depending on the niche in which they are operating. However, there are some parties which are involved in almost all cases. First and foremost, the government, whether it being national or regional, is involved with almost all CBOs. Furthermore, Rabobank is an organization that has been mentioned in multiple cases. Rabobank provides the CBOs with a loan for realizing their projects. Next to Rabobank, several CBOs also work with different for-profit organizations such as GoClean that works with Litterati, Energiecoöperatie WPN working with a construction development organization and with Liander, Pak An working with Grolsch, and Voedselbos Ketelbroek working with a restaurant. Also, knowledge institutions have been mentioned as being a cooperation partner several times. These include for example Radboud University and Wageningen University, but also primary school and secondary school. Lastly, CBOs frequent have contacts with other CBOs with which they are in a certain network group.

Next to that, several cases indicate the importance of network structure for achieving goals and creating value. Through your network, you can create publicity in the region, as is illustrated by the quote from the focus interview of Bommelerwaard and by the quote from the in-depth interview of Energiecoöperatie WPN. Next to that, Gebiedscoöperatie Rivierenland indicates that they are not able to operate on their own, and they need to bundle forces with the stakeholders in their environment. They also indicate that the fact that all parties involved are discussing with each other is important to realize performance together. This is also confirmed by Kleurrijk Groen, which is illustrated by the quotes below.

- *“For example, now we are busy with a sunroof at a primary school, well, then we have contact with the primary school and the community of schools behind it. This creates publicity and another cooperation partner, and in this way, you create kind of the coalitions with which you can achieve those goals.” (Bommelerwaar, 2020)*
- *“So, we have several members (..), they participate in RES negotiations, they are more into politics, that are members of our organization and they ask, we like doing this, would you agree with us representing WPN in these negotiations?” (Energiecoöperatie WPN, 2021)*
- *“We as GCR cannot do anything on their own. Then, in the environment with the right stakeholders, we bundle forces.” (Gebiedscoöperatie Rivierenland, 2019)*
- *“The fact that all parties are sitting at the table. Get to know each other. Trust is the next step.” (Gebiedscoöperatie Rivierenland, 2019)*
- *“It must be inclusive; the whole city needs to be involved.” (Kleurrijk Groen, 2019)*

De Fruitmotor uses its network to gather knowledge about biodiversity conditions in the region and to create a chain of fruit growers, distributors, and retailers, whereas Energiecoöperatie WPN uses their network to obtain permits to build windmills. Pak An uses their network to recruit coaches, which in turn use their network to recruit more coaches, ultimately to help the Achterhoek region. As is indicated by the quotes below, it is important for CBOs to create a network through which you can accelerate the achievement of your goals, while remaining in the community.

- *“That are agricultural nature associations and those have many members. That is how you make that sudden acceleration. So, we connect with our smaller network to the bigger network. And then you can create a very steep curve.” (Fruitmotor, 2019).*
- *“Just like the connection to the agricultural nature associations, or what we thought about, and still think about the selling points we want to create in cities. Or, yes, you try to achieve upscaling in gears by, by connecting networks through which you get somewhere faster and remain in the community, so we try to connect communities of which we think that, that fits with us. (..). That is multiple value.” (Fruitmotor, 2019)*
- *“We already have good contacts, but sterile we need to gather better contacts.” (Bommelerwaar, 2019)*
- *“We are still looking for cooperation partners for the things that we are doing.” (Bommelerwaar, 2019)*

- *“Well, that’s also a theme that, even if they would want to, Voedsel Verbindt cannot get this off the ground. We can do that though, with our network.”* (Foodcouncil MRA, 2019)
- *“That is just because you go a step higher, other people can see you earlier so your reach is bigger.”* (GoClean, 2020)

Engagement in the network is important for some CBOs. For Pak An, as mentioned above, their coaches use their own network to make connections to other potential coaches. Furthermore, Pak An indicates that the coaches that have both knowledge and network in the region are worth more to the organization than coaches that just possess knowledge. Furthermore, GoClean indicates that engagement in the network is important to keep people and stakeholders within the community and which whom you work motivated. GoClean uses their network to motivate citizens. At a local fruit grower, citizens that have collected 10.000 pieces of litter can collect a package with fruits and/or vegetables.

- *“I notice that the coaches that possess both knowledge and network, (..), yes, that is worth so much more, because you really want to help those initiatives.”* (Pak An, 2019)
- *“And if I do not have a suitable coach, then it’s just asking around at our board or at existing coaches, ‘do you know anyone?’, or when I call a coach and he/she says; ‘yes, but my agenda is full for now (..) but I know someone, wait a minute, I will introduce you.”* (Pak An, 2019)
- *“The moment you tell the people what happens with it, they get a lot of energy, that they think, something is happening with it. If people walk the same route every week, month, and nothing changes, they quit at a certain point, they do not feel like it anymore. This way, they want to continue because they know that something is going to happen. My local government sees me, so it knows exactly what routes I walk, and I can say to the local government, look what routes I walked this week, (..). Then they see their production.”* (GoClean, 2020).

Lastly, in the in-depth interviews it is confirmed that network structure is an important factor for CBOs. GoClean indicates that network structure is very important, especially the collaboration with other parties. De Fruitmotor suggests that having a solid network might be a condition to be able to exist.

- *“Yes, absolutely very important. Especially the collaboration is very important.”* (GoClean, 2021)

→ *“I think that, maybe it is even a condition, to be, to be able to exist. If you work with blinders on, and you are just doing your own thing, then, I do not know if you are to be gifted a long existence.”* (De Fruitmotor, 2021)

Organizational capacity

Organizational capacity has been labeled throughout all focus interviews and in-depth interviews, although it seems to be less apparent than network structure. In the in-depth interviews, all three cases confirm that they perceive themselves as a learning organization.

Most of the CBOs are in a process of pioneering, which consequently leads to having a learning mindset. Voedselbos Ketelbroek for example is the first foodforest in The Netherlands, which an age of just 12 years old by now. As for Voedselbos Ketelbroek, this learning mindset is of great importance since any kind of example is non-existent. Furthermore, at Pak An, the board and the coaches are constantly reflecting on the system that is used to keep track of all the projects and all the coaches, ultimately to increase the commitment of the coaches. Next to that, Pak An organizes quarterly assessments to process feedback.

In general, learning mindset is a label that is apparent in all interviews. Examples arising from the interviews are learning from your own mistakes, taking in feedback from your community, quarterly or semiannual assessments, looking back at what you could have done better, acknowledging that the organization is still developing and emerging, and having an explorative attitude. The quotes below illustrate the learning mindset of the cases.

→ *“But we started to develop the concepts after we had acquired the piece of land. So, it was not a ready-made plan. We knew; we are pioneering.”* (Voedselbos Ketelbroek, 2019)

→ *“And yes, we are trial and error, just try it, do it, and then look back at it.”* (Pak An, 2019)

→ *“Factually we have started an adventure of which we do not have a clear vision on where we want to go, where we will end up, and how we will implement it.”* (Foodcouncil MRA, 2019)

→ *“What we do is building the bridge while you are crossing it.”* (Dirk de Derde, n.d.)

→ *“Especially when you are pioneering, you have to learn, because it means that there are no existing paths.”* (De Fruitmotor, 2021)

→ *“No, we do reflect more and better. I must say, we started as a citizen initiative, so one learns by doing. Everything we do, we taught it ourselves. Everything we develop, we did*

ourselves with others. How the company is structured in this way, we have also done ourselves.” (GoClean, 2021)

Government support

Government support has been labeled throughout half of the focus interviews and in all three in-depth interviews. Several clubs were not supported by the government due to several reasons. Pak An enjoys financial support from Grolsch and De Feestfabriek. Several other parties do not have any form of financial or non-financial support from the government. These include Voedselbos Ketelbroek, Noorden Duurzaam, Kleurrijk Groen and Foodcouncil MRA. Foodcouncil MRA deliberately chose not to go for a subsidy from the government, since they value their freedom more than the extra money they would get with a subsidy.

Most of the organizations that do enjoy government support receive financial support from their local government. These include Energiecoöperatie WPN, Gloei Peel en Maas, Gebiedscoöperatie Rivierenland, De Fruitmotor and Dirk de Derde. Some of these cases enjoy a combination of financial support and non-financial support of governments.

- *“We had the possibility to get a subsidy via the municipality of Amsterdam and we let it pass on purpose, because of the fact that we attach a lot of value to our freedom of speech and movement than being dependent.” (Foodcouncil MRA, 2019)*
- *“The local government has helped us very well with the start of the solar park. We have acquired land against a good price. During the permit procedure that have collaborated very well, (...). On top of that, the government pre-financed the construction of the windmills.” (Energiecoöperatie WPN, 2021)*
- *“Financially, and next to that also on content, for example we talk repeatedly with the local government about what we are doing, where we are, and then they give us tips (...).” (De Fruitmotor, 2021)*
- *“Annually, we receive 25.000 euros from the local government and 50.000 euros from the Rabobank.” (Gloei Peel en Maas, n.d.)*

Support of non-profit institutions

Support of non-profit institutions was labeled throughout several interviews. Support of non-profit institutions seems to be less apparent than the factors that have been discussed so far. De Fruitmotor and Dirk de Derde have worked with knowledge institutions such as Radboud University and Wageningen University. These knowledge institutions help the CBOs by

sharing knowledge with them, which is a form of non-financial support. Furthermore, Foodcouncil MRA has been supported by the Amsterdam Institute for Advanced Metropolitan Solutions, also known as AMS. Foodcouncil MRA received non-financial support in the form of having the possibility to use their conference room for meetings.

Lastly, Gebiedscooperatie Rivierenland has received financial support from the Regionaal InvesteringsFonds, which is an organization has been set up by the national government in 2017. The RIF, as it is called, issues subsidies to public-private collaborations. Next to that, Gebiedscooperatie Rivierenland has also received financial support through the RES, Regionale Energie Strategie, which is a plan of the local government which includes agreements on the generation of renewable energy in the region.

To conclude, most of the support of non-financial institutions is in non-financial form, as described above. If the non-profit institution support is in financial form however, it seems to be linked to organizations that operate under the flag of the local government or the national government.

Support of profit-organizations

Support of profit-organizations has been labeled throughout several interviews. It seems to be approximately equally apparent as support of non-profit organizations, although it is less diverse. Most of the profit-organization support is done by the Rabobank. Gloei and De Fruitmotor received financial support by Rabobank, whereas GoClean received some old office furniture from the Rabobank to use at their own office. Lastly, Dirk de Derde was also supported by Rabobank, yet it is unclear whether this was financial support or non-financial support. Lastly, Pak An is supported by Grolsch and by De Feestfabriek. Pak An receives financial support from both.

- *“We have been founded by Grolsch and De Feestfabriek, the Zwarte Cross, they do a lot for De Achterhoek, but they do gain a lot of advantages as well. And then they said: what can we do to really give something back to the Achterhoek? Then this foundation was established, so they put money, but also know-how, experience, and human resources into the foundation.”* (Pak An, 2019)
- *“Annually, we receive 25.000 euros from the local government and 50.000 euros from the Rabobank.”* (Gloei Peel en Maas, n.d.)
- *“We have received the office furniture from Rabobank, yet we do not receive any financial support.”* (GoClean, 2020)

→ *“But we are happy that, next to government support, we also receive private support. For example, from Rabobank, which has given us an amount twice.”* (De Fruitmotor, 2021)

Governance

Governance has been labeled throughout almost all interviews. The general members meeting is a reoccurring tool used to increase member participation. At several CBOs, members are pushed to actively participate in these meeting to decide on the strategy of the CBO. General members meetings are held by Energiecoöperatie WPN, Gloei Peel en Maas, Noorden Duurzaam, De Fruitmotor, and Bommelerwaar. However, some other CBOs have a different way of operating which sometimes involves less to no member influence. For these CBOs, governance was reoccurring more in the form of leadership competencies and skills. For example, Dirk de Derde indicated that they missed someone in the board that had certain competencies, whereas Energiecoöperatie WPN indicated that you need someone in the board with experience in complex situations that is aimed at connection and purposefulness. Next to that, Gebiedscoöperatie Rivierenland indicates that trust and the feeling of connection is important within the board. Foodcouncil MRA is also focused on maximizing the effect of their current skillset and competencies of their board members.

Pak An, GoClean and Voedselbos have less member participation in determining their strategy. Pak An is a network that just works and does not need hierarchy or an organization chart. GoClean tries to motivate people to go on ‘clean walks’ and tries to sell their program to the local governments to implement it in the region. Voedselbos is independently maintaining the growth of its foodforest, without any influence or participation of members of the CBO.

As for Gloei Peel en Maas, there has been some discontinuities in their board. At one moment in time, there was only one board member. This seemed to have had a negative influence on performance, since Gloei Peel en Maas has been dissolved.

→ *“Yet I think that the moment we were setting up the region cooperative, then we were missing someone with certain competencies. Some that was practical and said, we have to earn money so how are we going to ensure that the contributions come in?”* (Dirk de Derde, n.d.)

→ *“And I think that it is important that someone with board experience in complex situations that is aimed at connection and at purposefulness.”* (Energiecoöperatie WPN, 2020)

→ *“We only propose the decision-making regarding the solar park to the general members meeting when it has met numerous conditions.”* (Energiecoöperatie WPN, 2020)

- *“In your voting behavior, you can express where you stand.”* (Energiecoöperatie WPN, 2020)
- *“And the board of Gloei was not complete at the time. There was just one that was keeping the organization running.”* (Gloei Peel en Maas, n.d.)
- *“We deliberately chose for an association form, since the association guarantees the more democratic voting rights of all members.”* (Gloei Peel en Maas, n.d.)
- *“An amendment, on which the general members meeting has voted in 2017. (.). Or to follow a change of direction and that has gained 90% of the votes of the general members meeting.”* (Noorden Duurzaam, 2019)
- *“The multi-year prospect is designed together with the members.”* (De Fruitmotor, 2019)
- *“We organize at least two general members meetings per year.”* (De Fruitmotor, 2021)
- *“So, we have made categories, and each category can delegate two members to the members meeting. Hereby we made a balanced relationship between the different categories. This is the way that is voted on at each proposal.”* (De Fruitmotor, 2021)
- *“End 2017 we wrote an annual plan for 2018 and that was approved by the general members meeting, and for 2019 again.”* (Bommelerwaar, 2020)

Strategy

Strategy has been labeled throughout almost all interviews, although the application of strategy or strategic plans seems to be different at all cases. Some cases have created specific multi-year prospects for themselves, whereas others are more focused on learning by doing. Voedselbos Ketelbroek does not have any form of business plan or strategic plan, they are pioneering and learning by doing. Noorden Duurzaam does not have a clear strategy or mission, however, all members do seem to be working towards the same goal. On the contrary of the CBOs mentioned above, De Fruitmotor has developed a multi-year prospect for themselves including goals, objectives, and milestones. Next to De Fruitmotor, GoClean is also more focused on multi-year perspectives with regards to their goals. This shows that the strategic plan differs per case, as does its influence on CBO performance.

Next to that, a lot of CBOs are focused on mobilizing people to contribute to the global energy transition. For example, GoClean tries to mobilize people to collect and register litter, ultimately with the goal to reduce litter in The Netherlands to an ultimate low. Gloei Peel en Maas was also focused on bringing people together that have any affinity with sustainability, ultimately to try and function as a network or platform for sustainability in the region. De Fruitmotor tries to be a booster for people in the region to contribute to sustainability in the

region. All in all, for most cases, mobilizing people to increase their support base and impact is vital.

Lastly, mobilizing resources is a part of strategy that is less salient. Bommelerwaar indicated that they are trying to acquire resources to be able to organize more supportive activities. Foodcouncil MRA adds that network structure is important to be able to acquire resources. Furthermore, mobilizing resources was mainly trying to acquire subsidy from the government or other institutions.

- *“But we started to develop the concepts after we had acquired the piece of land. So, it was not a ready-made plan. We knew; we are pioneering.”* (Voedselbos Ketelbroek, 2019)
- *“With the program we offer, we try and tell local government to collaborate with your civilians. Do not do it individually, but involve the enthusiastic group in your region, collaborate with them and look for a solution.”* (GoClean, 2020)
- *“We immediately decided that we need to have someone that is actively looking for more people that have affinity with sustainability in our region.”* (Gloei Peel en Maas, n.d.)
- *“Booster function in practice, within the region. We are an example of that.”* (De Fruitmotor, 2019)
- *“And we are trying in all kinds of ways to acquire resources, ultimately to be able to organize more support.”* (Bommelerwaar, 2020)

Pre-existing conditions

Pre-existing condition has been labeled throughout all interviews and is the most prevalent code. This factor will be discussed per case, and then an overview of the most mentioned conditions will be presented.

As for De Fruitmotor, there are several pre-existing conditions that they must deal with. Firstly, De Fruitmotor is the first chain cooperative in The Netherlands, which means there is no kind of example or predecessor. Secondly, De Fruitmotor must deal with embedded norms in their region, De Betuwe. Collaboration in De Betuwe is not a traditional habit and can be quite difficult. Thirdly, De Fruitmotor must deal with the existing norms in economy, which includes trying to sell their product to retailers for a lower margin than the retailers are used to. Lastly, De Fruitmotor must comply with the existing legal forms regarding cooperatives or associations, which can imply restrictions.

- *“Yes, indeed it is that collaboration in De Betuwe is not the first thing on everyone’s list.”*
(De Fruitmotor, 2021)
- *“And another contradiction is between us and the retailers, where we say we offer you this for this price, then they always say we have too little margin.”* (De Fruitmotor, 2021)
- *“I think that on accident we have a region that is lagging behind.”* (De Fruitmotor, 2019)
- *“Everything is about money, so you will be exchange for someone else if you raise your price.”* (De Fruitmotor, 2019)

As for Energiecoöperatie WPN, they are mainly dealing with opposition in the environment. Firstly, a farmer that owns the land on which Energiecoöperatie WPN was going to build their fifth windmill is recalcitrant. The farmer does not want to cooperate, which results in Energiecoöperatie WPN not being able to build their fifth windmill. Next to that, they also must deal with resistance against their second project, which is the solar park. Secondly, Energiecoöperatie WPN indicates that it is important to have political momentum to get the local aldermen to cooperate. Thirdly, Energiecoöperatie WPN indicates the local government is not planning on investing extra money.

- *“Only that windmill has a disadvantage, because the land is owned by a farmer that does not want to cooperate.”* (Energiecoöperatie WPN, 2021)
- *“What we had with the people living in the direct environment, at first we had a lot of resistance, people were going to law at the Raad van State and other places.”*
(Energiecoöperatie WPN, 2021)
- *“The political wind must be there, that they want to go for the transition.”*
(Energiecoöperatie WPN, 2021)
- *“The province does not want to contribute a single euro. Nothing.”* (Energiecoöperatie WPN, 2020)
- *“We have addressed it at the local government. All good to economize in the price document, but it has these consequences.”* (Energiecoöperatie WPN, 2020)
- *“We have addressed this at the local government, yet the local government it not planning on investing extra money.”* (Energiecoöperatie WPN, 2020)

As for GoClean, they are mainly dealing with regulations that are imposed by the European Union, existing behavioral norms and culture, politics, local institutions, and local cleaning groups. Firstly, GoClean is dealing with regulations imposed on single-used plastics such as

cans or wrapping papers, of which the new deposit on cans is a primary example. Next to that, regulations imply that cotton swaps cannot contain plastic anymore, as well as straws and plastic cups. Secondly, the existing behavioral norms and culture with regards to litter is almost contrary to what GoClean pursues. According to GoClean, existing behavior must change. Thirdly, GoClean must deal with the regulations that are imposed by the Dutch government. The VVD, the biggest political party in The Netherlands, did favor the side of the producers according to GoClean, which has not helped GoClean at all. Fourthly, the local government has too little budget available for cleaning litter, according to GoClean. Lastly, local cleaning groups are not working together. These local cleaning groups all 'claim' their own piece of land at which they clean, and they seem not to be appreciating any help there.

- *“Now there are SUP-monies, single-used plastics monies, that is imposed by the EU. Producers will have to pay more money and cleaning activities will have to be organized with that money.”* (GoClean, 2021)
- *“Cotton swaps cannot contain plastic anymore, straws cannot contain plastic anymore, the cups we talked about, that is not allowed in the future.”* (GoClean, 2021)
- *“It is a part of the behavior that needs to be adjusted.”* (GoClean, 2021)
- *“At secondary school, they told us, when they have lunch break, and that is where things go wrong, then the janitor walks along the tables with trash cans and collects the litter. The student does not have to get up to throw away his own trash.”* (GoClean, 2020)
- *“VVD, if I am honest, did not really cooperate. VVD that really favors the producers, they vote frequently, or they take decisions that are not always good for the environment.”* (GoClean, 2021)
- *“We can have a beautiful vision, yet also at the government all is about money. We are just very dependent on what the policy will be.”* (GoClean, 2020)
- *“What we notice at the local government is that they have too little hours available for litter.”* (GoClean, 2021)
- *“What we also notice at local government, the litter is just a headache factor for them. They would rather leave it as it is because there is just no money available.”* (GoClean, 2020)
- *“It still really surprises me, because I think, the more the better. That is what we think, the more the better, then you do it together. That is not what everyone feels. Do not get on my piece of land!”* (GoClean, 2020)

As for Gloei Peel en Maas, they are mainly dealing with restrictions formed by the existing context. Firstly, they repeatedly mention the restrictions that are implied by the legal form they were obliged to choose. Secondly, they had to deal with the dynamics in their own community. Thirdly, the existing economic context also affects the CBO. Lastly, they mention the existing large parties in the world that are holding back on the transition on purpose since these big parties perceive the transition as a threat, according to Gloei Peel en Maas.

- *“Yes, but the legal institutions like a cooperative are not optimal, just as the association combined with a foundation is not optimal, yet we have to deal with the legal reality.”* (Gloei Peel en Maas, n.d.)
- *“And when your jurist says form follows content and you are constantly looking for content and changing, then you hit the restrictions of the form.”* (Gloei Peel en Maas, n.d.)
- *“Those people bump into each other, and they are willing to meet, like I meet you and I want to do business with you, and if I have an argument with you then I don’t want to do business with you. That indicates the potential of what is possible on a local level.”* (Gloei Peel en Maas, n.d.)
- *“We have a systemic world where a number of parties have a role that limit certain movements, often using the existing law and regulation, to hold back the transition that they perceive as an incoming threat.”* (Gloei Peel en Maas, n.d.)

As for Noorden Duurzaam, they are mainly discussing politics as a pre-existing condition. The existing political landscape is not suited for the transition, according to Noorden Duurzaam. Furthermore, they talk about the issue that commercial parties are individually negotiating with the government about sustainability issues, whereas Noorden Duurzaam thinks this must be done in a collective debate.

- *“Just write it down. There is not thinking about transition by our government.”* (Noorden Duurzaam, 2019)
- *“I think, for the transition, the switch to politics, that is where you need those new rules.”* (Noorden Duurzaam, 2019)
- *“You need to work on the transition, then you have to, then you need politics in which coalition are created between parties that can contribute to that transition.”* (Noorden Duurzaam, 2019)

As for Voedselbos Ketelbroek, they are dealing with diverse conditions. Firstly, they have been the first organization to implement this idea, although they just started in 2009. So, as with De Fruitmotor, there is no predecessor or example. Secondly, farmland is very expensive in The Netherlands, which causes a restriction to implement a foodforest. Thirdly, the possibilities for subsidy are not suited for a foodforest, Voedselbos Ketelbroek did not fit within the existing squares that are eligible for subsidy. Lastly, they are dealing with the fact that conventional farmers are generally stuck in the paradigm of maximizing the mass production to earn their money.

- *“In 2012 we got a phone call (..), and this person said you have the oldest foodforest in The Netherlands. And back then it was still just three years young.”* (Voedselbos Ketelbroek, 2019)
- *“Farmland is very expensive in The Netherlands and that is also the reason why a lot of farmers are stuck financially.”* (Voedselbos Ketelbroek, 2019)
- *“Then I looked at the subsidy possibilities. And those were for agricultural systems, but not our system. Those were for nature management, but not for our type of nature.”* (Voedselbos Ketelbroek, 2019)
- *“Generally, the conventional agriculture is very stuck in the existing paradigm of maximizing the mass production.”* (Voedselbos Ketelbroek, 2019)

As for Foodcouncil MRA, they are mainly dealing with regulations and existing perceptions about the food industry. Firstly, they indicate that they have had discussion about which legal form to choose, since every form has its advantages and disadvantages. Secondly, they indicate to be dealing with a situation in which there are certain perceptions about the food industry. Lastly, they mention that in foreign countries there are plenty examples of how the food industry can change for the better.

- *“And well, we have had some discussions about association versus cooperative, advantages and disadvantages. In the end we must make a choice, well, it looks like we are going to choose for the cooperative form.”* (Foodcouncil MRA, 2019)
- *“We have to deal with a situation in which, next to Foodcouncil, another organization is active, that is Voedsel Verbindt. That is, personally I see, Voedsel Verbindt, has its roots in,*

let's say, the established powers of the food scene, while our roots are more in what used to be called the alternative food movement.” (Foodcouncil MRA, 2019)

As for Kleurrijk Groen, they are mainly dealing with existing conditions as it comes to perceptions about certain ethnicities in society. In 2018, Nijmegen was titled Green Capital, and according to Kleurrijk Groen, a very large part of The Netherlands was not aware of it. Next to that, they clearly try to represent not only the interest of white former civil servants, but also of all people with a different cultural background.

→ *“I think a large group of the people, and then I'm not talking about ethnicity, also just the original inhabitants, from this country. They were not aware of it.” (Kleurrijk Groen, 2019)*

→ *“People with a different cultural background. That it is to be seen that there are not just interests that are white people's, former civil servants.” (Kleurrijk Groen, 2019)*

As for Bommelerwaar, they are mainly dealing with their regulatory environment, as well as with the attitude of the community. Firstly, they indicate that there is a lot of paperwork involved in constructing a windmill park. Secondly, they indicate that the current legal form they have opens a lot of possibilities. Lastly, they have to deal with critical members in their community.

→ *“And the windmill park is just, very, very, very, very much work, (..), to get the permits.” (Bommelerwaar, 2020)*

→ *“The statues create a lot of possibilities.” (Bommelerwaar, 2020)*

→ *“Well like you say, there are, we have critical members, yet positively critical so it is always meant to make things work.” (Bommelerwaar, 2020)*

As for Dirk de Derde, they are mainly dealing with politics and the existing regulatory environment. Firstly, the choice to be a foundation was suboptimal. Dirk de Derde indicates that they would rather be a social enterprise, a legal form that is a possibility in England, yet it was denied by the Eerste Kamer in The Netherlands. So, now that they are a foundation, they ran into limitations of the legal form about ownership for example. They also indicate that the legal form was such a hindrance, that it was the reason why some projects did not work. Secondly, Dirk de Derde is dealing a lot with politics, since the politics have a big influence on the transition according to Dirk de Derde. They indicate that the traditional politics in the region

is not particularly stimulating the transition. For example, they describe there being political forces that stop the collaboration in the region, consciously and unconsciously. Furthermore, the subsidies in the region are not focused on environmental development. Thirdly, Dirk de Derde is influenced by the attributes of the region, De Betuwe. As confirmed by previous cases, Dirk de Derde also indicates De Betuwe is not an easy region when it comes to collaboration. According to Dirk de Derde, the region has been isolated and low-educated, and collaboration is not in the DNA of the region. Lastly, they are dealing with existing institutes that are not well aligned to the transition or to circular economy. This hinders Dirk de Derde, because institutes, as well as big companies, do not speak the same language so to say, and do not recognize the same need for change in the environment.

- *“In The Netherlands we tried to build an organization some years ago, a social enterprise. Whereby you can also put social values on the balance sheet. In England there is a legal construction for it, which at the time was stopped by the Eerste Kamer.”* (Dirk de Derde, n.d.)
- *“But now, as a foundation, you get to the question who has ownership about this? That is what we ran into as well.”* (Dirk de Derde, n.d.)
- *“My feeling why some things really did not work out, was because everyone tries to fit it within the structure. A structure of a foundation.”* (Dirk de Derde, n.d.)
- *“Then you see that there are certain political forces that stop collaboration and interplay in the region and others regions, consciously or unconsciously.”* (Dirk de Derde, n.d.)
- *“And the subsidies are not focused on environmental development in this region.”* (Dirk de Derde, n.d.)
- *“But then the region was ruined by traditional politics, and the beautiful broad transition frame was brought back to three old dogmas; logistics, recreation and agriculture.”* (Dirk de Derde, n.d.)
- *“And there is also the frustration, often it needs to be financed by the systemic world, and they speak another language, use different formats.”* (Dirk de Derde, n.d.)
- *“I do want to say if I compare it with Nijmegen, then we have a difficult region here. Here in De Betuwe, an area that has been isolated, low-educated, that takes a little longer.”* (Dirk de Derde, n.d.)

As for Gebiedscooperatie Rivierenland, they are mainly dealing with an inert government and attributes of the region. Firstly, they describe that the bigger parties such as governments or

other national parties have a strong tendency to work in the traditional ways, and to help local and regional parties in traditional ways, which according to Gebiedscoöperatie Rivierenland is not appropriate anymore. Secondly, the region in which they are active, Rivierenland, has the highest energy usage of the whole province. Next to that, there are a lot of migrant workers which can cause the political arena to be very polarized. Lastly, the region is low educated according to them.

- *“The civil national parties have a strong tendency to traditionally say and think how they can help the local parties or the regional parties.”* (Gebiedscoöperatie Rivierenland, 2019)
- *“Through which you go to a completely different casuistry and what from within the current game is not understood by most people, such as government or companies, because they are transaction-focused.”* (Gebiedscoöperatie Rivierenland, 2019)
- *“There is, well it is in the region deal, high energy, it is the highest energy usage of all of Gelderland. With bad infrastructure. They are all, you have a lot of migrant workers here, which causes politics to be more of a wasp nest. There is a lot of polarization taking place here. On average, the education level is not that high because there was less invested, and also other types of work that was located here.”* (Gebiedscoöperatie Rivierenland, 2019)

As for Pak An, they are mainly dealing with the economic environment and attributes of the community. Firstly, they are dependent on De Feestfabriek en Grolsch, since these two commercial parties are the founders of Pak An. Secondly, they are dependent on the coaches in the region. People must be willing to be active as a coach for Pak An, to make their projects work.

- *“We have been founded by Grolsch and De Feestfabriek, de Zwarte Cross, they do a lot in De Achterhoek, yet they have a lot of advantages for themselves. And then they said, what can we do to give something back to De Achterhoek? Then this foundation was established, so they deposit money into it, but also a lot of knowledge and experience, human forces.”* (Pak An, 2019)

Motivation

Motivation has been labeled throughout almost all interviews as well. Motivation as described in the interviews can either be personal motivation, as well as motivation within the community. Pak An has adjusted their work system to the needs of their voluntary coaches, ultimately with

the goal to motivate them. The coaches indicated that they would feel more motivated when they would have access to an overview of all ongoing projects at Pak An. GoClean tries to motivate the community by rewarding them. Once someone has collected 10.000 pieces of litter, that person can collect a vegetable package or fruit package as reward. Gloei Peel en Maas wants to make their own knowledge and experience available for the community. Lastly, one of the members of De Fruitmotor has voluntarily offered to make his land available for a project, which again is related to community motivation.

Furthermore, personal motivation of interviewees was often mentioned. At Fruitmotor and GoClean for example, the personal motivation of the respondent was to do something for the environment. At Voedselbos Ketelbroek, the motivation was to work independently on something that is good for the environment. Foodcouncil MRA wants to contribute to the food transition.

→ *“I feel much more commitment to Pak An if I can see what is going on.”* (Pak An, 2019)

→ *“The coaches told us: we want to have a conversation with the board. Why are they a board member? Why do they do this? Because then we tell them why we are involved, but then as a collective we feel we are doing very cool things!”* (Pak An, 2019)

→ *“I think for me it is more a feeling of a certain independency. That you are not working for an employer.”* (Voedselbos Ketelbroek, 2019)

→ *“I have talents, I have qualifications, I have experience and I think it is a shame to throw that away. I want to make that available to the community, unconditionally, and if I find satisfaction in that, then to me that is value. That is the motivation to join Gloei.”* (Gloei Peel en Maas, n.d.)

→ *“One of our growers has a hectare in which he, voluntarily offered that, where he is not going to spray and not use fertilizer, so we are very curious how that works out.”* (De Fruitmotor, 2021)

To conclude, all factors as described in the operationalization scheme are influencing CBOs. Although some are more apparent than others, these factors all have a significant presence in influencing CBOs activities and performance. The influence of these external factors on CBO performance will be evaluated in the third and last sub question. The research will now continue with answering the second sub question, which is *‘What does CBO performance comprise?’*

4.3 What does CBO performance comprise?

From the in-depth interviews collected by the researcher, it can be concluded that the CBOs analyzed in this research strive towards multiple value creation. The ways in which they approach this is diverse and depends on the niche in which the CBO is operating. The in-depth interviews will mainly be used to answer this sub question, in combination with the focus interviews.

De Fruitmotor defined multiple value creation as ‘value that is created in all kinds of processes, not just economic value, yet also social value and ecological value’. De Fruitmotor strives towards social value in the form of everyone being able to join in on what they are doing. Ecological value is created by giving things back to nature. Lastly, they indicate that an economic foundation is required to even exist and to be able to create social value and ecological value. So, for De Fruitmotor, value creation consists of social value creation, ecological value creation, and economic value creation. Moreover, De Fruitmotor describes economic value creation as a means for creating impact, which includes social value creation and ecological value creation. On top of that, De Fruitmotor also indicates that economic value creation is just as important as social value creation and ecological value creation.

Regarding performance monitoring, De Fruitmotor tries to keep track of the environmental value that is created. Together with Wageningen University, De Fruitmotor has done zero measurement in orchards before a project, and then during the project the measurement continues, ultimately to see what the impact on the environment is. Furthermore, De Fruitmotor indicates that social value creation is more difficult to monitor, yet they also indicate that every opportunity to create social value will be taken. Lastly, on their website a dashboard is shown to represent what they have achieved, as De Fruitmotor tries to be as transparent and concrete as possible regarding their performance.

Energiecoöperatie WPN described multiple value creation based on their statutes. Economic value is created by the generation of sustainable energy of their windmills. Environmental value is created by the windmills as well since they generate energy in an environment-friendly way. Social value is created by propagating the cooperative philosophy, which means trying to communicate with their members and shareholders at general members meeting, ultimately to decide on the course of the organization. Energiecoöperatie WPN also creates social value by giving tours at their windmill park and spreading their knowledge and story. On top of that,

social value and economic value is created since the process of sustainable energy generation stays within the region.

Furthermore, Energiecoöperatie WPN indicates that economic value creation is inferior to creating social value and environmental value. The members and shareholders of Energiecoöperatie WPN do not have the personal goal to make a huge amount of money from their investment, and they have agreed with the cooperative withholding money from the members in order to realize future projects. Environmental value creation and accomplishing and contributing to the energy transition is the most important value for Energiecoöperatie WPN, although social value creation is almost as important as environmental value creation.

GoClean described multiple value creation as ‘not only focusing on money but creating value on multiple fronts.’ GoClean indicates that they are trying to create all three types of value, which are then economic value, social value, and ecological value. They are creating economic value to keep their heads above water, by which they mean trying to get a living out of GoClean to be able to continue with what they are doing. The economic value is created by selling their litter collecting program to municipalities in The Netherlands. Environmental value is created by the collection and cleaning of litter, keeping track of this cleaning, and designing preventive measures to reduce litter in The Netherlands. Social value is created by connecting people that are lonely or have a need for more social contact. For example, there are several WhatsApp groups in which people can meet up to go on a walk. Next to that, in the program that has been developed by GoClean, people can see how many pieces of litter other volunteers have collected and where it has been collected, indicating how the community contributes to the community goals.

Regarding performance monitoring, GoClean keeps track of all data about the litter that is collected via the application Litterati. Furthermore, they are investing in a platform in which people can see all kinds of data about collected litter. This is also the program that they are selling to municipalities in The Netherlands. GoClean indicates that performance monitoring regarding social value creation is more difficult than it is for environmental value creation.

As for the focus interviews, all three kinds of value creation were labeled throughout almost all interviews. Social value creation and environmental value creation was labeled in every focus interview, whereas economic value creation was labeled in almost every interview except for one. Economic value was often labeled as a means for realizing social value creation and environmental value creation.

4.4 What influence do the external factors have on the performance of CBOs?

This sub question will be answered mainly by the information gathered in the in-depth interviews, in combination with the focus interviews. For structure reasons, this will be evaluated per external factor.

Network structure

As described in paragraph 4.2, network structure is important for CBOs to help them achieve their objectives. CBOs use parties in their network for diverse purposes, such as gathering knowledge, starting up or finishing construction projects, financing projects, acquiring permits, gaining support base, distribution of products, selling products, motivating the community, gaining publicity, lobbying, and so on. De Fruitmotor and GoClean even said the following in the in-depth interviews:

- *“Yes, absolutely very important. Especially the collaboration is very important.”* (GoClean, 2021)
- *“I think that, maybe it is even a condition, to be, to be able to exist. If you work with blinders on, and you are just doing your own thing, then, I do not know if you are to be gifted a long existence.”* (De Fruitmotor, 2021)

To conclude, network structure has a big influence on performance, as it is indicated by the CBOs as important for realizing performance.

Organizational capacity

As described in paragraph 4.2, organizational capacity was mentioned in every interview, although in different ways. All the CBOs possess and implement a combination of reflective activities or a learning mindset. In the in-depth interview, GoClean indicates that being a learning organization is very important for them, thus is of big influence on performance. De Fruitmotor indicates that a learning mindset is very important, not only for themselves as an organization, yet also to spread the knowledge they are gathering. Moreover, they have to be a learning organization since there are no existing paths. Energiecoöperatie WPN indicates that learning is important, ultimately to structure the change that their organization is undergoing. Since they are growing quite rapidly to a large number of members, the organization needs to change and become more professional in order to serve the interests of all members. In this way, the learning mindset is important for the performance of Energiecoöperatie WPN.

- “Yes, absolutely, absolutely. To get where we want to go, we will have to change where it is needed, think about where you focus on first, no that is not how it works, you will have to adjust.” (GoClean, 2021)
- “We deem learning to be very important, for ourselves yet also for the knowledge we are gathering, to spread it, yes.” (De Fruitmotor, 2021)

To conclude, organizational capacity is of big influence on performance, since most of the CBOs are a new phenomenon operating in a niche market or targeting a niche of society.

Government support

As described in paragraph 4.2, not all CBOs enjoy government support. Whether government support is a necessity, or a bonus differs per case, and thus is case dependent. Therefore, government support cannot be deemed as important as network structure or organizational capacity for CBO performance in general. However, government support can be crucial for CBOs that are obliged to work with local governments, for example to acquire permits.

Support of non-profit institutions

As described in paragraph 4.2, support of non-profit organizations is case dependent. Not all CBOs collaborate with non-profit institutions. There are several CBOs that work with knowledge institutions or a regional investors fund. Therefore, support of non-profit institutions cannot be deemed as important as network structure or organizational capacity for CBO performance in general. It can be deemed equally important as government support. However, non-profit institution support can be crucial for CBOs for monitoring performance. For example, De Fruitmotor collaborates with Wageningen University to monitor the performance of their projects that create environmental value.

Support of profit-organizations

As described in paragraph 4.2, support of profit organizations is case dependent. Some cases enjoy financial support from Rabobank, whereas GoClean is supported by Rabobank in non-financial form. Pak An is founded and financially supported by Grolsch and De Feestfabriek, thus profit-organization support is crucial for them. However, most of the CBOs do not receive significant support from profit-organizations. Therefore, support of profit-organizations can be

deemed equally important as government support or support of non-profit institutions since it is case dependent as well.

Governance

As described in paragraph 4.2, governance is important for CBO performance. As Dirk de Derde mentioned, they missed a board member with the right capabilities and skills to realize certain objectives, whereas Energiecoöperatie WPN also indicated that you need someone in the board with experience in complex situations. Gloei has experienced some discontinuities in their board, and the organization was later dissolved. Thus, governance can have a significant negative influence on CBO performance. Next to that, in a cooperative form of organizing, members often have influence on the strategy of the organization. At several CBOs, members can participate and vote at general members meetings. Therefore, governance can be deemed as important for CBO performance.

Strategy

Strategy is deemed important for CBO performance, since it has been labeled throughout almost all interviews and is also affected by governance. The purposes and forms of strategy are diverse. Whereas some CBOs have no clear and defined strategy, others have developed multi-year prospects or focus on multi-year perspectives. In both cases, the way of strategizing is a deliberate choice to what the CBO thinks fits the work method or objectives best. Furthermore, a lot of CBOs aim to mobilize people to grow their community and support base, ultimately to increase their impact on the environment. Therefore, strategy is deemed important for CBO performance, although the implementation is case dependent.

Pre-existing conditions

As described in paragraph 4.2, CBOs deal with numerous and diverse pre-existing conditions mainly in the economic context, political context, and regulatory context. The most prevalent conditions will be described here.

Several CBOs are dependent on law and regulations concerning the niche they are operating in. For example, GoClean is dependent on regulations imposed by the national government and the regulations that are imposed by the EU. Next to that, the attitude of the local and national politics to the sustainability transition is also important, as indicated by several CBOs. This can have an impeding effect on the performance of CBOs, as is indicated by GoClean, which addresses the VVD favoring the side of the producers as described in paragraph 4.2.

Furthermore, CBOs are also dealing with opposition of the community. Energiecoöperatie WPN cannot construct and place their fifth windmill because of resistance of a local farmer. On top of that, Energiecoöperatie WPN also had a lot of resistance from nearby residents complaining about the windmills. Lastly, a lot of CBOs are dealing with a tendency against collaboration in the region. Several cases have indicated that De Betuwe, the region in which they are operating, is not particularly easy as it comes to collaboration.

For all these reasons, pre-existing conditions can be deemed as very important for CBOs, since these conditions can have a significant impeding effect or boosting effects on the performance of CBOs.

Motivation

As described in paragraph 4.2, motivation was labeled in almost all interviews. Often, motivation of the people interviewed was personal. However, it cannot be derived from the interviews that motivation is influencing CBO performance. A lot of people involved operate on a voluntary basis or for a low compensation, since the CBOs are mostly not profitable yet, which indicates a significant level of motivation already. Therefore, motivation cannot be deemed as important for CBO performance.

Chapter 5 – Conclusion and Discussion

In this chapter, the main research question will be answered using the results that are formulated in chapter 4. Following, this chapter will contain the discussion of the research, including limitations, theoretical implications, practical implications, and future research directions.

5.1 Conclusion

As is confirmed in chapter 4, CBOs aim at creating more than one value at a time. Social value creation and environmental value creation has been present in every focus group interview and every in-depth interview. In general, CBOs try to monitor their environmental impact and social impact as best as possible and use economic value creation as a means to create social value and environmental value, which are mostly their primary goals.

As is indicated by the cases, CBOs mostly try to generate economic value to be able to survive and ensure continuity of the organization. In general, CBOs perceive and use their budget as a means to create social value and environmental value. So, economic value creation can be assessed by its capability to create possibilities for creating social value and environmental value. When CBOs cannot initiate new projects due to a limited amount of available budget, the economic value creation can be assessed as insufficient. When CBOs are able to initiate new project due to an adequate amount of available budget, the economic value creation can be assessed as sufficient.

As is indicated by the cases, environmental value is often one of the primary goals of a CBO. Environmental value creation can take place in many different shapes and forms. Most of the CBOs try to keep track of the environmental impact of their projects. For example, Energiecoöperatie WPN monitors the amount of sustainable energy that is generated by their windmills, De Fruitmotor monitors their contribution to increasing the biodiversity in the region, as well as the number of left-over fruits that are processed into edible products such as apple cider, and GoClean monitors the amount of litter that is collected by using an app called ‘Litterati’. In general, CBOs try to translate their environmental impact into absolute numbers that illustrate the amount of progression that is made throughout a certain period.

As indicated by the cases, social value creation is difficult to monitor. GoClean indicated that they try to keep track of the social impact of ‘schoonwandelen’ on the community, yet they indicate social value creation is more difficult to monitor than environmental value creation. This is supported by De Fruitmotor. Drawing on the results, is not possible to create a general

image of social value monitoring, since the cases could not indicate in which way, they try to monitor social value creation.

There was a clear difference in prevalence between some external factors concerning their influence on CBO performance. The first group of factors that were most prevalent and accordingly have the biggest influence on CBO performance are network structure, organizational capacity, governance, strategy, and pre-existing conditions. Furthermore, the influence of government support, profit-organization support, non-profit organization support can be interpreted as case dependent, which results in these factors being assessed as less important than the first group of factors. Lastly, motivation can be interpreted as not having any influence on CBO performance.

5.2 Discussion

5.2.1 Limitations

In this paragraph, the methodological limitations, data limitations, and theoretical limitations of this research will be evaluated. Due to the COVID-19 crisis, physical interviewing was severely hindered. As a result, the focus interviews of M. Kamm became a primary data source. Although the focus interviews were not specified to the scope of this research, they still contain a lot of valuable information regarding the influence of external factors on CBOs. Additional data was gathered in in-depth interviews with respondents from three of the cases.

The reliability of this research can be deemed as high since the coding process guaranteed inter-coder reliability. The coding process was done in pairs. Each pair coded a different half of the number of focus interviews, whereafter this coding was checked by the other pair, ultimately to get to a consensus of the applied codes. However, the generalizability of this research can be deemed low, since there have merely been three interviews conducted specified to the scope of this research. This could have been countered by conducting more interviews, yet as stated before, due to limited time and the COVID-19 crisis this has not been possible.

During the interviews, only once a limitation was encountered as to the respondent's knowledge. At the interview of Energiecoöperatie WPN, the respondent indicated that he did not have sufficient knowledge regarding the legal forms of organizing, to judge whether the CBO would have been better off with a freer form of organizing.

Furthermore, the theory on community-based organizing in management science is very limited since it is an interdisciplinary domain of research. This resulted in a limited number of topic-

related articles regarding the theoretical framework. Furthermore, the time frames of the publication dates are remarkable. Most of the literature was either written in the 80s or early 90s, or from approximately 2010 onwards. This resulted in some of the literature not being up to date, as the world has changed significantly since the 80s and 90s.

Moreover, the researcher was unfamiliar with the phenomenon of community-based organizations. The lack of foreknowledge was countered by having extensive group conversations with the researcher's fellow master students and M. Kamm, discussing what the phenomenon entails and how these organizations operate.

5.2.2 Theoretical implications

In general, the theory of Igalla et al. (2019) aligns with the factors that influence the performance of CBOs. However, the factors 'leaders and leadership' and 'motivation' seem to be significantly less apparent than all other factors. Furthermore, a pre-existing condition that has been coming back repeatedly is politics, which is not mentioned by Igalla et al. (2019) as a pre-existing condition that could be influencing the performance of CBOs.

Furthermore, Igalla et al. (2019) indicate that 'network structure', 'organizational capacity' and 'government support' were mentioned by CBOs across different studies as important for good outcomes. This research confirms that 'network structure' and 'organizational capacity' are frequently mentioned and important for CBO performance, however, the importance of 'government support' seem to be case-dependent and less important in general for the performance of CBOs. On top of that, 'pre-existing conditions' seems to fill in this gap as the third most important factor that influences CBO performance.

With regards to the performance assessment of CBOs, none of the theories discussed in paragraph 2.1.2.2 (Kaplan & Norton, 1996; Venkatraman & Ramanujam, 1986; Anser, Yousaf, Majid & Yasir, 2020) are suitable for measuring CBO performance. A first explanation to this could be the fact that these theories and frameworks have been developed for organizations that operate on a profit-driven basis. This results in an organization prioritizing goals that are more focused on creating economic value, whereas CBOs are organizations that are more focused on creating social value or environmental value. A second explanation to this could be the fact that the frameworks developed by Kaplan & Norton (1996) and Venkatraman & Ramanujam (1986) are outdated. These frameworks are respectively 25 and 35 years old. As mentioned before, these frameworks have been selected by the researcher for research purposes, since this research examines community-based organizing from a business perspective. A third explanation, which

is interconnected with the first explanation and second explanation, could be that multiple value creation is a relatively new concept and therefore was not included in the models of Kaplan & Norton (1996) and Venkatraman & Ramanujam (1986). To conclude, the models discussed in paragraph 2.1.2.2 are inadequate for measuring performance in CBOs, and new frameworks and theories concerning the measurement of multiple value creation in non-profit organizations should be developed.

Building on the work of Bailey (2012) it is confirmed that CBOs can struggle to obtain sufficient funds to pursue their ultimate goals, which are primarily social value-related and environmental value-related goals. A first explanation to this could be that not all CBOs get a sponsorship from the national or local government. A second explanation to this could be that CBOs are often not highly profitable when it comes to economic value creation, since their core business models is not designed to create as much economic value as possible.

5.2.3 Practical implications

In practice, these implications mean that CBOs must establish a strong network structure, which might have to be expanded over time. Furthermore, the ‘learning mindset’ and ‘ability to reflect’ of the organization are crucial when it comes to increasing the performance of the organization since a lot of these organizations are pioneering. Lastly, as stated above, dealing with pre-existing conditions is also very important. Pre-existing conditions are often out of the influence scope of CBOs, which results in CBOs simply having to deal with them. The work method needs to be aligned to the existing law and regulations, and the network must be used to bend circumstances to the will of the CBOs, ultimately boosting the performance.

Next to that, the assessment of multiple value creation within CBOs is case dependent. On the one hand, there are CBOs that have more of a commercial approach, resulting in their goals being clearer and more straightforward. On the other hand, there are CBOs that have more of an abstract approach to reaching impact, which leads to their core activities being brainstorm-like and trying to convince people of their philosophy, resulting in more abstract goals which are harder to monitor, making the assessment of multiple value creation and CBO performance extremely difficult.

5.2.4 Recommendations for future research

A recommendation for future research is that it might have to be conducted using a mixed-method approach. The quantitative side of the research can be used to investigate the presence

of external factors influencing a large number of CBOs, whereas the qualitative side of the research can be used to investigate the performance assessment of CBOs and the specific influence of external factors on the performance of CBOs. Along with this possible new research design, more qualitative data should be collected. It is recommended that at least one, preferably more, in-depth interview related to performance must be conducted at every CBO that is involved in the research. Having more data will increase the validity of the research and reduce the possibility of accidental deviations.

Another future research recommendation is testing the same model in a different context. This can be another country, yet also another part of The Netherlands. This is now only tested in the province of Gelderland, except for two cases, one of which is located in Amsterdam, and one is located in Groningen. To fully test whether the assumptions about the importance of external factors are correct, the model must be tested across The Netherlands as a whole, instead of just a part of the country.

Chapter 6 – Reflection

In this chapter, I will reflect on the research process as well as personal development that has been made concerning conducting research. At the beginning of the Master Thesis, I was quite skeptical about the subject, since community-based organizing has received no attention during the Bachelor's *Bedrijfskunde* at Radboud Universiteit, which is my previous education. Regarding the research process itself, I was quite confident I had sufficient foreknowledge about doing qualitative research, as I have done qualitative research multiple times in several courses during my Bachelor program as well as in my Bachelor Thesis.

Since the subject of community-based organizing is relatively demarcated with regards to other subjects, I did not struggle as much as during my Bachelor Thesis with the first three chapters. The existing body of literature on community-based organizing from a business perspective is so limited that the most applicable articles and papers were found quite rapidly, also with tips from my supervisor, M. Kamm.

Nevertheless, the results chapter was a struggle for me since a researcher must always stay as objective as possible when it comes to interpreting qualitative data. Furthermore, I always tend to be quite extensive in my results chapter, which is something that I have come to notice during my Bachelor Thesis. Next to that, only doing three additional in-depth interviews due to time restrictions resulted in less in-depth information with regards to performance than what I would have wanted in advance. However, in the end, the data from the focus interviews of M. Kamm and my own in-depth interviews was very adequate and relevant for answering my sub-questions and main research question. Furthermore, the process of multiple value creation of community-based organizations and the performance of community-based organizations are complex issues that must be studied in longitudinal research since the process of creating social value and environmental is often a long-term process. It is hard to assess social value creation or environmental value creation in such a short period of time.

Also, I have come to notice that the existing literature and culture in business is insufficiently developed to sustain long-term impact. This is something that I perceive as odd since almost every company wants to be perceived as 'green' or 'sustainable', yet there are almost no instruments for measuring social impact or environmental impact for companies, let alone there being consensus about a measurement model regarding non-financial impact.

Lastly, a recommendation for myself when doing research in the future is to give the respondents a heads-up about the context of the interview so that the respondents can think about certain subjects in advance. Performance assessment in CBOs is not plain simple,

especially when it comes to the assessment of social value creation or environmental value creation. This way, the researcher can gather more valuable and higher-quality data from the respondents.

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Appendices

Appendix 1: Interview instructions (in Dutch)

Goedemiddag/morgen. Mijn naam is Bram Euwes en ik ben 22 jaar. Ik ben master student aan de RU, en voor mijn scriptie doe ik onderzoek naar community-based organizations in Nederland. Ik focus mij vooral op de performance van deze organisaties. Dat houdt in dat ik kijk naar de waarde die er gecreëerd wordt, zowel op economische waarde als sociale waarde en omgevingswaarde. Ik zal deze begrippen nog toelichten in het interview.

Het interview zal naar verwachting drie kwartier duren en het zal, zoals u niet onopgemerkt zal zijn, online plaatsvinden. U bent zo vrij om te antwoorden als u wilt, maar ik zou het erg waarderen als ik u zo eerlijk mogelijk antwoord probeert te geven, omdat dit de beste onderzoeksresultaten oplevert. U bent ook vrij om tussendoor vragen te stellen als iets niet helemaal duidelijk is.

Het interview zal gestructureerd zijn als volgt; als eerst zal ik definiëren en uitleggen hoe ik waarde heb gedefinieerd en heb onderverdeeld in drie soorten. Daaropvolgend zal ik vragen stellen over bepaalde factoren die invloed hebben op jullie performance, hoe jullie performance concreet en meetbaar maken, en hoe jullie omgaan met de factoren die invloed hebben op jullie performance. Nogmaals, mocht er iets niet duidelijk zijn of mocht je een vraag hebben voor mij, stel deze gerust.

Het interview zal worden opgenomen en gebruikt worden in het onderzoek. Alle informatie zal vertrouwelijk worden bewaard en zo objectief en eerlijk mogelijk worden verwerkt. Vindt u het goed dat deze informatie uit het interview zal worden gebruikt in het onderzoek? Bent u akkoord met de opname van dit onderzoek voor onderzoeksdoeleinden? Heeft u nog vragen voordat we beginnen?

Appendix 2: Interview questions De Fruitmotor (in Dutch)

Interview vragenlijst De Fruitmotor

Vragen betreffende performance:

1. Bent u bekend met het begrip meervoudige waarde creatie? Of kunt u een inschatting maken van de betekenis van het begrip? (Zo niet, dan uitleggen)
2. Op welke manier probeert de organisatie deze waarden te creëren? (Sociale waarde, omgevingswaarde en economische waarde)
3. Op welke manier probeert de organisatie de voortgang van het creëren van deze waarden te monitoren?
 - a. Hoe houdt u in de gaten of er vooruitgang wordt geboekt?
 - b. Wat wordt er veranderd indien er geen progressie wordt gemaakt?
 - c. In het focusgesprek met Moniek gaven jullie bijvoorbeeld aan dat het geld dat uit reststromen besteed moet worden aan verduurzaming. Kunnen jullie dit realiseren? Hoe?
 - d. Ook gaven jullie aan dat je met andere partners in de regio gaat kijken of jullie regionale distributie kunnen opzetten. Kunnen jullie dit realiseren?
 - e. Zijn jullie ciders al in heel Nederland verkrijgbaar?
4. Is er een verschil in prioriteit tussen deze waarden? Zo ja, hoe ziet die er uit?
 - a. Wat is de oorzaak van dit verschil?

Vragen betreffende de externe factoren:

1. Hoe ziet jullie netwerk er uit?
 - a. Hoe belangrijk is het netwerk van uw organisatie voor uw performance? (Met netwerk wordt geduid op het contact met externe partijen).
 - b. Op welke manier helpt of beperkt dit jullie in het behalen van jullie doelen?
2. In hoeverre zijn jullie een lerende organisatie? Zo ja:
 - a. Helpt het om te leren van het verleden of is het vooral vooruit kijken en gaandeweg leren? Op welke manier?
 - b. Hoe reflecteren jullie op bepaalde gebeurtenissen, prestaties of mijlpalen? Op welke manier?
 - c. Zo nee; Wat zijn jullie dan wel? Waarom geen lerende?
3. Worden jullie gesteund door de overheid? Denk aan gemeente, provincie, regio orgaan. Indien ja;
 - a. Op welke manier worden jullie gesteund door de overheid of gemeenten?
 - b. Zowel financieel als non-financieel? Wat zijn de randvoorwaarden van deze steun? Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
 - c. Zijn er ook nadelen aan deze steun?
4. Worden jullie ook gesteund door andere partijen? Denk aan NGOs. Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
5. Is ondernemerschap belangrijk voor de organisatie?
 - a. Hoe zie je dat terug in de organisatie?

- b. Is er sprake van een interne rolverdeling?
6. Is leiderschap belangrijk voor de organisatie?
 - a. Hoe zie je dat terug in de organisatie?
 - b. Is er sprake van een interne rolverdeling?
7. Hoe vindt de besluitvorming plaats?
 - a. Op welke manier zijn leden van de community vertegenwoordigd in de besluitvorming?
 - b. Wie bepalen waarover wordt besloten?
8. Hebben jullie een duidelijk strategie of strategisch plan?
 - a. Hebben jullie doelen waar jullie naartoe werken?
 - b. Hebben jullie een plan voor hoe je deze doelen gaat bereiken?
 - c. Op welke manier helpt dit jullie om doelen te behalen?
9. Welke invloed heeft de bestaande context op jullie prestaties?
 - a. Wet- en regelgeving rondom coöperaties
 - i. Rechtsvorm
 - ii. Financiële verplichtingen
 - iii. Subsidies
 - b. Bestaande culturele normen, waarden of gewoontes
 - i. Hoe denkt men over duurzaamheid?
 - ii. Hoe hecht is de gemeenschap?
 - iii. Hoe is het samenwerken met gemeentes ingericht?
 - c. Maatschappelijke percepties van CBOs
 - i. Hoe denkt men over community-based organizations?
 - ii. Is er veel draagvlak in de community voor wat jullie doen?
 - iii. Hoe denkt de gemeente over de CBO? Zijn ze bereid steun te bieden?
10. Welke rol speelt motivatie in jullie organisatie?
 - a. Zijn leden aangesloten vanuit verschillende motivaties?
 - b. Op welke manier beïnvloedt dit de output van de organisatie?
 - i. Zorgt dit bijvoorbeeld voor meningsverschillen?

Lijstje van definities:

- Meervoudige waardecreatie: het streven naar meer dan één waarde tegelijkertijd, in andere woorden, het tegelijkertijd creëren van sociale waarde, economische waarde en omgevingswaarde
- Sociale waarde: De mate waarin een organisatie nastreeft om gelijkwaardige toegang tot publieke goederen (denk aan duurzame energie) te creëren
- Omgevingswaarde: De mate waarin een organisatie milieuoverwegingen meeneemt in haar operationele besluiten

Appendix 3: Interview questions Energiecoöperatie WPN (in Dutch)

Interview vragenlijst Energiecoöperatie WPN

Vragen betreffende performance:

5. Bent u bekend met het begrip meervoudige waarde creatie? Of kunt u een inschatting maken van de betekenis van het begrip? (Zo niet, dan uitleggen)
6. Op welke manier probeert de organisatie deze waarden te creëren? (Sociale waarde, omgevingswaarde en economische waarde)
7. Op welke manier probeert u de voortgang van het creëren van deze waarden te monitoren?
 - a. Hoe houdt u in de gaten of er vooruitgang wordt geboekt?
 - b. Wat wordt er veranderd indien er geen progressie wordt gemaakt?
 - c. Hebben jullie bijvoorbeeld het neerzetten van de vijfde molen al gerealiseerd?
 - d. In het focusgesprek met Moniek in 2020 gaven jullie aan dat er meters gemaakt moesten worden met betrekking tot de wijk- en buurtprojecten? Wat hebben jullie daar concreet aan gedaan afgelopen jaargang?
 - i. Hoe wordt de voortgang hiervan gemonitord?
 - e. Jullie gaven een jaar geleden bijvoorbeeld aan dat je vijftienhonderd leden wilt hebben over vijf jaar. Zijn jullie daarin op de goede weg?
 - f. Zijn er nog andere projecten die nog zijn gerealiseerd afgelopen jaar?
 - i. Hoe wordt de voortgang hiervan gemonitord?
 - g. In het focusgesprek gaven jullie bijvoorbeeld aan dat je eerst moet weten wat de behoeften zijn vanuit de community, en dan hoe je daar op kan inspelen. Hoe ziet dit er in de praktijk uit?
8. Is er een verschil in prioriteit tussen deze waarden? Zo ja, hoe ziet die er uit?
 - a. Wat is de oorzaak van dit verschil?

Vragen betreffende de externe factoren:

11. Hoe ziet jullie netwerk er uit?
 - a. Hoe belangrijk is het netwerk van uw organisatie voor uw performance? (Met netwerk wordt geduid op het contact met externe partijen).
 - b. Op welke manier helpt of beperkt dit jullie in het behalen van jullie doelen?
12. In hoeverre zijn jullie een lerende organisatie? Zo ja:
 - a. Helpt het om te leren van het verleden of is het vooral vooruit kijken en gaandeweg leren? Op welke manier?
 - b. Hoe reflecteren jullie op bepaalde gebeurtenissen, prestaties of mijlpalen? Op welke manier?
 - c. Zo nee; Wat zijn jullie dan wel? Waarom geen lerende?
13. Worden jullie gesteund door de overheid? Denk aan gemeente, provincie, regio orgaan. Indien ja;
 - a. Op welke manier worden jullie gesteund door de overheid of gemeenten?

- b. Zowel financieel als non-financieel? Wat zijn de randvoorwaarden van deze steun? Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
 - c. Zijn er ook nadelen aan deze steun?
- 14. Worden jullie ook gesteund door andere partijen? Denk aan NGOs. Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
- 15. Is ondernemerschap belangrijk voor de organisatie?
 - a. Hoe zie je dat terug in de organisatie?
 - b. Is er sprake van een interne rolverdeling?
- 16. Is leiderschap belangrijk voor de organisatie?
 - a. Hoe zie je dat terug in de organisatie?
 - b. Is er sprake van een interne rolverdeling?
- 17. Hoe vindt de besluitvorming plaats?
 - a. Op welke manier zijn leden van de community vertegenwoordigd in de besluitvorming?
 - b. Wie bepalen waarover wordt besloten?
- 18. Hebben jullie een duidelijk strategie of strategisch plan?
 - a. Hebben jullie doelen waar jullie naartoe werken?
 - b. Hebben jullie een plan voor hoe je deze doelen gaat bereiken?
 - c. Op welke manier helpt dit jullie om doelen te behalen?
- 19. Welke invloed heeft de bestaande context op jullie prestaties?
 - a. Wet- en regelgeving rondom coöperaties
 - i. Rechtsvorm
 - ii. Financiële verplichtingen
 - iii. Subsidies
 - b. Bestaande culturele normen, waarden of gewoontes
 - i. Hoe denkt men over duurzaamheid?
 - ii. Hoe hecht is de gemeenschap?
 - iii. Hoe is het samenwerken met gemeentes ingericht?
 - c. Maatschappelijke percepties van CBOs
 - i. Hoe denkt men over community-based organizations?
 - ii. Is er veel draagvlak binnen de community voor wat jullie doen?
 - iii. Hoe denkt de gemeente over de CBO?
- 20. Welke rol speelt motivatie in jullie organisatie?
 - a. Zijn leden aangesloten vanuit verschillende motivaties?
 - b. Op welke manier beïnvloedt dit de output van de organisatie?
 - i. Zorgt dit bijvoorbeeld voor meningsverschillen?

Lijstje van definities:

- Meervoudige waardecreatie: het streven naar meer dan één waarde tegelijkertijd, in andere woorden, het tegelijkertijd creëren van sociale waarde, economische waarde en omgevingswaarde
- Sociale waarde: De mate waarin een organisatie nastreeft om gelijkwaardige toegang tot publieke goederen (denk aan duurzame energie) te creëren
- Omgevingswaarde: De mate waarin een organisatie milieuoverwegingen meeneemt in haar operationele besluiten

Appendix 4: Interview questions GoClean (in Dutch)

Interview vragenlijst GoClean

Vragen betreffende performance:

9. Bent u bekend met het begrip meervoudige waarde creatie? Of kunt u een inschatting maken van de betekenis van het begrip? (Zo niet, dan uitleggen)
10. Op welke manier probeert de organisatie deze waarden te creëren? (Sociale waarde, omgevingswaarde en economische waarde)
11. Op welke manier probeert de organisatie de voortgang van het creëren van deze waarden te monitoren?
 - a. Hoe houdt u in de gaten of er vooruitgang wordt geboekt?
 - b. Wat wordt er veranderd indien er geen progressie wordt gemaakt?
 - c. In het focusgesprek geven jullie aan dat je graag zou willen dat het zwerfafval kompas meer omarmd wordt door allerlei partijen, producenten, gemeenten en overheid bijvoorbeeld, is hier al vooruitgang in geboekt?
12. Is er een verschil in prioriteit tussen deze waarden? Zo ja, hoe ziet die er uit?
 - a. Wat is de oorzaak van dit verschil?

Vragen betreffende de externe factoren:

21. Hoe ziet jullie netwerk er uit?
 - a. Hoe belangrijk is het netwerk van uw organisatie voor uw performance? (Met netwerk wordt geduid op het contact met externe partijen).
 - b. Op welke manier helpt of beperkt dit jullie in het behalen van jullie doelen?
22. In hoeverre zijn jullie een lerende organisatie? Zo ja:
 - a. Helpt het om te leren van het verleden of is het vooral vooruit kijken en gaandeweg leren? Op welke manier?
 - b. Hoe reflecteren jullie op bepaalde gebeurtenissen, prestaties of mijlpalen? Op welke manier?
 - c. Zo nee; Wat zijn jullie dan wel? Waarom geen lerende?
23. Worden jullie gesteund door de overheid? Denk aan gemeente, provincie, regio orgaan. Indien ja;
 - a. Op welke manier worden jullie gesteund door de overheid of gemeenten?
 - b. Zowel financieel als non-financieel? Wat zijn de randvoorwaarden van deze steun? Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
 - c. Zijn er ook nadelen aan deze steun?
24. Worden jullie ook gesteund door andere partijen? Denk aan NGOs. Helpt dit jullie in het behalen van jullie doelen? Op welke manier?
25. Hoe vindt de besluitvorming plaats?
 - a. Op welke manier zijn leden van de community vertegenwoordigd in de besluitvorming?
 - b. Wie bepalen waarover wordt besloten?

26. Hebben jullie een duidelijk strategie of strategisch plan?
 - a. Hebben jullie doelen waar jullie naartoe werken?
 - b. Hebben jullie een plan voor hoe je deze doelen gaat bereiken?
 - c. Op welke manier helpt dit jullie om doelen te behalen?
27. Welke invloed heeft de bestaande context op jullie prestaties?
 - a. Wet- en regelgeving rondom coöperaties
 - i. Rechtsvorm
 - ii. Financiële verplichtingen
 - iii. Subsidies
 - iv. EU-beleid
 - b. Bestaande culturele normen, waarden of gewoontes
 - i. Hoe denkt men over duurzaamheid?
 - ii. Hoe hecht is de gemeenschap?
 - iii. Hoe is het samenwerken met gemeentes ingericht?
 - c. Maatschappelijke percepties van CBOs
 - i. Hoe denkt men over community-based organizations?
 - ii. Is er veel draagvlak in de community voor wat jullie doen?
 - iii. Hoe denkt de gemeente over de CBO? Zijn ze bereid steun te bieden?
28. Welke rol speelt motivatie in jullie organisatie?
 - a. Zijn leden aangesloten vanuit verschillende motivaties?
 - b. Op welke manier beïnvloedt dit de output van de organisatie?
 - i. Zorgt dit bijvoorbeeld voor meningsverschillen?

Lijstje van definities:

- Meervoudige waardecreatie: het streven naar meer dan één waarde tegelijkertijd, in andere woorden, het tegelijkertijd creëren van sociale waarde, economische waarde en omgevingswaarde
- Sociale waarde: De mate waarin een organisatie nastreeft om gelijkwaardige toegang tot publieke goederen (denk aan duurzame energie) te creëren
- Omgevingswaarde: De mate waarin een organisatie milieuoverwegingen meeneemt in haar operationele besluiten

Appendix 5: Additional interview information

The first additional in-depth interview was conducted at De Fruitmotor on Monday May 10th, 2021. The respondent was the chairwoman of De Fruitmotor. The duration of the interview was 51 minutes.

The second additional in-depth interview was conducted at Energiecoöperatie WPN on Wednesday May 12th, 2021. The respondent was a general board member of Energiecoöperatie WPN. The duration of the interview was 1 hour and 12 minutes.

The third additional in-depth interview was conducted at GoClean on Tuesday May 19th, 2021. The respondent was a director of GoClean. The duration of the interview was 56 minutes.