

Exploring the strategy formation process for collective organizing

Learning from community-based business models in the food industry

Master Thesis Strategic Management

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Preface

Dear reader,

About half a year ago I started with writing my master's thesis, the last challenge for finishing my master Strategic Management and therefore also my academic education. I took an extensive educational route starting with lower general secondary education (MAVO), finishing the University of Applied Sciences (HBO) in 2016. I did not directly continue with my (pre) master but worked as marketer for two years. Realizing this was not what I wanted to do, I decided to continue with a master's degree aiming to further develop myself, with a focus on combining business and sustainability.

I was given the opportunity to contribute to the PhD research of Moniek Kamm. Using the data she collected I was able to do an exploratory research looking into the strategy formation process within collective organizing. Even with the slightly lonely situation covid-19 had caused, putting everyone to work from home, the collaboration with two fellow master students and Moniek Kamm made the entire process besides educational also enjoyable. On top of this, we were able to present our results on the NBM conference 2020, which was also a valuable experience.

I would like to thank my supervisor Moniek Kamm for the time and effort she invested in my thesis, providing me with the guidance I needed. Also, for introducing me to the subject of community-based business models. Furthermore, I want to thank my second assessor Jan Jonker for providing me with additional feedback. All supporting me in the process leading to the thesis that lies before you.

Enjoy reading,

Julia van de Warenburg

Arnhem, August 2020

Abstract

The development of new forms of organizing and doing business around multiple value creation are emerging, addressing the global sustainability issues that have become more evident over the years. One is in the form of community-based business models where citizens are taking matter into their own hands, addressing the local or regional sustainable transition by taking collective action. To enable action, decision making, planning and therefore strategy formation takes place. Multiple stakeholders working together in these organizations face challenges incorporated with the pluralistic context they find themselves in, influencing these strategizing and organizing practices. Social learning is discussed as a way to approach strategic decision-making in a setting that involves multiple stakeholders. The aim of this research is to establish how the strategy formation process relates to the value creating properties of community-based business models in the food industry.

Results show the strategy formation process is characterized by its pioneering, experimental, organic, chaotic and a mission focused nature. Also, much emphasis placed on learning. Learning from previous decisions and their outcomes, but also from each other. The experimenting nature expresses itself through mutual discussions and extensive communication, this enables the participating constituents to develop a shared perspective and learn how to work together. Finally, the multiple value creating aspiration are steering the strategy formation process. Ecological and social value creation are most influential and will not be sacrificed for increasing profit as long as the organization can continue its activities.

Keywords: Community-based business models, strategy formation process, multiple value creation, social learning, strategic decision-making

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Chapter 1: Introduction

Society currently faces many issues related to sustainability causing long term problems for humanity. With their planetary boundary framework, Rockström et al. (2009) show that human activities put great pressure on the environment leading to risks of abrupt environmental change. This is, at least to a large extend, caused by our economic desires. As stated by Jonker and Faber (2015), “*our economic aspirations affect the condition of our planet and the availability of resources needed to sustain life*” (p. 4). Considering that one third of food produced is lost or wasted annually (Gustavsson, Cederberg, Sonesson, Van Otterdijk, & Meybeck, 2011) and that agriculture is a major force in generating greenhouse gas (GHG) emissions, causing water quality degradation and soil depletion (West et al., 2014) the food industry has shown to be a highly impactful industry and will therefore become the focal industry for addressing the research subject.

During crises, collaborations are more likely to appear (Gray, 1985). One of the circumstances collaborative problem solving occurs is with ‘invisible problems’, which no organization can solve by itself (Aldrich & Pfeffer, 1976). Consequently, collaboration is an important aspect for dealing with global sustainability issues, especially since these issues are highly interconnected and complex (United Nations, 2015). The Paris agreement is a good illustration of collaboration addressing an ‘invisible problem’. In 2015, 195 countries agreed to deal with the impact of climate change by working together. Countries are supported in acquiring necessary abilities to strengthen their efforts and are reporting on emissions and implementation activities (United Nations, 2015).

Climate change is a global problem, however, Ostrom (2010a) went against the presumption that only the largest scale actions are relevant for protecting global public goods such as the environment. The cumulation of small and medium efforts creating multiple benefits is becoming significant in solving global issues (Ostrom, 2010a). Visible is a collaborative landscape that is changing, many kinds of new initiatives are emerging, examples are initiatives in the form of networks, cross sector collaborations and ecosystems (Kamm, Faber, & Jonker, 2016). In this thesis, collaboration will be used in a broad sense to refer to something that “*occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain*” (Wood & Gray, 1991, p. 146).

A lot of initiatives that are emerging are advocating new ways of organizing and doing business (Jonker & Faber, 2015) addressing these global sustainability issues. One is the development of new business models (NBM) developing around multiple value creation. Business models are a means to address organizing and doing business. Several definitions can be found, however, in the broadest sense business models represent the way a firm does its business (Bocken, Short, Rana, & Evans, 2014). According to Johnson, Christensen, and Kagermann (2008) the business model consists of four

interlocking elements: Customer value proposition, profit formula, key resources, and key processes. These authors emphasize its power lies in the complex interdependencies. However, the traditional business model is solely centred around creating economic values. Implementing (sustainable) innovations often requires a change in the business model (Jonker, Stegeman, & Faber, 2017). This causes NBMs to emerge as a manner to operationalize sustainable development by integrating a transaction model between constituents so that it creates value (Rauter, Jonker, & Baumgartner, 2017). Thus, in NBMs collective value creation is key, organizing around a circular economic perspective (Jonker, 2012b).

Currently, a distinct type of NBM has emerged, addressing the local or regional sustainable transition by engaging into collective action. This thesis refers to these distinct NBMs as community-based business models (CBBM). People collaborating in a CBBM invest knowledge and means into the organization, working together towards multiple value creation, ultimately also benefitting from its results (Kamm et al., 2016). In the CBBMs in this research project civilians have become critical. Together with other stakeholders they form the community that is participating to further enable the success of these collaborative forms of organizing. Currently there is much discussion around defining CBBMs, thus a formal definition is still missing. Part of this thesis serves to capture CBBMs to some extent by looking at how the organizations within this research show similarities to what is known about CBBMs. Therefore, this research will focus on how initiatives in the form of CBBMs engage in collective action addressing sustainability in the food industry. The researcher will be examining how the strategy formation process contributes to multiple value creation in these CBBMs.

Since CBBMs are bound to establish goals and are involved with decision making and planning, strategy formation is taking place (Mintzberg et al., 1998). Mintzberg and Waters (1985) define two overarching types of strategizing, deliberate and emergent strategy formation. Whereas emergent strategy formation finds its source at learning what works and taking one action at the time, deliberate strategy formation is focusing on central control. Considering that different stakeholders work together in CBBMs, presumably emergent strategy formation takes place.

Furthermore, collaborations involving multiple stakeholders must be seen as complex, dynamic, multilevel systems (Bryson, Crosby, & Stone, 2015) existing in a pluralistic context, indicating that the different stakeholders working together have divergent goals and interests (Jarzabkowski & Fenton, 2006). A pluralistic context influences strategizing and organizing practices and processes, and therefore the ability to create value. This indicates that a pluralistic context might bring additional organizational value creation, but it might also bring risks related to incoherent goals and interests. This raises the question how CBBMs collaborate effectively and how this affects their strategy formation process. Ostrom (2010b) describes how trust, reciprocity and reputation influences cooperation in self-organizing initiatives leading to mutual benefits, thus creating value for the collaborating constituents. The importance of trust and reciprocity is also emphasised by Sol, Beers,

and Wals (2013) as part of the social learning process. It can be argued these aspects are highly relevant for organizations aiming for effective collaboration in a pluralistic context where people work together for a common interest.

In addition, several authors have identified (pre) conditions that influence whether a (cross-sector) collaboration will be successful or not. For example, Bryson et al. (2015) concluded that collaborating parties should work with the ends in mind as much as possible, designing processes, structures and their way of interacting accordingly. Adopting flexible governance structures to facilitate learning and leadership development. This emphasizes the need for some form of strategizing. A fitting organizational structure can also support social learning, enabling stakeholders to utilise the different perspectives, interests and values (Sol et al., 2013). Sol et al. (2013) proposed a framework identifying the aspects (mutual trust, commitment, and shared reframing) and the process of social learning. This is an emergent process that provides insight how collaborations develop.

Strategy formation involves processes of decision making (Mintzberg, 1979). In decision making processes involving various stakeholders the facilitation of social learning can be particularly important, because it can help the participating constituents learn how to work together and strengthen relationships (Cundill & Rodela, 2012). Moreover, initial research has indicated that social learning outcomes have positive impact on future decision making (Albert, Zimmermann, Knieling, & von Haaren, 2012). Also, Bouwen and Taillieu (2004) found social learning increases both the ‘technical’ outcomes such as effectiveness and ‘normative’ outcomes, for example ownership. Since CBBMs are organizations that depend on the collaboration with different stakeholders, social learning is likely to be important in the process of strategy formation and whether this leads to value creation. However, not much is known about the strategy formation process and social learning in taking collective action, and how this relates to multiple value creation. This research aims to address this gap in the literature.

Braungart and McDonough (2013) emphasize the importance of value in their book ‘the upcycle’. For long term solutions there is the need to look past (financial) metrics and benchmarks, identify and formulate values first and let that determine goals, principles, strategy, and execution. CBBMs are initiated with the local sustainable transition in mind and are presumably looking past solely economic value creation. It would be interesting to explore whether and how CBBMs start with defining their values first and how this relates to their process of strategy formation. This makes them an interesting research subject for addressing the literature gap.

1.1 Research objective

The food industry has shown to be a highly impactful sector when looking at sustainability issues. By generating GHG emissions, high amounts of waste, water degradation and soil depletion many aspects of the industry are open for improvement. As introduced above, organizations that collaborate with different stakeholders can form a part of the solution, also on a small scale. Several initiatives by means of collaboration in the form of CBBMs, have occurred and are contributing to the solution. These organizations address the local or regional sustainable transition through creating multiple values. As strategy determines the path how an organization aims to reach its mission and goals, it illustrates an important relationship between strategy and (multiple) value creation. However, little is known about this particular form of collective action and how such configurations are able to achieve multiple value creation. Subsequently, current literature fails to provide explanation how the strategy formation process relates to social learning in such collaborative settings. In this thesis, social learning is applied as a point of view to learn about the strategy formation process in the CBBM. Literature indicates this is a promising approach in a setting that involves multiple stakeholders. This thesis addresses this gap based on researching these phenomena in four CBBMs. The findings can provide guidance for community initiatives by demonstrating how strategizing processes can contribute to establishing multiple value creation.

To address the research objective, the following research question is formulated:

How is multiple value creation embedded in the strategy formation process of CBBMs in the food industry?

The following sub questions are derived to answer the main research question:

1. What does the strategy formation process look like in CBBMs in the food industry?
2. How is social learning influencing strategic decision making in CBBMs in the food industry?
3. In what way is the strategy formation process related to their multiple value creating aspirations and achievements?

1.2.1 Scientific contribution

Collective actions in the form of CBBMs are addressing the local sustainable transition. Through such organizations, civilians are taking matters into their own hands by collaborating with multiple stakeholders. The literature gap that was identified earlier exposed the limited understanding of the strategy formation process and social learning and how this relates to multiple value creation in this collaborative setting. This thesis aims to contribute to the literature by extending the knowledge base on strategy formation in this context. Exploring the relationship with social learning and multiple value creation in CBBMs.

Additional to contributing to the strategy literature, this thesis also aims to provide insight on collective action regarding CBBMs. There is still no formal definition and this thesis aims to provide more clarity by looking what this business model in this research entails, providing some initial insights in this type of organization.

1.2.2 Practical relevance

Initiatives in the form of CBBMs are a new type of organization emphasizing on collective action. Many CBBMs are still working out how to develop collaborative organizational structures. This thesis provides insights that can help understand the strategy formation process and how this relates to value creation. Social learning is part of this process and taken into account as well. Increased understanding on the dynamics of these aspects surrounding strategizing can provide guidance in improving the strategy formation process, which may contribute to prosperous decision-making and value creation by these organizations.

1.2 Outline of the thesis

The aim of this research is to establish in what way the strategy formation process is related to the value creating properties of CBBMs in the food industry. To do this, this thesis is built up in five chapters, starting with the introduction. The second chapter is the theoretical framework to gain better understanding of the concepts that form the base of this research. Here, the CBBM will be framed to provide insight what kind of organization this entails. Creating a foundation for better understanding how this affects strategizing practices and involves multiple value creation. Thereafter, the theoretical gap will be assessed, providing theory and the corresponding models that will be applied in this research. Chapter three illustrates the methodology of the research, showing how the data is collected and analysed. The fourth chapter includes the analysis of the results and combining these with the literature review, producing insights into the aim of this research. The fifth and last chapter is the conclusion and discussion, formulating whether the acquired insights add to the existing literature by addressing the literature gap and answering the research question. Limitations, implications for future research and a reflection are provided here as well.

Chapter 2. Theoretical framework

This chapter will define the key concepts that form the base of this research. Relations between these concepts will be explained and result in a broad understanding of the field of organizations that collaborate, the strategy formation process and multiple value creation.

Because no formal definition of CBBMs exists yet, the theoretical framework will be divided in two major parts: (1) capturing the CBBM as research subject and (2) assessing the theoretical gap. The first part will investigate the landscape of collaborative forms of organizing. It starts with looking into collective actions that involve civilians, and the different types of organizations that have emerged addressing collaboration. Then multiple value creation is assessed, all together this supports in defining CBBMs for this research. The second part dives into the strategy formation process. Analysing strategic decision making (SDM) will be supplied as a means to identify the strategy formation process in CBBMs. Additionally, social learning is discussed as a way to approach SDM in emerging collaborations. Ostrom's institutional analysis and development framework (IAD framework) that provides the possibility to analyse collective action (Ostrom, 2011) is discussed as a way to analyse the process of collective decision making in the CBBMs. Lastly, this chapter will combine theory on community-based business with strategy formation and multiple value creation resulting in a conceptual model. This model will then be used for empirical testing.

Framing the community-based business model

2.1 Introducing collaboration and collective action in organizations

There is extensive literature on collaboration and collective action surrounding organizations. In the introduction the following definition of collaboration was provided: *"Collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms, and structures, to act or decide on issues related to that domain"* (Wood & Gray, 1991, p. 146). Wood and Gray (1991) elaborate on their definition, explaining stakeholders of a problem domain can be individuals as well as organizations, plus that not all stakeholders are necessarily part of the collaboration. Subsequently, they raise the question whether the stakeholders have common or different interests. A pluralistic environment seems to be somewhat inherent to collaboration, as stakeholders will always carry some different values, opinions, world views, etc. This also emphasizes the autonomous aspect of the definition, where the decision-making power of each stakeholder is essential. The interactive process points out a change-oriented relationship, together with using shared rules, norms, and structures, indicates opportunities for social learning. This will be further elaborated on in chapter 2.5. At last, a collaboration is assembled with an objective in mind, meaning stakeholders must be able to act or decide.

Even though the definition of Wood and Gray states stakeholders can be individuals and organizations, their research is mostly focused on the inter-organizational level. However, new collaborative forms are emerging that involve actors from different parts of society (Jonker, 2012a), including civilians. When focusing on the regional scale, involvement of civilians becomes essential for organizations for using local resources, people's capacities, and knowledge on the region. This is also reflected in policies that encourage such collaborations (Horlings, 2015). These collaborative forms of organizing are engaging in collective action, Ostrom (2010a) describes collective action related to overcoming social dilemma's. Collective action in itself refers to independent actions where the outcomes affect everyone, this may result in a short-term focus (Ostrom, 2010b). However, findings show that when individuals are well informed about the problem, they are able to build settings where they can work together effectively. Here trust and reciprocity can grow over time leading to value creation for all collaborating constituents (Ostrom, 2010a, 2010b). Trusting relationships are often mentioned as the essence of collaboration (Bryson et al., 2015). Moreover, civilians feel connected to their environment and are therefore personally involved (Van Dam, 2016). Subsequently, they are willing to invest knowledge and means into organizations that aim to collaborate with them, ultimately also benefitting from the value that is created (Kamm et al., 2016; Van Dam, 2016). It can be concluded that collaborative forms of organizing go beyond the (inter-)organizational level. Civilians are becoming more involved, mainly when collaboration is initiated on a local or supra-local level, which is also the focus of this research

2.2 The collaborative landscape of organizations

What needs to be established now is the relationship between collaboration, organizations, and business models. There is extensive literature on all three subjects, therefore, this section will be limited to a few examples where organizations address wicked problems by collaborating. These are problems that cannot be solved by a single organization, and require a broad range of knowledge to address the complexities (Weber & Khademian, 2008). By performing this literature review is to enable the researcher to substantiate what a CBBM entails within the boundaries of this research.

Cross-sector collaboration

Cross-sector collaboration is an interesting example of collaboration among organizations, because it takes a dynamic and multilevel systems view. The definition by Bryson et al. (2015) states the following: *"We define cross-sector collaboration as the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately"* (Bryson et al., 2015, p. 648). In these collaborations government, businesses, communities, non-profit organizations and the public are involved (Bryson, Crosby, & Stone, 2006). Wicked problems do not limit themselves to one sector, just

like environmental issues that do not stick to borders. This makes cross-sector collaboration often inevitable for effectively tackling such a problem.

Emerson, Nabatchi, and Balogh (2012) framework on ‘collaborative governance regime’ describes three interacting components of collaborative dynamics: *Principled engagement*, meaning people with different interests and goals work together. *Shared motivation*, is a self-reinforcing cycle consisting of mutual trust, understanding, internal legitimacy, and commitment. *Capacity for joint action*, collaboration is enabled because outcomes cannot be reached separately, thus new capacity is generated by joint action. These aspects lead to action, impact and outcomes, and may continuously influence collaboration dynamics (Bryson et al., 2015; Emerson et al., 2012). Bryson et al. (2015) concluded, after analysing much research around cross-sector collaboration, several aspects that are important for reaching successful outcomes. This includes leadership, continuous learning and handling environmental factors. Moreover, parties should work with the ends in mind as much as possible, designing processes, structures, and their way of interacting accordingly. Including the adaption of flexible governance structures to facilitate learning and leadership development.

Organizing in the form of networks and ecosystems

The following paragraphs dive into networks and ecosystems. These two, in contrast to cross-sector collaboration, are types of organizations as they provide insight how they structure collaboration internally. An organization is defined as a “*unit of accrual, governance structure to resolve agency problems through residual claims, and a repository of coordinating*” (Kogut, 2000, p. 21).

A network can be defined by the long-term exchange relationships between organizations, individuals, and groups. These can be both intra- and interorganizational, can be a complex combination of organizations, groups, and individuals, possibly from a variety of sectors (Weber & Khademian, 2008). Networks are created to achieve a goal and provide a structure for effective collaboration. There are many advantages of coordination through a network, including enhanced learning, efficient use of resources and more capacity to address complex issues (Provan & Kenis, 2008). Scholars argue that networks are the alternative to the hierarchical organization, possibly even becoming the dominant form (Raab & Kenis, 2009; Weber & Khademian, 2008).

One of the most developed theoretical platforms in network theory is the ‘flow model’ (Borgatti & Halgin, 2011), which will also be used here to distinguish networks from other types of organizations. The flow model describes the network function as the flow and distribution of information between actors or nodes along with a set of ties (e.g. a link such as friendship). This shows there is a social structure underlining a network. Provan and Kenis (2008) describe three basic forms of network governance around this flow model. The structural properties differ depending on how easy it is to work together and find agreement on network-level goals. Low goal consensus requires a lead network or strong involvement of at least several members. In contrast, with high goal consensus each participant

can independently make their own contribution while simultaneously working on their own goals. To put this in perspective, ecosystems will be evaluated to see how they can be distinguished from networks.

Ecosystem is a broad concept, but when focussing on the strategy literature, most discussions evolve around creating value by means of entrepreneurial ecosystems, business ecosystems and innovation ecosystems. An ecosystem is *“the alignment structure of the multilateral set of partners that need to interact in order for a focal value proposition to materialize”* (Adner, 2017, p. 40). Adner (2017) distinguishes two general views on ecosystems: ecosystem-as-affiliation and ecosystem-as-structure. He describes how value is created by the four elements of an ecosystem structure: activities, actors, positions, and links. The ecosystems just mentioned fall within these two generic types.

Ecosystem-as-affiliation takes an actor-centric view, it is seen as a community that goes past industry boundaries and is defined by its networks and platforms (Adner, 2017; Autio & Thomas, 2014). Thus, this type of ecosystem is rather close to a network as just discussed. Entrepreneurial and innovation ecosystems both seem to fall in this category. Entrepreneurial ecosystems focus on the social context, a community of independent actors. Moreover, many studies aim to connect innovation system approach and entrepreneurship studies (Stam, 2015).

Ecosystem-as-structure can more easily be distinguished from network theory because it focuses on the activity itself instead of the actors. Here the starting point is a value proposition, then looking at the activities and thereafter who to involve. In contrast to starting with the actors and links and ties among them, and then looking for a value proposition. Critical for an ecosystem is that the relationships that underlie the value proposition cannot be decomposed into bilateral relationships, since this is the added value of an ecosystem. Also, because this type of ecosystem lies around a value proposition, multiple value propositions also result in multiple ecosystems, even when it includes the same participants (Adner, 2017). Therefore, the ‘choice’ for an ecosystem differs depending on the goal and situation, leading to the need of a different type of ecosystem.

This paragraph has tried to clarify what ecosystems are and how they distinguish from networks, which is, in the case of ecosystem-as-affiliation, not always very clear. Based on the literature in this paragraph the key difference between networks and ecosystems appears to be the goal for collaborating and the structure of how they organize collaboration. Ecosystems focus mainly on developing advantages in the market environment and seem to be more temporary around (innovation) projects or one particular value proposition. While networks are based on their underlying social structures and are a possible substitution for the traditional organization, unlike an ecosystem.

Communities of practice

Additional to these two rather established forms of collaborative organizing, another collaborative form that emphasizes on community building will briefly be discussed. Communities of practice (CoP) are

formed by constituents from the same background who come together to learn, share experience, knowledge, and approach problems creatively. These can exist within, between and outside companies, are self-organizing and can be very small to very large (Wenger & Snyder, 2000). The concept of CoP can be applied almost everywhere, for example: in organizations, government, education, and the social sector. Moreover, several authors have found CoP create organizational value (Lesser & Storck, 2001). Three characteristics are crucial to CoP: domain, community, and practice. Domain means there is a shared domain of interest that the members are committed to. The community is important because it is a lot about the relationships that are formed (e.g. to share and learn). Practice means going past a shared interest, to shared practice. This can be done through a variety of activities such as discussions or problem solving, ultimately creating resources in some form (Wenger, 2011).

These three different concepts provide some insight towards the many possibilities of how collaboration can be applied in organizations. However, besides collaboration, multiple value creation is key in the CBBMs this research addresses. Hence, this will be discussed next.

2.3 Multiple value creation

When something is valuable, it is something that people perceive as important (e.g. freedom and security). Values can (roughly) be divided into two concepts, value as goals, beliefs and feelings and value in an instrumental sense such as economic and environmental value (Horlings, 2015). For a long time, profit and/or economic progress, was perceived as value creation. Currently, it could be said there is a 'crisis of value', economic value captured by our financial system does not measure all value that is created. Contributions which are not measured or recorded are for example unrecognized labour (e.g. household work, data generation) (Bauwens & Niaros, 2017). Not acknowledging such forms of value creation leads to imbalance. When value is not recorded, there are costs that are not included (externalities), also leading to imbalance.

The focus of organizations on economic value creation is not surprising as organizations aim to satisfy shareholders, stay financially healthy, and grow the company. However, several scholars have suggested a different perception on value creation and are pushing for a transition. Porter (2011), acknowledges shared value creation as a way to balance different types of values. Shared value is creating economic value while also creating value for society by addressing needs and challenges (Porter & Kramer, 2019). For example, more efficient energy use is beneficial for the environment and saves cost. However, this vision on value is still motivated from the current economic system of endless growth, where economic value is key. Even though it is positive that societal challenges and needs are being perceived as ways to add value in business, it is still translated to (financial) profit.

On the other hand, public value describes the value that an organization contributes to society (Moore, 1995). Shifting the focus of value creation from only financial to a broader perspective

including individual well-being and societal progress (Meynhardt, 2015). For example, a clean environment is important to society, thus public value could include improving biodiversity in the area the organization operates. It has to be noted however that public value addresses what the public wants or values, which is not necessarily sustainable. However, in recent years initiatives to address environmental issues (e.g. climate strikes) appear to be valued positively by a broad public.

However, shared value and public value did not yet capture value creation as Elkington (1998, 2013) believed it was visible in organizations. Elkington (2013) developed the triple bottom line (TBL) to enable language to express the social, environmental, and economic dimensions of value creation in organizations. The TBL focuses on how companies add (or destroy) these values. Therefore, in essence, the TBL describes multiple value creation in organizations by balancing between social, economic, and ecological values. However, in organizations value is ultimately translated to (financial) profit and ecological and social values cannot exactly be measured the same way. Moreover, customers have little power to influence the (multiple) value creation process in organizations as this primarily happens within the organization and they only get involved at the point of exchange (Prahalad & Ramaswamy, 2004). Therefore, Jonker et al. (2017) established that multiple value creation is only possible through collective value creation. Meaning that economic, ecological and social values must be organized between organizations and parties involving a whole range of stakeholders (Jonker, 2012b) making it a collaborative ability. This way both stakeholders and shareholders can benefit from the value that is created. This emphasizes the importance of the collective aspect of CBBMs when creating value. Since the TBL is being widely applied and offers a clear distinction between the different types of values, this research will make use of the TBL to assess multiple value creation.

Complementary to what is just discussed, the researcher wants to point out three additional value creating dimensions as identified by Page, Stone, Bryson, and Crosby (2015). They have taken public value and applied it to cross-sector collaboration, expanding knowledge on outcomes and value creation by organizations that are collaborating. The three dimensions they provide are: democratic accountability, procedural legitimacy, and substantive outcomes. Each dimension has values linked to it, some relevant values for this research are: a transparent open decision process, responsiveness to partners, stakeholders, and authorizers (democratic accountability); Placing decision-making processes that are fair and open for all collaborating parties and logical and systematic pursuit of its stated goals (procedural legitimacy); Effectiveness and efficiency addressing these goals such as enhanced problem solving and equity of payment (substantive outcomes). These are closer to the concept of values as motivational constructs (Horlings, 2015), however, these are also deemed distinguishable in CBBMs where effective collaboration is vital.

2.4 Defining the community-based business model

Business models

As explained in the introduction, new business models address new ways of organizing and doing business, this has enabled organization to change entire industries. Johnson et al. (2008) state business models consist of four interlocking elements; Customer value proposition, profit formula, key resources, and key processes, they emphasize its power lies in the complex interdependencies. A short explanation for all components: *Customer value proposition*, the fundamental problem that is solved which is valuable to the customer; *profit formula*, how the company earns value for itself by addressing the revenue model, cost structure, margin model and resource velocity; *key resources*, assets such as people or technology to deliver the value proposition; and *key processes*, successful operational and managerial processes such as training and planning. Thus, it defines how a company creates value for itself and the consumer. These are the components of the ‘traditional’ business model, based on economic value creation.

Business models incorporating sustainability do not differ substantially, but do require specific adaptations and/or extensions (Jonker, 2012a; Rauter et al., 2017). A sustainable business model is one that incorporates economic, social, and environmental goals (triple bottom line approach). Moreover, considers a wide range of stakeholder interests (Bocken et al., 2014). Rauter et al. (2017) found that maintaining competition and competitive strength are not the primary drivers for these business models, because they look past financial goals. Two principal ways of adapting the business model to support sustainability are found to be (re-)defining the existing model, or subjecting the business model to radical change (Rauter et al., 2017). The second is applicable to CBBMs, as this includes radical change by increasing stakeholder participation. Bocken et al. (2014) confirms (sustainable) business model innovation offers possibilities by reconceptualizing the firm and its purpose including its value creating logic. Since the business model is the link between strategy and (daily) operations, new business models need to be developed to support the sustainable transition.

Defining the CBBM

To formulate what a CBBM entails, this chapter has explicated how collaboration is widely applied in and by organizations, what multiple value creation contents and lastly, what business models are. As discussed in the introduction, the CBBMs in this research have distinctive characteristics: (i) multiple stakeholders are working together; (ii) civilians have considerable influence; (iii) they are formed on the regional level, (iv) they address (supra-)local sustainable transition and (v) are multiple value creating organizations. An example: at Foodforest Ketelbroek people are experimenting with new forms of agriculture. Different kinds of vegetation, all edible, grow mixed together (e.g. fruit, nuts). The food forest has attracted a community devoted to establishing access to organic food while at the same time increasing biodiversity in the area. Stakeholders that work together include partnering organizations

such as a restaurant and a brewery, civilians, the ‘neighbours of the forest’ but also the government and organizations for nature conservation.

Although they are value creating organizations, CBBMs such as Foodforest Ketelbroek do not quite fit the traditional perception of business models, thus some adaption is necessary as was illuminated earlier. Networks, ecosystems, and CoPs all have some similarities that overlap with CBBMs, but none of these organizational forms captures the nature of such community-based forms of organizing completely. Since emerging CBBMs start out in rather informal ways of working together, network theory that highly emphasizes on the ties between the actors adds useful insights. However, networks leave out the community aspect and perhaps represent more of an alternative for the traditional company. Ecosystems (-as-structure) mainly focus on one particular value proposition, instead of multiple value creation, and thereafter identifies who needs to be involved to reach this particular goal. In the case of Foodforest Ketelbroek this likely happened when the government and organizations for nature conservation got involved. However, it is yet unclear how well multiple values and goals are defined beforehand. Moreover, ecosystems seem to be more project-based collaborations between people or organizations (focusing on one particular goal), this is clearly not the case with CBBMs. Perhaps CBBMs are closer to networks and ecosystem-as-affiliation because of the experimental and innovative nature. This also leads to CoPs; the similarity is in the name itself. A community is where people build relationships, help each other and pursue a common interest or common goal(s) (Wenger, 2011). Moreover, CoPs highly emphasize on learning, this overlaps with CBBMs where people are working together on a very experimental basis which requires learning. Moreover, because everyone is free to join a CoP, they also may include civilians. However, the goal of CoP is mainly to share knowledge, this can lead to better organizational results, but is not focused on multiple value creation by itself. Many elements of the different forms of organizations can be recognized, however, ultimately the CBBM is an authentic entity that has yet to be defined.

Theoretical background: assessing the research gap

2.5 The strategy formation process

2.5.1 Deliberate and emergent strategy formation

Back in the eighties, Mintzberg was critical towards the perceived process on strategy making in that time. While he studied managers, he saw something different happening from what was described in the literature. Sequences of decisions were made, and strategy was formed gradually over time. The ‘machine bureaucracy’ described as clearly articulated objectives, division of labour, tasks and a clear hierarchy, where strategy is explicitly formulated and thereafter implemented, seemed to be the sole interpretation of what strategy was (Mintzberg, 1979; Mintzberg & McHugh, 1985). In contrast to this conscious form of strategy making, Mintzberg and Waters (1985) described strategy formation as an emergent process. Looking at the decisions and actions of organizations over a long period of time they

identified the phenomena of intended and realized strategy. Intended is where strategy is made in advance and is very explicitly formulated, realized strategy is defined as “*a pattern in a stream of decisions*” (Mintzberg, 1979, p. 69). This comparison brought two overarching types of strategizing, deliberate and emergent strategy formation, into the light. Whereas emergent finds its source at learning what works and taking one action at the time, deliberate is focusing on central control. Based on Mintzberg’s research findings, decision making patterns will be examined in CBBMs to recognise the strategy formation process.

Strategy as practice

Strategy as practice (SAP) as introduced by, amongst others, Whittington (1996) investigates how the practitioners of strategy really act and interact, examining how strategizing is ‘done’. Besides the inspirational part (e.g. idea generating) there is the perspiration part by which strategy is actually implemented (e.g. meetings, budgeting) (Whittington, 1996) which is mainly of interest to SAP. SAP is influenced by theories of practice, here close attention is paid to human activity in social context, linking social structure and human action. Thus, strategy is perceived as something that the actors in the organization do together. SAP also identifies learning as part of the strategizing process, as practice is a method of self-reinforcing learning and a social process where continuous reflection takes place between actors (Jarzabkowski, 2002). SAP finds its base on the process approach to strategizing (Burgelman, 1983; Whittington, 2007) and additionally decision making, planning (Jarzabkowski, 2002), sensemaking and middle manager strategizing (Whittington, 2007).

This way of looking at strategy aligns with emergent strategy formation that is just discussed, observing how strategy forms by looking at actions (and decisions). However, in SAP most attention is directed towards working with the current structures, (local) routines and the established roles in the organization. Only little attention is paid to new forms of organizing or business models. Furthermore, strategy literature mainly addresses traditional profit-driven organizations, and fails to address the distinct pluralistic context CBBMs find themselves in. Even with all this in mind, SAP and emergent strategy formation theory substantiate that looking into decision making patterns is a valid way to look at strategy formation. Moreover, it also describes strategizing as a social process that involves learning, which chapter 2.5.3 will elaborate on. The next paragraph will support further understanding of SDM and argue how this process can be observed and analysed in the cases.

2.5.2 Strategic decision making

A decision is a specific commitment to an action, in organizations this usually includes a commitment of resources. Crucial in the strategic process is SDM, a definition that is widely used by many scholars is that of Mintzberg, Raisinghani, and Theoret (1976) which states a decision is strategic when it is “*important, in terms of the actions taken, resources committed, or the precedence set*” (p. 246).

CBBMs have many members, however, only the key players that are actively involved will be perceived as employees. Therefore, CBBMs are considered a small organization (Schafer, 1991). SDM is more challenging in small organizations in comparison to large organizations due to resource constraints, making it more difficult to collect, process and interpret information. However, effective SDM improves performance, success and survival of small companies (Lieberman-Yaconi, Hooper, & Hutchings, 2010). For understanding SDM it is important to realize there are many sources leading to suboptimal behaviour. In small organizations there are less decision makers meaning there is more risk to an individual's bias or personality to dominate (Lieberman-Yaconi et al., 2010). On the other hand, do these small organizations suffer less from power and politics (e.g. coalition forming and lobbying) (Brouthers, Andriessen, & Nicolaes, 1998). Bounded rationality, poor communication, inconsistent information and/or hidden agendas also influence SDM (Schoemaker, 1993) also indicating the pluralistic context plays a part in the SDM process. This research will take bounded rationality, thus cognitive limitations of decision makers, as a given since absolute rationality is highly criticized by scholars. Moreover, research suggests small firms make at best moderately rational decisions (Brouthers et al., 1998; Lieberman-Yaconi et al., 2010).

Models for analysing SDM

Ahmed, Bwisa, Otieno, and Karanja (2014) offer a summary of numerous SDM models and theories providing corroboration why Mintzberg's 'general model of strategy decision process' (Mintzberg et al., 1976) is still widely used and also fitting for observing the SDM process. The classical decision-making process exists of three main activities, namely intelligence, design, and choice activities. This is a simple model but also highly criticized as it is based on rationality assumptions and does not reflect the iterative nature of decision making (Nichols, 2005). On the contrary, Mintzberg's model, that exists of three phases, is more fitted for analysing decision processes in organizations because it is much more extensive. It includes many key aspects of decision making and takes the dynamics of the decision process into account (Nichols, 2005). First is the *identification phase*, here opportunity, problems, and crises inside and outside the organization are recognized and identified leading to the need for decision making. Secondly, the *development phase*, here search and design of alternatives takes place to address the situation. Lastly, the *selection phase* that narrows the number of alternatives down and evaluates and decides upon the best alternative. These three phases consist of seven central routines, together these form twelve basic elements of the strategic decision process. The phases and routines are visualized in figure 1 on the next page. To identify and gain a first solid impression of the SDM process and therefore the strategy formation process in CBBMs, the main aspects (phases) of this model will be used for analysis.

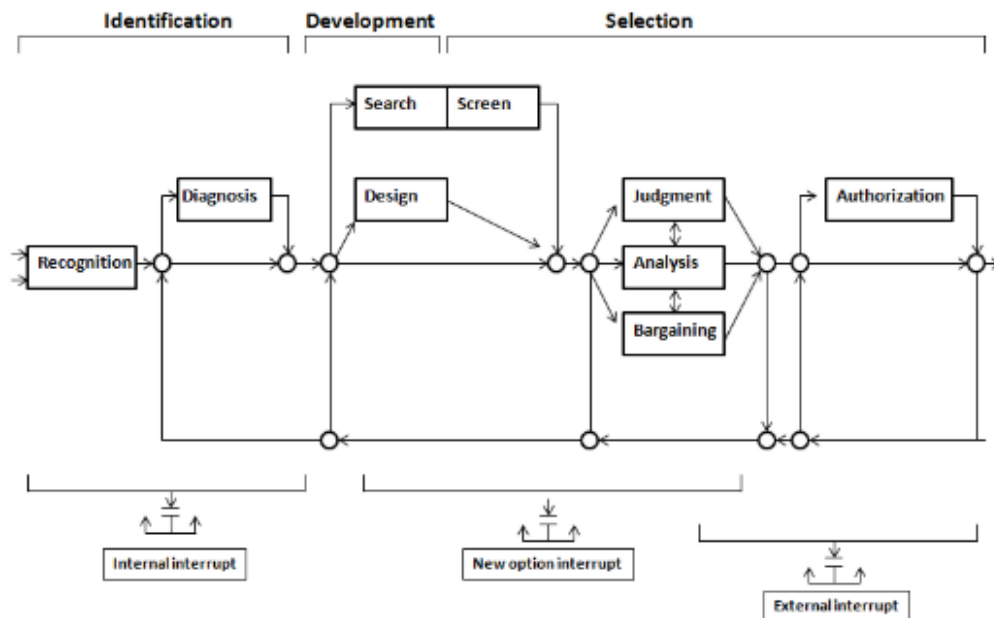


Figure 1: General model of strategy decision process (Mintzberg et al., 1976)

It has to be noted that Mintzberg's model is based on the structure of SDM processes in large organizations. Therefore, it is likely that the decision-making process in CBBMs is less complicated than the model indicates. As previously mentioned, small organizations are more centralized with less decision makers, resulting in fewer formal procedures and documentation meaning the SDM process will be less complex. Liberman-Yaconi et al. (2010) model of 'Micro-Firm Strategic Decision-Making' (figure 2) substantiates this interpretation, explaining it are mainly the owner-manager's personal characteristics and internal resources that are part of the SDM process. Their model resembles that of Mintzberg, but looks purely from an information-processing perspective, therefore the decision to use Mintzberg's model remains. Also, Mintzberg's model does take simplicity into account to some extent, the closer to the main line, the less complicated the process.

Environmental Context

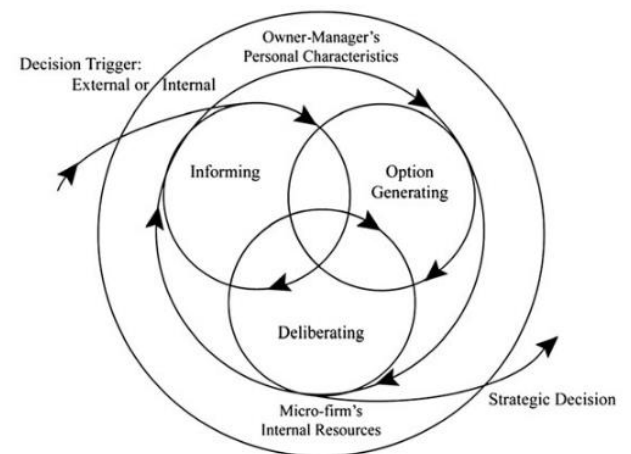


Figure 2: Model of micro-firm strategic decision-making (Liberman-Yaconi et al., 2010)

Thus, not all routines described will always be applied during the SDM process. However, Liberman-Yaconi's model will be used to supplement Mintzberg's model with two components, namely 'owner-manager's personal characteristics' and 'Micro-firm's internal resources'. These two components are unique and complementary to the model of Mintzberg. They offer additional insight on information processing and SDM in small organizations such as CBBMs.

There is quite some knowledge on SDM, however, it is important to make some comments regarding the above discussed literature. As was already mentioned, most of the research has been done in large and profit-driven organizations, hence, there is only limited research on SDM in small organizations. What is known of SDM in small organizations is based on traditional profit-driven companies.

However, CBBMs engage in collective action, this likely leads to different characteristics in the process which makes it a gap in the current literature. This directly relates to the research gap of social learning in the process of strategizing. It would be very interesting to find out whether collaboration improves SDM, directly addressing one of the main shortcomings of SDM in small organizations. The next paragraph will dive into the concept of social learning, also addressing the relationship with SDM and whether this influences the successfulness of the organization.

2.5.3 Social learning

“We can learn more from each other if we do not all think or act alike” (Wals, van der Hoeven, & Blanken, 2009, p. 11). Bringing a diverse set of perspectives, knowledge, and experiences together to reach (innovative) solutions is the main idea of social learning. Some scholars consider social learning as crucial for achieving collective action around common environmental concerns (Cundill & Rodela, 2012). Moreover, learning is perceived as an important feature of successful collaboration (Bryson et al., 2015). This indicates social learning can be highly supportive in addressing the regional sustainable transition through CBBMs. It is remarkable that much literature on social learning has been directed on ecology and environment, perhaps because those areas of research deal more with multiple stakeholders. While a variety of definitions of the concept of social learning have been suggested, one clear definition is lacking. Therefore, social learning in this thesis refers to *“an interactive and dynamic process in a multi-actor setting where knowledge is exchanged and where actors learn by interaction and co-create new knowledge in on-going interaction”* (Sol et al., 2013, p. 37). Additionally, the researcher wants to add to this definition it is also about *“creating ‘ownership’ with respect to both the learning process as well as the solutions that are found”* (Wals et al., 2009, p. 11).

The research done by Sol et al. (2013) offers insight on the dynamics of social learning in a multi-actor environment, which is similar to the context of CBBMs. They propose that social learning can be viewed as the dynamic interrelation of mutual trust, commitment, and shared reframing, and that when this is successful there is a higher potential for change, and perhaps, multiple value creation. Reframing here means the emergence of a new, shared perception on an issue (Groot, 2002), for example on sustainability challenges in the food industry. The framework they have developed defines social learning as an emergent process *“where trust, commitment and reframing are continuously produced through the actions of the individual actor”* (Sol et al., 2013, p. 41). These are interrelated and therefore if one independently changes it influences the others. For example, if someone’s commitment declines, it could also cause a decline in trust from the other party, this is demonstrated by Sol et al. (2013), but also seems like a logical consequence. Therefore, according to this framework, social learning can emerge into a virtuous as well as a vicious cycle. This is also emphasized by Smith, Wals, and Schwarzin (2012), enabling social learning by bringing people together with a variety of perspectives can also lead to conflict, disruptions and dissonance. Success depends on how this is dealt with. Shared motivation as described by Emerson et al. (2012) mentioned in chapter 2.2 largely overlaps

with the social learning process. Indicating the aspects of trust, understanding and commitment are critical for effectively collaborating. As was mentioned in the introduction, CBBMs, thus also social learning, takes place in a pluralistic environment. People guarding their own interests and values leads to team members to behave strategically (e.g. keeping information), this potentially hinders the social learning process (Beers, Sol, & Wals, 2010) and likely also the success of the organization.

Outcomes of social learning

Outcomes of the social learning process deviate in the literature. Literature on collaborative management perceives collective action (around common environmental concerns) itself as an outcome and that people learn how to work together. Adaptive management and co-management literature also state improved decision making as an outcome additional to improved problem-solving capacity, values and norms and changes in perception (Cundill & Rodela, 2012). Bouwen and Taillieu (2004) describe ‘technical’ outcomes, which are increasing effectiveness, sustainability, and integration. And ‘normative’ outcomes which are increasing ownership of solutions by different stakeholders, active, democratic, and responsible citizenship, inclusive governance, and self-governing capacities (p. 14).

Wals et al. (2009) express that a successful social learning process depends upon the quality of the process and whether there is a good facilitator. A facilitator can for example call for reflection, guarantee security and deal with conflict (Bouwen & Taillieu, 2004; Wals et al., 2009). However, it is questionable how frequently a facilitator is used. Small organizations, or a CBBM with only a few stakeholders involved probably go through a more subconscious process of social learning while participating in the strategy formation process.

Social learning and decision making

Social learning processes can be found in many situations that also involve (strategic) decision making. When people collaborate to design and develop innovative solutions, decisions must be made at some point in order to act. However, as was stated in the introduction, there is limited understanding about the connection between social learning and decision making/ strategy. One of the few studies linking social learning and decision making has been on scenario-based landscape planning. Participants in this study stated that social learning outcomes had positive impact on their future decision making (Albert et al., 2012). Additionally, Wals et al. (2009) propose a social learning process with five different phases of learning cycles. In its centre are the environment and formal decision making, thus an explicit relationship between social learning and decision making is made. Unfortunately, decision making is not elucidated, disclosing the gap in the literature yet again.

From the above follows that social learning is an emergent process between mutual trust, commitment, and shared reframing. These are likely to lead to many different outcomes, positive (e.g. learning how

to work together), but also negative (e.g. conflict). Expected is that social learning has the potential to strongly influence SDM in CBBMs, however, there is only limited knowledge to substantiate this assumption. In this research, social learning is perceived as an approach to look at SDM, potentially as an indicator whether a CBBM is going to be successful or not. The people that are working together within these CBBMs are experimenting in how to reach their goals and create value, this indicates a learning environment in which decisions have to be made and strategy is formed.

2.5.4 The action situation

The IAD framework (Ostrom, 2011) provides the possibility to analyse collective action by looking at structures, positions and rules (Ostrom, 2011). These aspects influence processes of decision making, thus also the strategy formation process. Ostrom (2011) focuses with this framework on institutes of collective action (ICA), looking how different governance systems enable individuals to solve problems. ICA's are committed to protecting and gaining access to commons. A common is a scarce good, such as clean air, or more local, a fishpond. ICA's can be compared to CBBMs, as both address issues that are perceived to be for the common good of the actors involved, and both emerge around organizing collective action. For example, in the food industry organically produced food can be perceived as a common, another example could be the availability of clean energy. Moreover, both are about gaining and managing access to these resources by means of collaboration.

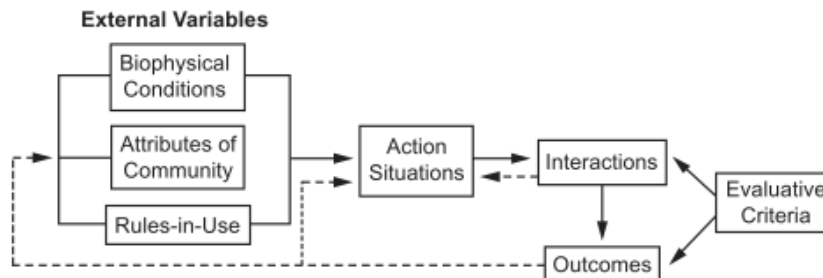


Figure 3: Institutional analysis and development framework (Ostrom, 2011)

The IAD framework enables analysis of the interactions and outcomes of an action situation and is shown in figure 3. Action situations “are the social spaces where individuals interact, exchange goods and services, solve problems, dominate one another, or fight” (Ostrom, 2011, p. 11). Interaction takes place between actors in different roles and positions; therefore, any action situation involves decision-making. Actions related to strategy formation thus involve SDM. Ostrom (2011) identified, as is visible in figure 4, three external variables that influence the internal structure of the action situation. *The biophysical conditions*, the physical area in which a community operates, for example the region. *Attributes of a community*, characteristics such as size, information, positions, and roles. *Rules-in-use* are the behaviour of actors when they interact, a shared understanding, or even social habits. These rules-in-use are part of the governance system and have effect on three levels: operational, collective choice, and constitutional (Polski & Ostrom, 1999). The operational level rules determine actions,

interactions, and their outcomes. Collective choice rules look at policies and governance that determine choices on the operational level. The constitutional level in turn influences how rules are set at the collective level (e.g. who gets involved). Thus, all rules-in-use levels set conditions for the decision-making process, making them important for analysing the strategy formation process in CBBMs.

As was just discussed, an action situation is a moment in time where people interact and form (strategic) decisions. Interaction suggests communication, discussion and reflection indicating this also involves social learning. However, Ostrom focuses on the interests of individuals, while a CBBM focuses around the interest of the organization and community involved. The mutual relationships between actors and their positions that influences the action situation are still unexplored. Analysing action situations in CBBM can contribute in addressing this gap in the literature, in turn also investigating how social learning influences the entire strategy formation process.

2.6 Capturing CBBMs, the strategy formation process and multiple value creation

The CBBM is a new form of organizing that cannot be captured by the existing literature on collaboration and collective action in organizations. Even though there is overlap with networks, ecosystems, and CoPs, a CBBM has its own unique characteristics. One important aspect for this research is how CBBMs realize multiple value creation. Since addressing ambitious and complex sustainability-related goals requires strategies and thus SDM in order to plan and take action towards these goals, it is interesting to explore how collective strategies are formed that contributes to successful outcomes.

Literature has provided many insights in the dynamics and conditions that support successful collaborations (Bryson et al., 2015; Emerson et al., 2012). Leadership, working with the end in mind, good interaction, and communication between all parties, however, only one has been mentioned repeatedly: learning. Learning has shown to not only be important for effective collaboration within and across organizations and its stakeholders, it is an outcome by itself. Therefore, social learning in this research is perceived as an approach for SDM, influencing whether the processes around strategy formation lead to successful outcomes. Social learning will be interpreted as the framework provided by Sol et al. (2013) as the dynamic interrelation of mutual trust, commitment and shared reframing.

Strategizing practices can be identified by looking at SDM as demonstrated by Mintzberg and SAP scholars. This research specifically will investigate how the strategy formation process and multiple value creation aspirations relate to each other. The IAD framework (Ostrom, 2011) enables the researcher to get practical insight by allowing the analysis of the interactions and outcomes within the strategizing process by looking at the action situation. This has been visualized in a conceptual model, see figure 4. This model will be used for empirical testing.

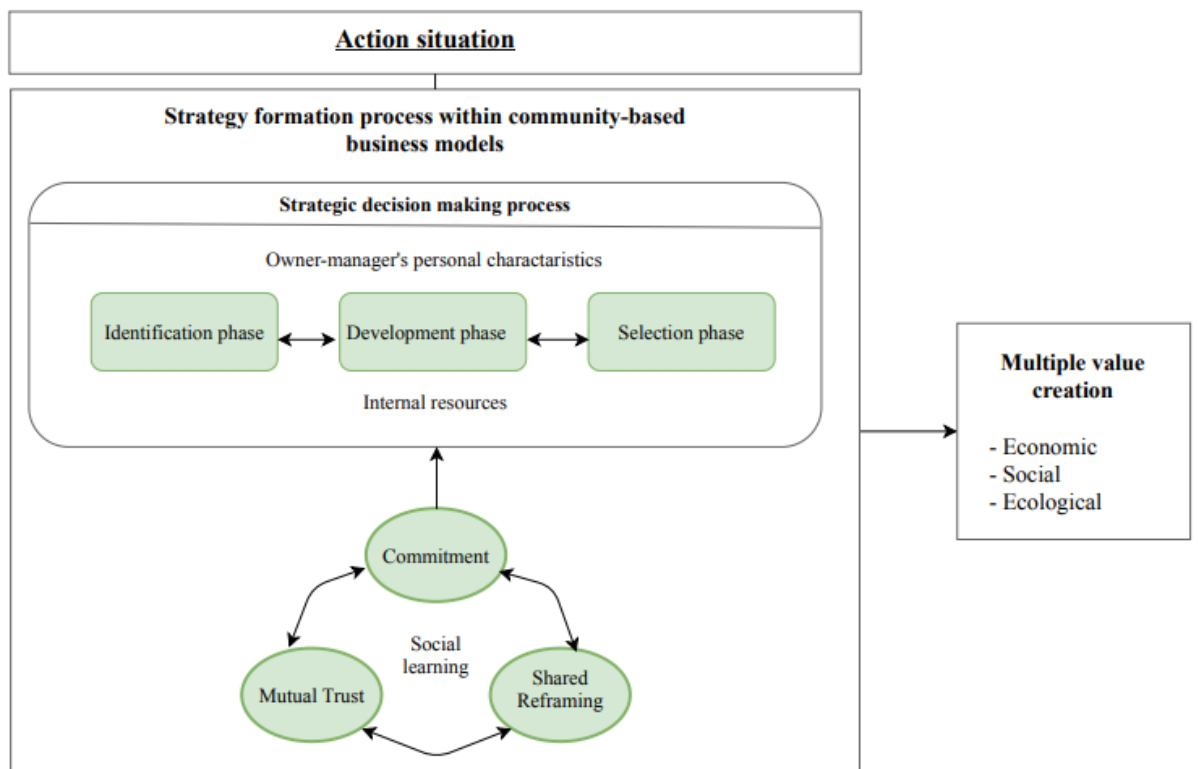


Figure 4: Conceptual model

Chapter 3: Research methodology

In order to answer the research question, data needs to be collected and analysed. This chapter presents the methodology used that supports the execution of this research. This includes the research strategy, the methods of data collection, the data analysis, limitations, and ethics.

3.1 Research strategy

To gain insights in how the strategy formation process relates to multiple value creation in CBBMs in the food industry, this study will conduct qualitative research. Qualitative research is appropriate because it offers the possibility to look at processes in time and the context to assess how phenomena cohere (Bleijenbergh, 2015). Moreover, qualitative research allows the researcher to see and understand people's motivations, their reasons, their actions and the context for their beliefs and actions (Myers, 2013). This fits well with this research since CBBMs are perceived as social constructs that exist in a pluralistic environment. A case study is selected as the research strategy, this enables the researcher to do an in-depth investigation within a real-life context to assess the phenomena, this also fits well with the exploratory nature and the how question this research addresses (Yin, 2014). Since this study contains four cases, a multiple-case design is applied. This enables the researcher to make comparisons between the cases, and to draw 'cross-case' conclusions and thus, to explore similarities and differences across cases. The cons of multiple-case studies in contrast to a single-case design is it often requires extensive resources and time. Furthermore, not all types of cases (e.g. critical and revelatory) are fitted for multiple case studies (Yin, 2014). However, since this research only uses secondary data, the researcher will be able to execute the research in the set time frame.

3.1.1 Selection criteria for cases

The four cases that encompass this research are part of a dissertation by Moniek Kamm, a IMR PhD student. She selected twelve cases, of which four cases that focus on projects around food are selected for this research. All twelve cases are selected with the following criteria: (i) the organization is operating in a regional context; (ii) mission is focused on sustainable development; (iii) pluralistic context, multiple stakeholder are working together; (iv) Focus on shared, multiple and sustainable value creation and (v) pioneering with forms of community based organizational forms. By focusing on the food industry, the researcher aims to gather cases that are more comparable with each other. These organizations find themselves in similar circumstances and engage in the same (legal) context. Thus, are playing by the same rules. Moreover, they have similar objectives on how they aim to enable a sustainable transition, namely by changing (part of) the food system. Furthermore, by limiting the number of cases from twelve to four, it is possible to dive deeper in their strategy formation process and include social learning. Lastly, food seems to be a subject of interest for CBBMs, very recently

several new initiatives were formed (e.g. Heerenboeren, Land van Ons), however, these were only established recently, well after the cases for this research were selected.

3.1.2 Case descriptions

A short description of all four cases can be found below. The first two cases focus on food production, the other two cases concentrate on facilitating change by means of a network or platform. A more detailed description of each case is provided in chapter 4, data analysis.

Case 1: The Fruitmotor

The Fruitmotor (www.fruitmotor.nl) is a cooperation aiming for circular agriculture and enhancing biodiversity in the Betuwe region. The Fruitmotor acquires fruit, mainly apples, considered unfit for retail. Farmers get a fair price, including a biodiversity-premium to invest in sustainable farming, e.g. increasing biodiversity by planting bee shrubs. Apples and other fruits are used to produce apple cider and other products.

Participants of the Fruitmotor they focus on a single issue which is to improve and restore biodiversity in the Betuwe region by limiting food waste and enhancing sustainable ways of fruit farming. Decision-making on strategy and actions support the realization of the projects resulting in physical output.

Case 2: Foodforest Ketelbroek

Foodforest Ketelbroek (<https://www.facebook.com/foodforestketelbroek/>) is an organization operating in the Nijmegen region, and (inter)national with the Voedselbosbouw foundation. They are experimenting with permaculture: combining nature and agriculture. In the food forest different kinds of edible vegetation, such as fruit, nuts, and vegetables, grow mixed together. In contrast to traditional farming, they do not remove weeds, or do crop-dusting and plowing. The harvested products are sold to restaurants, catering services and a brewery.

Foodforest Ketelbroek focuses on a single issue, to support the agricultural transition by proving food forestry works. Currently, there is a growing demand for knowledge on food forestry. The initiators are involved in the Voedselbosbouw foundation (<https://www.voedselbosbouw.org/>) and give lectures and courses. While this indicates success, it pressures the regional community aspect and their own project execution.

Case 3: Food Council MRA

The Food Council MRA (<https://vanamsterdamsebodem.nl/initiatieven/food-council-metropool-regio-amsterdam/>) wants to facilitate collaboration between the traditional established food producing industry and the local, biological food producing parties in the Amsterdam Metropolitan Region. They aim to do this by building a regional network of actors in the food industry. Establishing a platform for

consultation and organizing assemblies to focus attention for a transition towards a more sustainable, transparent, and righteous food system.

The Food Council MRA focuses on a single issue, however, they facilitate the process instead of actively executing projects with physical output. Activities mainly include networking, organizing events, lobbying etc. However, not having output causes them to be dependent on third parties for budgeting.

Case 4: Netwerk Kleurrijk Groen

Kleurrijk Groen (<https://www.bureauwijland.nl/index.php/kleurrijk-groen/>), an initiative of Bureau Wijland, aims to connect nature and sustainability to civilians with different ethnic backgrounds in order to move to a more sustainable society. Currently they operate in the Nijmegen region, however, are expanding to other municipalities in the province of Gelderland. The network organizes activities not only around food, making this the only case to focus on multiple sustainability subjects.

Kleurrijk Groen focuses on a single issue which is interculturalizing the sustainability debate and aim to facilitate this process by means of organizing activities and projects. The projects around food include kitchen gardens, cooking courses and excursions to learn about biological farming and apiculture. Focusing on the network and not producing and selling output does make them dependent on Bureau Wijland.

3.2 Methods of data collection

In a case study research, empirical data is gathered from multiple sources, usually this includes interviews, observation and/or collecting documents. The combination of using multiple methods for data collection is called triangulation and allows the researcher to gain in-depth insights in the phenomena (Bleijenbergh, 2015). In this research, all data comes from secondary sources, these include documents and in-depth focus group interviews recently conducted by M. Kamm. Unfortunately, due to Covid-19 it has not been possible to gather additional data by means of observation. However, the in-depth-interviews and documents are enough to satisfy triangulation. Also, there was the opportunity to collect additional data via skype or telephone interviews and email.

Available data per case

As discussed above, documents and in-depth focus group interviews are the methods of data collection this research applies. Table 1 provides an overview of the relevant available data per case and can be found on the next page.

<i>Case</i>	<i>Secondary data</i>	<i>Documents</i>	<i>Focus group</i>
<i>Fruitmotor</i>	Exploratory interview with the initiator and an orientating interview	Statutes, notes, mailings, and media	With the board
<i>Foodforest Ketelbroek</i>	Exploratory interview with the initiator and an orientating interview	Statutes, notes, and media	With the owners
<i>Food Council MRA</i>	Exploratory interview with the initiators	Statutes, notes, mailings, media, articles, and an internal report	With the board
<i>Netwerk Kleurrijk Groen</i>	Exploratory interview with initiators and an orientating interview	Project proposal, notes, mailings, and media	With the steering committee

Table 1: Available data per case

3.3 Data analysis

The data collected from the in-depth interviews and documents need to be analysed. Analysis from the interviews is based on verbatim transcripts.

To analyse the data collected from the in-depth interviews axial coding will be applied. Axial coding is used to refine conceptual constructs and make connections between categories (Bleijenbergh, 2015; Myers, 2013). Codes and themes will be deducted from theory that is explicated in the theoretical framework by means of operationalisation. The template that will be used to formulate these codes exists of sensitizing concepts, dimensions, and indicators. The coding itself will be done by reading the interviews and connecting words, sentences, and paragraphs to the codes. While analysing the data, codes can be added or adjusted, this is to provide the researcher with the flexibility to discover new trends and relationships in the data. This is especially important since the researcher works with secondary data. Indicating there is little prior knowledge and no personal connection to the cases and people involved, stimulating the analysis from an open mind. This process will be supported by two fellow master students, Stefanie Hillenaar and Dirk Brantjes. Since the code process is not determined by one person, inter-coding reliability will be satisfied. Moreover, there is close cooperation with M. Kamm who has collected all the data and conducted the in-depth interviews.

The analysis will be mainly based on the focus group interviews. All interviews are conducted at a similar moment of measurement, making them all representative of one point in time in the cases. Moreover, the available documents highly differ in each case as was visible in table 1, making this more difficult to use for comparison. However, this will provide additional insight how the cases operate and if this matches the information in the interview, thus, to support internal triangulation.

Operationalisation

The operationalisation is executed as described above. Sensitizing concepts and dimensions are deducted from theory and are part of the axial codes. The codebook is divided into two tables, one for

the strategy formation process and one for multiple value creation. As is visualized in the conceptual model, the strategy formation process and the corresponding codes are used for assessing the action situation, since this is where interaction takes place and decisions are formed. Axial codes that are complemented with information from the interviews are specified by the colour green. Because the operationalisation table is very large, it can be found in appendix 1.

3.4 Limitations

It was planned that the researcher was going to be present during meetings to do observations and have the possibility to request additional information. However, due to Covid-19 regulations the researcher was limited in the possibility to acquire additional information. Luckily, much data is already available keeping this limitation to a minimum.

In this research four cases are analysed, providing rich information on these particular CBBMs. A limitation of case study research, and qualitative research in general, is that it is more difficult to generalize the results because of the small amount of observations in contrast to e.g. a survey with several hundred responses. However, the patterns found can be generalizable by making analytic instead of statistic generalizations (Yin, 2014). Furthermore, the researcher can support the reliability of the research by being clear on the choices that were made and providing insight in the data that was used (e.g. transcripts) (Bleijenbergh, 2015).

Another limitation is the possible bias of the researcher since a lot depends on interpretation, risking subjectivity. This will be held to a minimum by clearly reflecting on the role of the researcher during the process (Bleijenbergh, 2015). Besides, the bias is already limited because there is no personal connection with the cases and people involved. Moreover, the operationalisation and coding process will be supported by M. Kamm and two fellow students. This will further restrict possible bias of the researcher.

Lastly, provisional conclusions are presented to the cases to receive feedback and provide them with the opportunity to respond. Their reaction towards the conclusions (e.g. disagreement or questions) will be taken into account to further limit bias.

3.5 Research ethics

The researcher uses data that is gathered by M. Kamm. Therefore, in this thesis the research ethics mainly apply to handling the data and respecting and protecting the participants in the study.

All cases and their corresponding participants should be well informed about the purpose of the research, what is expected from them, the duration, and the potential effects of their involvement (Buchanan, 2012). They have approved that the data can be shared and used by students that are engaging in the research of M. Kamm. To ensure protecting all data, a secured digital environment provided by Saxion University of Applied Sciences is used to share and analyse the data.

Additionally, four ethical principles that will be taken into account are the truthfulness, thoroughness, objectivity and relevance (Myers, 2013). This means not to purposely deceive, pay attention to detail, limit bias and focus on relevant purposes. It also includes the golden rule that ‘you should do unto others as you would have them do unto you’ (Myers, 2013, p. 72). Also keeping anonymity of the participants guaranteed.

Chapter 4: Data analysis

In this chapter all four cases are separately analysed. Subsequently, a meta-analysis will be executed that concludes with answering the sub questions. To enable proper analysis of the cases and make them comparable, a format needed to be developed. Therefore, all cases are analysed with the following structure; first, a description of the case is provided with general information of the organization, their current situation, and what data was used. Secondly, for investigating the strategy formation process the ‘general strategic decision-making process’ is described and one action situation is analysed, demonstrating the phases of SDM as described by Mintzberg et al. (1976). This part includes social learning and the additional aspects as described by Liberman-Yaconi et al. (2010). Third, their multiple value creation aspirations and corresponding actions and achievements are described. Lastly, the main findings are summarized in the case conclusions. The researcher aimed to apply the same structure everywhere, however, it has to be noted that the availability and extensiveness of information differs between the cases.

4.1 The Fruitmotor

The Fruitmotor is a cooperation aiming for circular agriculture and enhancing biodiversity and is highly driven by that mission. They saw an opportunity to improve the food chain in the area through minimizing fruit waste by offering farmers a fair price for residual apples. A main focus is to protect and support wild pollinators.

To avoid farmers exploiting this as an opportunity to become larger and intensifying production of ‘unfit apples’, Fruitmotor requires that the money be invested in enhancing sustainable farming. Fruitmotor produces apple cider and some other fruit-based products. The ultimate goal is to become a self-sustaining organization while realizing their mission. Additional to their focus on ecological and economic values, creating social value by improving the region and building a close community are important as well. Especially since they believe that collaboration is essential to successfully change the linear food system.

The data that has been used for this analysis are the focus interview, annual report 2019 and the annual plan 2020.

4.1.1 Strategy formation process

General strategic decision-making process

The results show that the decision-making process is experimental, as the founders are still busy pioneering. Some decisions are more extensively thought through than others, making the decision process rather organic and ad hoc. However, all decisions are made based on whether it will contribute to achieving the mission and take a circular approach. Thus, from the early start of The Fruitmotor they had a clear goal and are solely experimenting with *how* to get there.

Their decision-making process leads to The Fruitmotor making (strategic) decisions one-by-one. This enables them to learn from previous decisions and their outcomes as they openly discuss and communicate with each other and show transparency to the community. Visible is the strong shared frame between the board members towards circularity and how they emphasize on passing this on to the community. They aim to establish a trusting relationship with each other and the community, subsequently further developing the shared frame of which they hope will lead to more commitment. Part of this is enabled by adding structure with their annual report and plan and involving the community via member categories. Still, the perspective of the board members is guiding the decision-making process. This means they have significant control on the future direction(s) of the Fruitmotor.

- *“Everything we do and decide comes from a mission driven organization. A mission always comes from the people that find each other and in turn try to take others with them” (Board member Fruitmotor, 2019)*
- *“All the things that are not correct yet, they are automatically approached circular in some way in both of our minds. (...) and circularity for us is the broadest concept, so real multiple value creation” (Board member Fruitmotor, 2019)*
- *“Until proven otherwise we go left, right or straight ahead, we just do it” (Board member Fruitmotor, 2019)*

Action situation: strategic decision on becoming a chain cooperative

A significant strategic decision has been the choice to become a full-fledged chain cooperative to involve the members in the decision-making process and further establish the community. This is a transformation process of several years, starting from a flash cooperative where only the board members were allowed to make decisions on strategy. This provided them time to shape the organization. Results show they have a very strong shared frame on their core values and find it important this is reflected in the community. The decision of a chain cooperative came forth from early analyses on how to establish the organization. This also indicates the process started with an identification phase in which opportunities and issues are assessed.

- *“Perhaps from the early analyses, what does the food system look like? What is wrong with it? Where could we improve? And how? Other may be on the short chain, but we thought ‘let us try’” (Board member Fruitmotor, 2019)*

This decision was further elaborated, their vision on the chain cooperative lead to the design of the community, including member-categories (e.g. farmers, civilians). Realizing it is not possible to make decisions with too many people, each member-category puts forward one ambassador. This is a solution that has been chosen after deliberating how to involve the community in a workable manner. This

indicates this strategic decision went through a development and a selection phase since assessment took place on different alternatives. Moreover, results show that this group of people that represent the community is now formed.

→ *“That is the decision-making model within the cooperation. That you say: ‘Yes, together’. Next there are two thousand members, what do we do then?” (Board member Fruitmotor, 2019)*

The board members still mainly decide or are at least highly directive; indicating a strong influence on the organization and its community. However, because the Fruitmotor does not own many resources (e.g. orchards) the cooperative depends on its members. The board manages an open form of communication and emphasizes transparency to create trust and commitment of those involved, making them feel part of the organization. This also stimulates the participants to further develop a shared frame, which is important given how decisions are based on the mission and the board members point of view.

Along with the decision of a chain cooperative thus came the need to further establish the community. Therefore, the decision was made to look for a new board member that would focus on this particular issue. However, the current board members express fear this person does not share the same perspective and will restrict them in their freedom of action. They have yet to find a new board member. The current challenge The Fruitmotor faces within their community is to find participating members that will commit resources such as time and skill in the organization. This shows that even when people have a shared frame, this is not (always) enough to actually commit to the organization

→ *“One of the things we are having trouble with, are the community members. It is not difficult to find friends (members), but to find people that want to participate” (Board member Fruitmotor, 2019)*

4.1.2 Multiple value creation

Ecological values

The Fruitmotor mainly focuses on creating ecological values, it is the core of their mission to support a circular transition in the food industry and enhance biodiversity. In general, this includes enhancing the pollinator landscape by sowing, improving the soil, and stop the use of pesticides. Thus, it is not only about avoiding waste, but about restoring the entire landscape. Therefore, ecological values are mainly emphasized in their value creating properties.

→ *“Well, we actually know where we want to go? Right? For a very long time, we want to have the bee landscape, we want that done. So really structure the landscape for the bees” (Board member Fruitmotor, 2019)*

Currently, investments are made in sowing programmes, planting bee shrubs, creating fields with flowers in the orchards as well as at restaurant gardens. The Fruitmotor applies a circular approach by using residual apples in their production process. Also, they are looking for ways to increase the value of their production process remains (apple pulp). Moreover, they are taking interest into additional activities to further extent the ecological values the create, for example by making a connection with energy production by using rotten apples that cannot be used for anything else. They are continuing to look for new opportunities to create value from waste moving towards a waste-free region.

→ *“These are all opportunities within circularity that are very close to us within this region and fruit, but are expanding to all directions, just look for opportunities” (Board member Fruitmotor, 2019)*

Social values

Social values are partly integrated within ecological value creation. As mentioned earlier, community building is important for the execution of activities due to the necessary collaboration within the chain cooperative. Also, they aim to improve the societal well-being in the region by supporting social development and a cleaner environment.

Through their activities The Fruitmotor enables people to connect with each other within the region and/or food chain. Also, while working together, people’s talents are utilised and there is an increased understanding between the different parties involved, creating a feeling of cohesion within the region. The member-categories involving different stakeholders supports this. Moreover, people are experiencing pride and appreciation. Another ambition The Fruitmotor wishes to accomplish is to bring people with poor job prospects to participate in the food chain.

→ *“The appreciation for what the farmers are doing, the appreciation for a new sense of pride” (Board member Fruitmotor, 2019)*

→ *“However, the fact that the development is always about the, eh, social development as well right, the connection between people” (Board member Fruitmotor, 2019)*

Economic values

The results show The Fruitmotor perceives economic value more as a means than a goal on itself. They state the importance of incorporating a commercial side is to ensure future existence, not for profit maximalisation. This is also how they aim to incorporate their revenue model.

Currently, they are still dependent on project funding but expect to be a self-sustaining organization within two years. The output they produce with which they create revenue are mainly apple cider, accompanied by a few other products. To realise further grow in sales, effort is put into

extending their product portfolio, approaching new customers such as restaurants and expanding their sales market.

→ “So, there needs to be an economical, eh, a profitability is necessary, otherwise you cannot exist. But this is not necessarily profit maximalisation. It is about brining balance between the three values” (Board member Fruitmotor, 2019)

4.1.3 Case conclusions

To conclude, this analysis has shown The Fruitmotor heavily bases their strategy formation process on their mission. They take a circular approach and are therefore mainly influenced by ecological value creation. However, also believe this is not possible without also realizing economic and social values. This is summarized in table 2.

Their clear vision enables them to make quick strategic decisions but also causes the decision-making process to be organic and ad hoc. Social learning is mainly visible in the strong shared frame between the board members, also, both seem very committed to the mission. Decisions are also taken in a slower pace with more extensive analysis, mutual discussions (which also indicates trust) and the wish to involve the community. They strongly focus on passing on their perspective to the community, but they struggle to get them to participate and commit time and energy.

	Ecological values	Social values	Economical values
<i>Value creation aspirations</i>	<ul style="list-style-type: none"> • Circular transition food industry • Restore landscape; improving soil, stop use pesticides • Enhance biodiversity; pollinator landscape 	<ul style="list-style-type: none"> • Community building • Chain cooperative: facilitate connections • Societal well-being/ social development 	<ul style="list-style-type: none"> • Become a self-sustaining organization; be profitable
<i>Value creating activities</i>	<ul style="list-style-type: none"> • Sowing programmes • Investing in ideas regarding waste and energy productions • Producing with residual apples 	<ul style="list-style-type: none"> • Creating member-categories; involving stakeholders • facilitate connections 	<ul style="list-style-type: none"> • Producing apple cider & other products • Investing in product portfolio • Approaching new customers
<i>Relation to the SDM process</i>	Taken into account with every decision because of the circular approach they apply. Constantly looking for opportunities to further develop ecological value creation.	Involving the community in the decision-making process. Hereby enabling collaboration through the chain. Using their input.	Influences decisions regarding production and sales as these need to become profitable in the near future.

Table 2: Case conclusions of The Fruitmotor

4.2 Foodforest Ketelbroek

Foodforest Ketelbroek is created to experiment with permaculture: combining agriculture and nature. In the food forest different kinds of edible vegetation grow mixed together. Moreover, they do not use any kind of fertilizers and pesticides, remove weeds, or do crop-dusting and plowing. Because of the chaotic nature of the food forest, the founders often feel the need to emphasize that they are farmers producing food. Their mission is to enable a transition in agriculture by showing permaculture is an effective system to produce food.

After a few years they realized they were slowly losing focus by taking on projects with little impact, as a result they started a foundation to focus solely on agrarians that at least own three to five hectares of land. Changing agrarians' perceptions towards permaculture and supporting them with transforming (parts of) their land into a food forest enables the founders to focus on their mission. At the same time this allows them to continue to be farmers on their own land, Foodforest Ketelbroek. Also, during these active years they developed a network and are creating social values in the process by sharing knowledge and involving the regional community.

The data that has been used for this analysis are the focus interview and the orientating interview.

4.2.1 Strategy formation process

General strategic decision-making process

Results show the founders highly value independence and their freedom to pioneer, therefore, they mainly financed the food forest with their own savings and did not take any subsidies. At first the concept of Foodforest Ketelbroek was unclear. While experimenting, it slowly developed into its current form. Hence, their decision-making process seems to move organically, not much is planned ahead making the process chaotic and dependent on continuous adjustments

The founders aim to bring agriculture and nature together to enable a transition. They share a background in participating in environmental movements and civil society organizations indicating their commitment and strong focus towards this mission. Their shared frame on the future of agriculture influences how they organize and make decisions. Also, collaboration takes place on a very informal level, little is structured and there is no proper registration, indicating a trusting relationship. In contrast, the foundation is organized in a formal fashion where multiple people form the board, and everything is registered properly for accountability. Decisions are made collectively during meetings. However, underlying all these decisions is still the mission as constructed by the founders of Foodforest Ketelbroek.

→ “We started developing the concept after we bought the land. So, there was no ‘ready to go’ plan. We just knew: we are pioneering” (Founder Foodforest Ketelbroek, 2019)

→ *“The way Pieter already explained: do not work too hard and give the concept a chance. For a large part this happens through learning from practice, with the returning of species” (Founder Foodforest Ketelbroek, 2019)*

Action situation: strategic decision on establishing foundation Voedselbosbouw

As was shortly explained earlier, the foundation was a reaction towards the wide interest in the concept of Foodforest Ketelbroek. Not being able to serve everyone in their wish to acquire knowledge and advice, mainly directed on how to start a food forest, they identified an opportunity to address this by establishing a foundation. Explicitly the opportunity to support the development of large food forest in Almere Oosterwold triggered them. This has enabled them to expand commitment towards food forestry and change perspective on current agriculture. Thus, foundation Voedselbosbouw has become a means for them to upscale their initiative and further stimulate the agricultural transition.

→ *“We indeed did not foresee this to get this big and publicly known while planning.” (Founder Foodforest Ketelbroek, 2019)*

After deciding to set up foundation Voedselbosbouw it was necessary to further clarify the role of the foundation in relation to Foodforest Ketelbroek. Results indicate this was a rather short phase in the decision-making process, it seemed already decided that everything that is not directly related to Foodforest Ketelbroek will go to the foundation. Enabling Foodforest Ketelbroek to grow and focus on food production.

→ *“For me it is like this: does it have anything to do with Ketelbroek, then I will interfere, but otherwise not” (Founder Foodforest Ketelbroek, 2019)*

→ *“Because that way the lot could very clearly stay with the location, production and nature. The other is the wider story with which food forests in the outside world get promoted and started up. That would not have been possible without the knowledge we acquired from the system at Ketelbroek and even the trust we have in ourselves” (Founder Foodforest Ketelbroek, 2019)*

The foundation Voedselbosbouw is ultimately set up and developed by the founders and four former course participants of Foodforest Ketelbroek, forming a multidisciplinary team. Collectively, decisions were made regarding the focus and activities of the foundation, which are to stimulate food forests, share knowledge and enable this with projects that include at least three to five hectares of land. It is likely this multidisciplinary team enabled a social learning process that included mutual discussions, committing knowledge and skill, also forming trusting relationships between them.

A community is formed through volunteers and people who donate. Already they were able to establish a green deal for food forests and several projects are running. The foundation uses Foodforest Ketelbroek as an example of a matured food forest, to induce understanding and commitment.

Ultimately, this action situation has revealed they quickly selected the foundation as their way to go. The people involved enabled the actual realization by taking part in the SDM process, as just described.

- *“We all have complementary functions. The foundations goal is to stimulate food forests in the Netherlands, spread knowledge and realize projects that are also used as examples” (Founder Foodforest Ketelbroek, 2019)*
- *“And we explicitly captured this in the foundation: we only want to put time and energy to switch over agrarians who own a minimum of three to five hectares of land” (Founder Foodforest Ketelbroek, 2019)*

4.2.2 Multiple value creation

Ecological values

The results show creating ecological values is most important for Foodforest Ketelbroek. They emphasize on improvement of the land system and enhancing biodiversity in the area by producing food with an agricultural method based on the ecological principles of a forest. They focus on the natural ecosystem and let the system do their job, thus, do not get involved by e.g. removing weeds or use fertilizers.

- *“We put money on the second place, the shared first place is for recovery of biodiversity and improvement of water management, carbon bonding, we want the landscape to be handled properly and that we leave it better than we found it. Additionally, it must not go bankrupt” (Founder Foodforest Ketelbroek, 2019)*

They transformed a piece of farmland by rearranging the entire area, planting trees, shrubs, and many other different plants. By postponing harvesting for several years, everything was able to grow. Currently, in Foodforest Ketelbroek one can find birds and insects that are no longer found elsewhere. They produce organic products, and through foundation Voedselbosbouw are educating people and farmers how to grow food sustainably, further contributing to ecological value creation outside their own piece of land.

- *“We did not harvest anything. Had no income because trees need time” (Founder Foodforest Ketelbroek, 2019)*
- *“Here are birds that you do not see elsewhere, here are insects you do not see elsewhere. Here grow special and tasteful fruits or plants with tasteful leaf’s” (Founder Foodforest Ketelbroek, 2019)*

Social values

Foodforest Ketelbroek wants to have a wide social impact with transitioning agriculture. Change the perception of farmers, increasing commitment towards food forestry and enable community building in

the region. By doing this, they aim to improve the living area and increase the availability of healthy and sustainable food.

Foodforest Ketelbroek provides tours that have made people enthusiastic on the food forest concept. Subsequently, activities are organized in the village nearby, these include giving lectures and courses but also include collaborations with the local community. Within the region further relationships are developed, such as locals visiting Foodforest Ketelbroek. Also, collaborations with small local businesses are formed, creating social and economic values together. Furthermore, they are proactive in participating in networks, such as the forest-garden-network-list, sharing their knowledge. Moreover, the foundation Voedselbosbouw emphasizes more on community building with volunteers and the local community near the projects in the rest of the country.

- *“In this village, with a few hundred people, we did meet a lot of people. We have a good partnership with the school kitchen garden and the townhouse those are really hospitable, kind and fun people” (Founder Foodforest Ketelbroek, 2019)*
- *“But of course, it just sort of an extended family. You are forming a clan together, a social connection. This is separate from business models. You are forming togetherness” (Founder Foodforest Ketelbroek, 2019)*

Economic values

From the start their aim was to produce food, and prove it is possible to make a profit with a food forest. They show that the older the foodforest becomes, the more revenue it generates and that the costs to maintain the land are low because it is a self-providing system.

It took several years, but they state to have reached convincing profitability figures. Currently they supply a restaurant, brewery, Ekoplaza and a few other local businesses with ingredients and products. More restaurants are requesting products of Foodforest Ketelbroek, but they are not able to supply them all. Also, economic values are generated through fees for tours and courses. However, it should be mentioned that they themselves are not dependent on the income of the food forest, providing them with more freedom and the possibility to take some risk in contrast to a regular farmer.

- *“It is possible. And there is that we [unintelligible] sow, and our yearly revenue grows, and the products are valued. That is part of the story we want to give forth” (Founder Foodforest Ketelbroek, 2019)*
- *“Everything is paid off and we are making profit” (Founder Foodforest Ketelbroek, 2019)*

4.2.3 Case conclusions

To conclude, this analysis has shown that Foodforest Ketelbroek aims to prove food can be produced with the ecological principles of a forest, revealing they base their strategy formation process mainly on ecological value creation. Economic and social values come second, this is summarized in table 3.

The pioneering and experimenting nature, along with the little structure they apply, indicates a chaotic approach to decision-making. However, looking at how the foundation is established, with the aim to further develop food forestry in a wider movement, it shows some decisions are set up in a more structured fashion. Thus, their decision-making process seems to be influenced by the extensiveness of the decision. As for social learning, the founders have a strong shared frame on how they envision an agricultural transition with food forestry. They are both committed to be ‘farmers’, putting time and energy in their food forest. The lack of structure and informality implies significant mutual trust.

	Ecological values	Social values	Economical values
<i>Value creation aspirations</i>	<ul style="list-style-type: none"> • Improve land system, no use of e.g. fertilizers. • Organic food production • Enhance biodiversity 	<ul style="list-style-type: none"> • Community building • Educating; change perception • Societal well-being, improving living area 	<ul style="list-style-type: none"> • Become profitable, generating revenue, and keeping costs low thanks to self-providing system
<i>Value creating activities</i>	<ul style="list-style-type: none"> • Rearranging farmland • Not harvesting the first years and limit involvement with the ecosystem • Educating farmers on food forestry, sustainability 	<ul style="list-style-type: none"> • Giving tours, lectures, and courses • Collaborate with local community & businesses • Participating in networks 	<ul style="list-style-type: none"> • Producing food (e.g. nuts, fruit) • Supply local businesses • Receive fees for educational activities
<i>Relation to the SDM process</i>	Taken into account with every decision. No decisions are made that negatively influence ecological value creation or pressure the food forests ecosystem.	Decisions are made by the founders (only the foundation applies collective decision making). Likely meeting (local) collaborations influences choices to some extent	Influences decisions regarding when and what to harvest. Continuation is taken into account.

Table 3: Case conclusions of Foodforest Ketelbroek

4.3. Food council MRA

Food council MRA aims to make the current food system more sustainable by building a regional network as inspired by the food council in Toronto. They perceive the food industry as cross-sectoral and cross-disciplinary and emphasize collaboration is essential for innovation and creating impact. By acting as intermediary they wish to break down barriers and connect small, regional bottom-up initiatives and top-down institutions such as large corporations and the municipality.

This initial idea was partly adjusted from taking a mainly passive platform role towards a more active and project-based approach. Therefore, they are currently forming projects focused on regional connection around food markets strengthening opportunities for city agriculture. For the legitimacy of

the food council it became necessary to take steps towards further professionalization, therefore they are currently in the process of becoming a flash cooperative. They decided upon a cooperation instead of a foundation to better enable collective participation, as is one of the goals when forming a platform. Thus, when the flash cooperation will become a full cooperation all members, the initiatives in their network, will get voting rights.

The data that has been used for this analysis are the focus interview, the Food council MRA article (26-02-2019) and an additional phone call with one of the board members.

4.3.1 Strategy formation process

General strategic decision-making process

Results show the board members strongly value freedom and independence, providing them with the possibility to experiment and pioneer. This is also the reason why they prefer to not attract outside funding and subsidies. The decision-making process moves organically, as their pioneering approach has already led to several changes in direction. Currently, they are still continuously adjusting their ideas as to how the food council will continue its activities.

The decision-making process is controlled by the two board members, visible is that the different backgrounds of the board members (entrepreneur and scholar), induce a rather different perception on organizing, this requires a pragmatic approach of both. This leads to several mutual discussions and exchanges in views, that support them into reaching a shared frame. The need to convince each other indicates a more comprehensive decision-making process when it comes to strategic decisions. That they are able to work together implies a trusting relationship between them and commitment towards their mission and the food council. To further elaborate their decisions, the network of Food council MRA, existing of roughly 50 partners, are sometimes called together for plenary sessions. However, currently this is purely advisory as it is difficult to find people who want to fully participate. They do aim to change this when they become a full cooperative.

→ *“I respect him, and he respects me, that I have a different perception. We try to make the best of it, in the sense of, the qualities, knowledge, skill that we bring from our respective backgrounds. We try to make it complementary” (Board member Food Council MRA, 2019)*

→ *“The possibility to get subsidy from the Amsterdam municipality we consciously denied, because of the fact we care more for our freedom” (Board member Food Council MRA, 2019)*

Action situation: strategic decision to focus on projects regarding food markets

After organizing two plenary sessions about the future of Food council MRA they received guiding input from the network. They realized a more active approach was necessary to ensure continuation and preserve visibility of the food council. Moreover, another more established top-down initiative called Voedsel Verbindt was already active in the region. That is how they came to the conclusion to become

a cooperation and focus on projects outside the scope of Voedsel Verbindt. Thus, they identified a problem and turned this into an opportunity.

→ *“So, then we decided: we do, we stick to projects that have no chance under the wing of Voedsel Verbindt” (Board member Food Council MRA, 2019)*

This strategy quickly developed into the strategic decision to focus on food markets. Examples from abroad demonstrated that food markets have the potential to modify the food system. Furthermore, they have a wide understanding of the food system and identified the food market as part of the chain. Ultimately, the most important is that it offers them access, an entrance to realizing regional connection.

→ *“The choice for food markets, it is not a coincidence, and not only just a strategic decision, but it had also to do with the fact that we needed an entrance to realize regional connection” (Board member Food Council MRA, 2019)*

→ *“Abroad we see, there are tons of examples where the food market, its potential is used, to provide a different interpretation of the food system.” (Board member Food Council MRA, 2019)*

The ultimate decision that was selected was to shorten the chain on food markets by enabling local producers to offer their products and open up the market in general for new innovative products. To realize these ‘new markets’ as they have called it, they need support and commitment of all stakeholders involved with the food markets. Currently, they are busy pitching their idea and connecting and discussing with the parties involved. However, this has shown to become a great challenge considering the complex nature of the Amsterdam markets.

4.3.2 Multiple value creation

Ecological values

Food council MRA creates ecological values through realizing regional connection. From the early start they have focused their attention regionally because of the relationship between food production, aspects on spatial planning and the landscape typically play out on this scale. Thus, they aim to create ecological values by focusing on collaboration around food initiatives on the regional level, reducing impact on the environment

→ *“The role of landscape, relation between food, via production and especially the landscape are typically playing out on the regional level.” (Board member Food Council MRA, 2019)*

→ *“Making the food system sustainable, to put it in other words” “To make it get a sustainable character” (Board member Food Council MRA, 2019)*

Currently, they are forming projects focused on regional connection around food markets. By enabling shorter chains, encourage locally and organically produced food on the markets and provide

opportunities for new products. This is strengthening opportunities for city agriculture and sustainable and healthy food in the region. Moreover, they organized the conference ‘Food flows in the Amsterdam Metropolitan Area’ in 2017.

Social values

They aim to encourage collaboration between small bottom-up initiatives and larger top-down organizations. Supporting the development of a new perception how the region can contribute to a more sustainable food system, creating awareness that there are other forms of organizing applicable.

By enabling collaboration within their network, they help with the continuation of these, especially small, initiatives. They look into which parties can be valuable for each other, for example by sharing knowledge and resources, enabling new interactions and possible valuable connections. Currently, they are busy with the ‘new markets’ project, this also includes facilitating between different stakeholders. In the future, when the food council has established their cooperation, internal participation could also build new connections. Ultimately, all is aimed to contributing of the well-being of society in the MRA region.

- *“One of the reasons we started the food council was because we saw many small initiatives get stuck. Because they did not have enough connections to really get through. This means we do what we believe is best, more collaboration to reach impact” (Board member Food Council MRA, 2019)*
- *“So, there are arising new ways to look at the region, a greater extend of affinity and awareness. Like, okay, this can be applied to more themes than just the food market, this way of organizing. (Board member Food Council MRA, 2019)*

Economic values

Early on, one of the board members advocated the Food council MRA needs to acquire financing in some way to ensure continuation of the organization. However, as was mentioned before, the board members highly value independence and prefer to not accept any outside funding and subsidies.

To acquire funding, they focused their attention inwards through membership fees and ticket sales for events (e.g. congress of 2017). Currently, they focus on collecting sponsorships and they aim to professionalize their process to apply for continuous funding. In the past, they already received funding from the municipality and Rabobank. Hence, they changed their perception towards not accepting any subsidies, but emphasize they avoid dependence on one financier.

- *“Especially Jeffry was advocating a cooperation, because of the fact, the perspective of that you need to earn something so there are resources the keep the organization going. Especially in the*

beginning, this was not in my mind, we did have discussions about this.” (Board member Food Council MRA, 2019)

4.3.3 Case conclusions

To conclude, this analysis has shown that Food Council MRA aims to enable regional connection to make the food system more sustainable. This implies ecological and social values together form the base of their strategy formation process and are more or less integrated with each other. They view economic values to mainly be important for the continuation of the food council. This is summarized in table 4.

The pioneering nature of the food council leads to a rather organic decision-making process. The board recognizes they have a different view on organizing but turn this into something positive by perceiving themselves as complementary to each other. This influences their decision-making process as more communication and mutual discussions are necessary to reach agreement on strategic decisions. This implies they are establishing a shared frame and mutual trust in the process. Thus, social learning takes place between the two board members.

	Ecological values	Social values	Economical values
<i>Value creation aspirations</i>	<ul style="list-style-type: none"> • Strengthening opportunities for city agriculture • Reducing impact on the environment 	<ul style="list-style-type: none"> • Encourage collaboration, community forming • Change perception on regional food production 	<ul style="list-style-type: none"> • Acquiring financing
<i>Value creating activities</i>	<ul style="list-style-type: none"> • ‘New markets’ project, providing opportunities for regional and locally produced food • Organizing conference 	<ul style="list-style-type: none"> • Availability personal network, enabling new interactions; facilitating • Organize network assemblies 	<ul style="list-style-type: none"> • Asking fees • Professionalize application process for funding
<i>Relation to the SDM process</i>	Taken into account with every decision. Decisions are made to enable them to influence city agriculture.	Decisions are made by the board, but they want to involve the community in the process. They collaborate and share resources (network).	Continuation food council is taken into account. Possible influence of funders or decisions are made to attract funding.

Table 4: Case conclusions Food Council MRA

4.4 Netwerk Kleurrijk Groen

Kleurrijk Groen is a network organization that is initiated by Bureau Wijland. Sustainability is a subject that receives a lot of attention, however, according to Kleurrijk Groen, a significant part of society is

not involved in addressing this issue. They want to connect nature and sustainability to civilians with different cultural backgrounds and create a bridge between professionals, institutes, and these civilians.

This is executed by involving key figures from the different subcultural communities, who all have affinity with sustainability. Currently, the network exists of seventeen members that all provide access to their own community and network. These members take an advising and activating role aiming to encourage people to participate in activities that are organized by Kleurrijk Groen. The activities Kleurrijk Groen organizes include a wide array of sustainability subjects such as waste management, energy use and food. However, many of their projects are directed towards food e.g. kitchen gardens (Land van Ooij) and excursions.

The data that has been used for this analysis are the focus interview, the orientation interview and the ‘proposal for network Kleurrijk Groen 2019’.

4.4.1 Strategy formation process

General strategic decision-making process

Results show that Kleurrijk Groen takes a very active approach, incorporating a do-it mentality in their decision-making process. However, often still the ‘how’ question is raised to be discussed. They seem to highly value the decision-making process itself as they strongly believe that the vision, and how this is realized must be established together to create ownership throughout the network. Furthermore, there is a chaotic and subconscious aspect in their decision-making process, results showed not everything is discussed or explicitly communicated.

The above description of their decision-making process indicates a strong influence of social learning. As just mentioned, the board members do not take the decisions solely by themselves, ambassadors of each subculture, are also involved. These ambassadors share a similar perspective with the board members, valuing sustainability and the common interest. The emphasis Kleurrijk Groen puts on this collective aspect characterises their decision-making process but also asks for a lot of commitment of its members. However, they assume involvement creates trusting relationships and commitment to the decisions and organization itself. Furthermore, since they are dependent on subsidy, they are required to report the results of their actions. At Kleurrijk Groen this seems to have supported a learning process; they report what they did, who participated, and what they learned from it. This reflection helps them make better future decisions and keep their initiative financed.

→ *“It does not stick to meetings and talking. We are going to do something and will show that we can do something about it, make it visible” (Board member Kleurrijk Groen, 2019)*

→ *“Never people, civilians, got informed and involved. Now they do get involved while forming policy and with the execution” (Board member Kleurrijk Groen, 2019)*

Action situation: strategic decision to continue the network

Kleurrijk Groen started off as an initiative when Nijmegen was elected as the Green Capital of Europe. Results show there was no intention to look at Kleurrijk Groen as a long-term initiative, however, after it turned out successful, they realized their potential and decided to continue. Therefore, continuing the network has been a significant strategic decision. Kleurrijk Groen was initiated because the board identified a problem, namely, many groups in society with different cultural backgrounds are not represented in the sustainability debate. Now, the community involved will continue to commit themselves to realizing the mission.

- *“Well, to be honest, at the start during our brainstorm sessions, October 4th we did not have the idea, at least I did not, that this was long term, that there would be continuity” (Board member Kleurrijk Groen, 2019)*
- *“Reflection helps us to look forward: what do we want as network, will we disappear or, eh, do we continue a new attempt” (Board member Kleurrijk Groen, 2019)*

A strategy for the longer term had yet to be developed to ensure the future existence of Kleurrijk Groen. Time is spent around the development of strategic decisions on how to enable the network to continue effectively. How are they going to structure the organization and keep the focus on sustainability? How to keep the community involved and committed?

- *“Now comes the s, yes, the strategy around the corner. A piece of vision, some further elaboration here and there, further establishing vision. Well, how are you going to approach it to make it really sustainable” (Board member Kleurrijk Groen, 2019)*
- *“How do we make sure that everyone can join and stays involved” (Board member Kleurrijk Groen, 2019)*

Ultimately, several decisions, operational and strategic, were selected to ensure the continuation of Kleurrijk Groen. They want to establish new partnerships hoping this will help them to be taken more seriously. Decisions were made on what activities to organize; results show many of these activities are already elaborated on. Moreover, a personal approach is chosen to build relationships and mutual trust between the organization and the community, including the ambassadors. Additionally, emphasis is placed on ownership, assuming this will further encourage involvement and commitment of the community.

- *“You cannot do that via forms, invitations via mail. No, you are going to ask that via a very personal way” (Board member Kleurrijk Groen, 2019)*
- *“Which way are we going, what is my part in this. That is the strategy, so people, eh, ownership, right?” (Board member Kleurrijk Groen, 2019)*

4.4.2 Multiple value creation

Ecological values

Kleurrijk Groen aims to create ecological values by initiating projects that are contributing to the awareness about the importance of sustainability. However, as much is focused around the social aspect of sustainability, they are unsure whether they are actually contributing to ecological value creation.

Projects and activities around food that they organize are for example, teaching their network biological farming and putting this to practice in the kitchen gardens (land van Ooij). Cooking courses, excursions to learn about biological farming and apiculture. Moreover, Kleurrijk Groen has acquired a piece of land of which the main part will be turned into a food forest and there are several initiatives that involve planting (fruit) trees and other fauna.

→ *“We cannot say that we deliver an absolute contribution to sustainability at this moment. We try to contribute” (Board member Kleurrijk Groen, 2019)*

Social values

Kleurrijk Groen emphasizes mainly on creating social values. They focus on interculturalizing the sustainability debate by educating and connecting many different subcultures. They managed to reach people within these subcultures by finding the right key figures, that have provided access to a larger part of each community.

They connect people in the activities they organize such as those mentioned under ‘ecological values’. These activities facilitate interactions that would otherwise not have happened, supporting them to move beyond their own inner circle learning about each other’s cultures and creating enthusiasm for sustainability. Many of these activities are educational. One important example is the ‘leergang’ Kleurrijk Groen has created, this educational program trains participants in sustainability themes and helps them organize an activity. Some members might continue to organize such activities outside the network, contributing to further expansion of sustainability and social cohesion. Lastly, these activities have generated pride by the municipality, this is not unimportant as they are dependent on subsidy.

→ *“We really want all groups to be part of, eh, that involvement with sustainability” (Board member Kleurrijk Groen, 2019)*

Economic values

Because Kleurrijk Groen does not create economic value themselves they are currently dependent on subsidies provided by the municipality and Bureau Wijland. Also, they are still looking for additional funding. This situation is potentially risky and could cause some problems in their decision to continue the network long-term.

4.4.3 Case conclusions

To conclude, this analysis has shown that Kleurrijk Groen emphasizes on social values by focusing on including subcultures in the sustainability debate. Creating social values is perceived as a way to enable ecological value creation, making them both important in the strategy formation process. In turn, only little attention that is paid to creating economic values. This is summarized in table 5.

The decision-making process of Kleurrijk Groen is supported by social learning. The process around decision making is perceived as way to motivate and create commitment of the community. Vision is established together to create ownership, making it a significant aspect towards reaching a shared frame on the importance of local sustainability. However, not everything is discussed or explicitly communicated, and by involving more people, the decision-making process also gets more chaotic.

	Ecological values	Social values	Economical values
<i>Value creation aspirations</i>	<ul style="list-style-type: none"> • Creating awareness on sustainability issues 	<ul style="list-style-type: none"> • Community building • Interculturalizing the sustainability debate 	<ul style="list-style-type: none"> • Only for continuation of the network
<i>Value creating activities</i>	<ul style="list-style-type: none"> • Excursions directed to sustainability and food • Cooking courses • Land van Ooij (kitchen gardens) • More activities 	<ul style="list-style-type: none"> • Through activities as mentioned under ecological values • ‘Leergang Kleurrijk Groen’ 	<ul style="list-style-type: none"> • Bureau Wijland with the municipality provides funding • Looking for funding
<i>Relation to the SDM process</i>	Influences decisions on what activities to organize, how to ‘teach’ sustainability.	Community is involved in the decision-making process. Looking for ways to further expand community, strongly influences decisions.	Does not seem to influence the decision-making process

Table 5: Case conclusion Kleurrijk Groen

4.5 Meta-analysis

The meta-analysis is to establish cross-case conclusions and compare this to the theory as described in chapter 2: the theoretical framework. Table 6 compares the strategy formation process and includes several cross-case conclusions. Decision-making and social learning are separated for clarification purposes. Table 7 compares the multiple value creating aspirations of each case and also finalizes with cross-case conclusions. Comparing the cross-case conclusions with theory will lead to answering the sub questions.

4.5.1 Cross-case conclusions

Strategy formation process

	Strategy formation process	
	<i>Characteristics strategic decision-making</i>	<i>Social learning</i>
<i>The Fruitmotor</i>	Pioneering, experimental, organic, mission focused, circular approach, fairly structured.	Board members have a strong shared frame and emphasize on sharing this with the community. Both are committed to the organization. Discussions, open communication, and transparency indicate mutual trust. however, receiving commitment from the community is a struggle. Possibly because they are not entirely involved in the learning process.
<i>Foodforest Ketelbroek</i>	Pioneering, experimental, chaotic, organic, based on ecological principles, unstructured	Founders have a strong shared frame on how they envision an agricultural transition with food forestry. With the foundation they are able to further share this perception with a wider community. Both are committed to this mission. Moreover, mutual trust is visible in the informal and unstructured way they work together.
<i>Food council MRA</i>	Pioneering, experimental, organic, comprehensive, slightly structured	Board members have a shared frame on aiming to change the food system and both are committed to this cause. Their different views on organizing leads to multiple discussions, this process helps them to further establish a shared frame and mutual trust. With their organization they aim to change the perception on the food system in the MRA region.
<i>Netwerk Kleurrijk Groen</i>	Experimental, chaotic, do-it mentality, social, unstructured	The entire social learning process is emphasized. Commitment is realized through forming a shared frame within the process of decision-making, involving the community. This includes communication and discussions, thus is likely to establish mutual trust.

Table 6: Cross-case conclusions strategy formation process

The analysis has shown that all cases have similar characteristics in their decision-making process: pioneering, experimental, organic, value driven and at best fairly structured. The action situations showed the decision-making phases as formulated by Mintzberg takes place. However, this happens in a much more unclear fashion as one would expect from the model. All phases were evident separately in the data, but the entirety of the process could often not be established. Moreover, the decision-making process mainly plays out between the board members, often the community gets involved later. Social learning is incorporated in the decision-making process. The experimenting nature expresses itself in mutual discussions, and extensive communication. This enables them to develop a shared frame and learn how to work together. Ultimately resulting in decisions (how) to further establish the organization. In some cases, this process is more extensive, for the Food Council and Kleurrijk Groen, it was necessary to establish a vision together. The Fruitmotor and Foodforest Ketelbroek already had a

strongly shared frame from the start. All cases aim to further share their perception, getting the community to participate and commit to the organization and/or its mission. Mutual trust is often not explicitly mentioned but expresses itself in the open form of communication that takes place in all four cases.

Multiple value creation

	Main characteristics multiple value creation aspirations		
	<i>Ecological values</i>	<i>Social values</i>	<i>Economical values</i>
<i>The Fruitmotor</i>	Circular transition food industry. Restore landscape enhance biodiversity/pollinators	Chain cooperative: facilitate connections & community building.	Become a self-sustaining organization; be profitable
<i>Foodforest Ketelbroek</i>	Improve land system, enhance biodiversity	Improving living area and community building	Become profitable
<i>Food council MRA</i>	Strengthening opportunities for city agriculture, reducing environmental impact	Encourage collaboration, especially between top down and bottom up	Acquiring financing for ensuring continuation
<i>Netwerk Kleurrijk Groen</i>	Creating awareness on sustainability. Teaching about it.	Interculturalizing the sustainability debate. Community forming between subcultures.	Little focus on economic values. It is becoming more important for continuation.

Table 7: Cross-case conclusions multiple value creation

All cases mainly emphasize on ecological and social value creation in contrast to economic values which are mainly perceived as important for the continuation of the organization. Sometimes, perhaps too little attention is paid to economic values, making it a potential risk. Most attention is paid to ecological values, aiming to reduce the environmental impact by e.g. enhancing biodiversity. Social values are perceived as necessary to realize ecological values, for example by facilitating collaborations between stakeholders. It is also viewed as an outcome, improving the living area e.g. through establishing connection within the region or a cleaner environment. Only one case (Kleurrijk Groen), mainly emphasizes on creating social values; involving and connecting people with different cultural backgrounds in the sustainability debate. Remarkable is that the only case that not solely focuses on food, also aims for a different kind of transition, namely, interculturalizing the sustainability debate in contrast to transitioning (part of) the food system. It is interesting to see this as a contrasting case, showing the multiple purposes food can offer in supporting sustainability.

4.5.2 Capturing theory and results

The above descriptions on the strategy formation process and multiple value creation have provided insight how this is existent within all four cases. The next and last step of the analysis is to see how well

this corresponds with the literature. This means the conceptual model will be compared with the findings. This procedure will lead to answering the three sub questions.

The action situation

In each case an action situation involving a significant strategic decision was analysed to map the decision-making process. While this has shown the phases of the model by Mintzberg et al. (1976) and the additional aspects by Liberman-Yaconi et al. (2010) are evident, it was difficult to establish this process for all decision-making. Therefore, the ‘general strategic decision-making process’ was also described to provide a complete image and will be included when answering the sub questions. The components of the action situation are discussed below.

Identification phase, this includes the identification and diagnosis of a situation that requires (strategic) decision-making. The action situations have shown that all cases have gone through this phase. Usually this was by identifying an opportunity or problem.

Development phase, in the action situations this phase almost merged with the next phase, the selection phase. Most of the time it was already decided upon how to address the situation. No clear option generating took place and almost immediately the design of the final option was established. However, in the data this phase was found to be present on multiple other decision-making occasions.

Selection phase, as just mentioned this phase and the development phase are very closely related in the cases. This is the most extensive phase and includes evaluation and the ultimate decision. The action situations showed this phase was mainly used to establish the final option by means of analysing and bargaining (e.g. mutual discussions). This corresponds with the model. It also consisted of many other (strategic or operational) decisions that were necessary for the execution, these were included for the entirety of the process.

Some phases are merged together, overlap, or take place in an almost unconscious process. The theoretical framework already explicated SDM is an iterative process and small organizations are more centralized, resulting in fewer formal procedures and documentation, limiting complexity. Therefore, it is not a surprise that these organizations do not exactly fit the model. However, in the coded interviews many indicators of decision-making could be placed in one of the phases. Only the entirety of the process is difficult to confirm, even in the action situation.

Mintzberg’s model was supplemented with two additional aspects identified by the model of ‘micro firm strategic decision-making’ (Liberman-Yaconi et al., 2010). These are discussed below.

Owner-manager’s personal characteristics, the analysis showed the board members have significant influence in the organizations decision-making. (i) They established the mission statement based on their personal beliefs of how they envision a transition, this already forms the foundation for the decision-making process; (ii) Most decisions were made between the board members, and usually

only afterwards the community gets involved for input or advice; (iii) The experimenting and pioneering approach are dominant, emphasizing the importance of freedom in the decision-making process. They still want the ability to steer the organization in the direction they feel fit.

Micro firms internal resources, this mainly included the use of their own time, money, and network (e.g. for acquiring information). This directly indicates there were limited resources. Moreover, because they highly value freedom in their decision-making process, in some cases this resulted in the rejection of funding. Thus, internal resources influences decision-making as financial constraints are limiting and much is built on individual resources.

The last aspect of the action situation is the social learning process. First the three components of social learning as found by Sol et al. (2013) will be described. Then additional findings that apply to social learning will shortly be discussed.

Mutual trust, this was least explicitly found in the data as it seemed this was already existing between the board members. There was a strong indication of mutual trust by the way communication took place during the interview, namely very open and honest. Furthermore, all board members are very devoted to the organization and its mission, no one seems to doubt reciprocity.

Shared reframing, the cases focus on a transition in the food industry, a shared belief regarding this transition was observable and translated into the organizations mission. Furthermore, mutual discussions, clear communication, sharing knowledge, perception and beliefs are all evident in the data. Thus, there are strong indicators shared reframing takes place. Remarkable was that much emphasis is placed on this aspect of the social learning process, thus, board members passing on their perspective on decision-making upon the community.

Commitment, this translates itself to motivation and investing resources such as time, energy, or finances. These organizations already exist for some time, explicit actions are taken over the years, sometimes with not much in return. This by itself indicates strong commitment of those involved. Moreover, the data explicitly shows knowledge is shared, time is spent, and, in some cases, personal savings are put in.

It must be clarified that above describes the aspects of the social learning process separately to clarify each part is evident in the data. However, all aspects are interrelated to each other. Therefore, it is important to realize the entire process is essential to support collective action and in turn the decision-making and the strategy formation process.

At last, a short note on the other outcomes of social learning as discussed in the theoretical framework. These organizations are already executing collective action, which is an outcome in itself. There was little proof of conflict, but certainly differences between board members perception and opinions were visible in the results. Overcoming these differences and learning how to work together has likely supported the decision-making process and therefore the strategy formation process.

Multiple value creation

The cross-case conclusions established what ecological, social, and economic values are being created. Very briefly they will be discussed below.

Ecological values, values to reduce environmental impact of the food system. In the cases this translated to restoring and improving the land system, enhancing biodiversity, and creating awareness about sustainability and sustainable organizing. The analysis has shown several of these values are already (partly) realized. On the small scale, soil has improved, and biodiversity has increased.

Social values, this includes community building and improving the living area (partly through ecological value creation). These contain facilitating connections, encourage collaboration and interculturalizing the sustainability debate. New connections, collaborations, and positive feelings such as pride and enthusiasm have already developed in the region.

Economic values, all monetary values are included here. Some organizations are creating and selling output resulting into profit, but also subsidies and loans take a major role. Economic values are mainly taken into account for continuation purposes.

Additionally, Page et al. (2015) had extended the value creating properties with three dimensions: democratic accountability, procedural legitimacy and substantive outcomes. To some extent, these are also recognised in the cases and seem to be rather closely related to some social learning outcomes. The aspects that come forward in the analyses are mainly responsiveness to stakeholders and a transparent, open, and fair decision-making process. These are mainly democratic accountability and procedural legitimacy values which could be of importance for social value creation and (further) involving the community.

4.5.3 Answering the sub questions

The analysis has provided all information needed to answer the sub questions. These will now be answered separately.

1. What does the strategy formation process look like in CBBMs in the food industry?

As demonstrated in the analysis, the strategy formation process has become visible by looking into decision-making. The strategy formation process in CBBMs is characterized by its pioneering, experimental, organic, chaotic and mission focused nature. A further description on the definite strategy formation process is described next.

The strategy formation process is an organic process, making decisions one by one. In general, the organizations reflect and learn from their decisions, and adjust accordingly. As in many small companies, decision-making, thus also strategy formation, is a rather unstructured and iterative process. There are little formal procedures or documentation. This leads to the observation that the decision-making phases as described by Mintzberg et al. (1976) are present, however, more indistinct than one

would expect from theory. Phases overlap, are merged, and take place in a more subconscious process. Therefore, these organizations decision-making processes do not exactly fit in the model.

Moreover, decision-making mainly takes place between the board members, making it a rather centralized process. The board members strongly influence decision-making because of the following reasons: (i) the organizations are mission driven, this causes decisions to be made based on the perception and beliefs that are supported by board members. (ii) The community, or ambassadors of the community, are involved later when ideas or decisions are already elaborated on. (iii) The board members strongly value freedom, they want to experiment and pioneer. Thus, they want to keep control on which directions to take. Most cases work with limited resources and depend on subsidy or own finances. Also do they build on their own personal networks for information and other resources. This corresponds with the aspects of the model of Liberman-Yaconi et al. (2010) that were added in the conceptual model and are definitely part of the decision-making process in CBBMs.

To conclude, the decision-making process in the CBBM takes place as described above. The multitude of these decisions form the strategy formation process. Causing strategy and decision-making to become interchangeable terms in some occasions. Ultimately, strategy formation is a long-term process that enables the organization to reach its mission. Already emphasis was placed on the learning aspect of decision making, the next sub question will elaborate on this.

2. How is social learning influencing strategic decision making in CBBMs in the food industry?

The analysis has shown that much emphasis is placed on learning: learning from previous decisions and their outcomes, but also from each other. These organizations find themselves in an unknown area of organizing, aiming to enable structural change, a transition. Social learning is about bringing a diverse set of perspectives, knowledge, and experiences together to reach (innovative) solutions. Therefore, it might have been foreseeable that this process has been found to be part of decision making in CBBMs.

The social learning process by Sol et al., (2013), the dynamic interrelation of mutual trust, commitment, and shared reframing, has found to be evident in the analysis. The board members continuously influence each other by means of communicating, mutual discussions, sharing knowledge, their perception, and beliefs, but also by their dedication, and the actions they take. This could result into conflict, and it might be difficult to overcome differences of opinion. However, if this is properly handled, a shared frame can be established. In this research, not much conflict was determined in the data. Additionally, the board members all had a rather strongly shared frame that had formed the base for their organizations mission. Altogether, this has resulted in mutual trust and commitment towards their shared goal, the transition they aspire. It is likely the social learning process supported this by exposing differences and stimulating communication.

Currently collective action is taken, and effort is made to (further) involve the community in the decision-making process. One remarkable finding is that much emphasis is placed on shared reframing. This means the board members mainly focus on passing on their perspective upon the community. However, the entire social learning process is important to create the ownership and the commitment they aspire.

To conclude, social learning positively influenced the decision-making process in the CBBM that were included in this research. All were able to overcome conflict and their differences and learned how to work together. Currently collective action is taken, and effort is made to involve the community in the decision-making process.

3. In what way is the strategy formation process related to their multiple value creating aspirations and achievements?

The value creating properties and the strategy formation process are analysed and described, this sub question will bring these together.

The strategy formation process is characterized by its mission focused nature. The mission statements aim for a sustainable transition in the food industry, and in these organizations, this has resulted in emphasis on ecological value creation. This includes restoring the land system, enhancing biodiversity, circularity and creating awareness. All to reduce the environmental impact of the food industry. They wish to do this by means of collective action, community building and facilitating connections. These are social values that are perceived as important in the process and as outcomes. Together they support societal well-being in the region. Economic value creation comes second and is mainly taken into account for continuation purposes.

The analysis revealed actions are taken to realize the above-mentioned value creating aspirations. Over the course of several years, they achieved multiple value creation in the form of e.g. a visible increase of biodiversity, enthusiasm for sustainability and people in the region that are connecting and collaborating. However, it is still a long way to realize the transition they aspire due to the large scale of this mission.

This has led to the conclusion that the strategy formation process of CBBMs in the food industry is strongly influenced by ecological and social value creation. Decisions are made directly to enable the realization of these values through projects, activities, and community building. Economic values come second and have less influence on decision making. To conclude, ecological and social value creation are the compass steering the strategy formation process.

Chapter 5: Conclusion and discussion

This chapter answers the research question based on the results of this study. Furthermore, the limitations will be reflected upon, followed by the scientific contribution that includes propositions for further research. Ending with practical recommendations and a general reflection.

5.1 Conclusion

The aim of this research was to establish in what way the strategy formation process is related to the value creating properties of CBBMs in the food industry. This thesis examined this and set out to fill the research gap on how this form of collective action is able to achieve multiple value creation and how this is related to the strategy formation process. The main research question to be answered is: *How is multiple value creation embedded in the strategy formation process of CBBMs in the food industry?*

To answer this research question the conceptual model was developed based on theory in chapter 2. The aspects of this model have proven to be applicable as all were found evident in the results during the analysis.

The strategy literature in chapter 2 and the analyses, showed the strategy formation process is based on a multitude of strategic decisions. The process around one strategic decision can therefore be compared to the longer-term process of strategy formation. Found was that this process is characterized by its pioneering, experimental, organic, chaotic and a mission focused nature. It is also a process of learning. Decisions are made one by one, enabling reflection. Sometimes this resulted in major changes, good examples of such strategic decisions have formed the different action situations. Additionally, it is a learning process between the decision makers and the community who continuously influence each other. During the strategy formation process extensive communication e.g., mutual discussions take place. This enables them to understand each other, learn how to work together and form a shared vision. It can be concluded that for CBBMs that operate in a pluralistic context, this social learning process is an influential aspect of the strategy formation process.

The multiple value creating aspirations, actions and achievements were taken into account in the analysis which shows that CBBMs emphasize on ecological and social value creation. Their aim for a sustainable transition in the food industry forms the base for their decision-making and therefore also their strategy formation process. Thus, strategy is formed to realize these value creating aspirations through decisions around projects and other activities.

To conclude, multiple value creating aspiration of the CBBMs in the food industry form a compass for the strategy formation process. Ecological and social value creation are most influential and will not be sacrificed for increasing profit as long as the organization can continue its activities.

To visualize the answer to the research question the two models by Mintzberg et al. (1976) and Liberman-Yaconi et al. (2010) have been brought together in figure 5. They are adjusted according to

the findings. As discussed earlier; the three phases as identified by Mintzberg were all evident in the data. This adjusted model shows how the phases overlap, in addition to playing their own part in the SDM process. The two aspects (Owner-manager's personal characteristics and internal resources) as identified by Liberman-Yaconi et al. (2010) are found to be influential to the three decision-making phases and are added as well. At last, the mission focused nature causes the multiple value creating aspirations to provide input for and trigger SDM. Ultimately, this all leads to strategic decisions to be made.

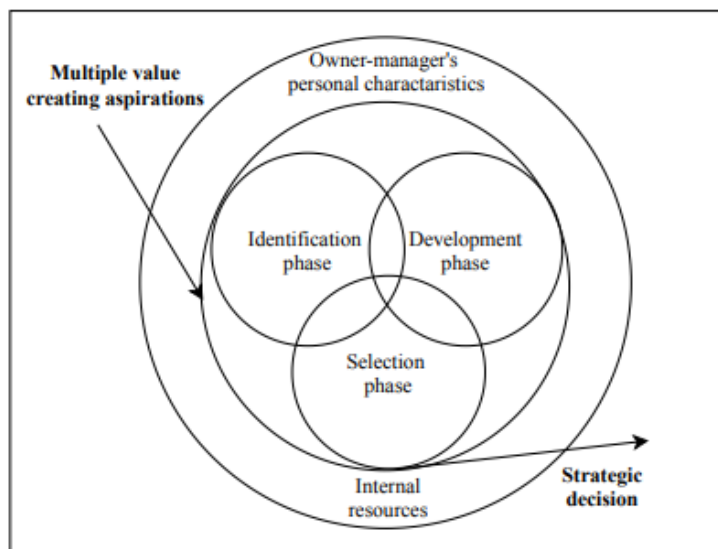


Figure 5: Strategic decision-making in CBBMs in the food industry

5.2 Discussion

5.2.1 Limitations

Executing research comes with many choices which is why it is important to discuss the limitations. The limited time and resources made it necessary to make decisions regarding the scope of this research. This thesis investigated the strategy formation process in collective action by looking at a distinct type of NBM, the CBBM. Also, was a select group of cases chosen that focus on projects around food. This decreases the generalisability, as it is questionable whether the results apply to all CBBMs. This might have been avoided by investigating a greater variety of CBBMs but would have led to less comparable cases.

Theory on SDM, social learning and multiple value creation have formed the basis for the conceptual model to analyse the strategy formation process in CBBMs. However, most literature, especially on SDM, is based on (mainly large) traditional profit-driven organizations. The organizations in this research have a different perception on value creation and are operating in a pluralistic context. Indicating the models used are challenging for measuring the same processes in a CBBM. Therefore, it is possible certain variables or aspects that are influencing the strategy formation process in this new type of organization are not taken into account.

CBBMs are new to the NBM literature and the phenomenon still goes by many names and manifestations such as entrepreneurial communities and collaborative commons. This indicates limited research is done on this type of organization. Therefore, the theoretical framework established the perception of CBBMs for this thesis. However, it must be acknowledged this organizational form can still change in its definition. Also, ambiguity around this subject potentially limits the generalisability. Since this makes it more difficult to find organizations with same business model where the findings could be applied or tested.

The interviews are conducted by M. Kamm and are based on her research objective, so interviews were not specifically conducted with the research objective in this thesis in mind. Also, due to Covid-19 no additional data was gathered. Information relevant for this specific research might not have come forward because of this. Moreover, main unit of analysis in the research of M. Kamm are focus groups interviews for which initiators and/or board members were interviewed at a specific point in time (the focus interview). Thus, only one point of view is used to establish the strategy formation process. During the feedback session the participants emphasized how quickly situations change in the organizational context they operate and experiment. Therefore, it is important to acknowledge this thesis only describes the phenomena at a certain point in time and the processes might look different in the future.

Lastly, the limitation of the researcher's own knowledge, skill, experience and therefore also bias and subjectivity. Much had to be learned while executing the research, this applies to theories and models, on CBBMs but also how to write a scientific thesis. To limit bias the coding was done with two fellow master students and with close collaboration with M. Kamm. Furthermore, findings were discussed and a lot of reading on the subject took place.

5.2.2 Theoretical contribution and further research

In the introduction it is explained not much is known about CBBMs and a formal definition is still lacking. After finalizing this research, it has become a little clearer that these organizations indeed cannot be captured by solely networks, ecosystems, or CoPs as they are formulated in the current literature. Additional insight in this emerging business model revealed how the board aims to involve the (local) community in (strategic) decision-making. All cases showed divergent ways to do this e.g. through ambassadorship and general meetings. Influencing decision making to a different extent, from advisory, operational to strategic. However, most decision-making power still lies with the board. Moreover, several organizations are struggling with how to keep the community involved and active. This suggests that the decision-making power that in these cases still lie with the board are a necessity. Limiting the risk of getting stuck due to problems with gathering the community or its active members. Still, since the community *is* involved and extensive effort is taken to realize this, in the perception of the researcher, all cases in this research are CBBMs at this point in time. However, the previously mentioned also suggests the line between whether and when an organization can be perceived as a

community-based business model might be thin. Raising the question what level involvement is required. This asks for further research and discussion on the CBBM. Furthermore, two of the four cases already have taken steps towards formalizing their structure and becoming a legal corporation. It will be very interesting to see how these continue to manage the community aspect, or if this will fade in the future. As just described, this thesis has provided additional insight on civilians that collaborate to create multiple value creation, and how this accumulated in community-based organizations. Perhaps this contributes in taking a small step further towards the formulation of a final definition. However, the CBBMs in this research form a specific group that are operating in the food industry. It is questionable how representative they are for the entire business model. Further research on these distinct NBMs is necessary, looking at a more diverse group of organizations.

The objective of this thesis was to gain more insight in the strategy formation process, social learning and how this relates to multiple value creation in collective action. However, much literature around these topics focuses on traditional profit-driven organizations. Also, much strategy and SDM literature dates back to the eighties and the joint aspect of decision-making is not taken into account. However, this research has shown that the theories by Liberman-Yaconi et al. (2010) and Mintzberg et al. (1976) are still useful in this new context. The phases of the SDM model by Mintzberg still applied to a certain extent. Indicating further research using the remaining elements of this model in this context might be promising. Perhaps modifications to the different models would make them more applicable. Further research could go more in depth onto this, providing more structured insight in these processes in another context. For executing this research, one could think of applying a research method that is similar to how Mintzberg formed his model: field research. Focusing on one strategic decision, describe, analyse and ‘program’ it. Using a variety of organizations within the context of CBBMs or collective organizing.

Moreover, never before was social learning used to approach decision making in this fashion. This research has shown social learning as the interrelation between mutual trust, commitment and shared reframing as identified by Sol et al. (2013) has the potential to positively support SDM. Initial insights showed the process takes place and brings the participating constituents closer together. Improving collaborative abilities in the CBBM. This indicates it is valuable to connect these two phenomena in further research. Currently, it is still unclear how the three aspects influence each other on different levels. As shared reframing seemed strong while creating commitment was sometimes a struggle. Another interesting direction for further research could be to look into additional advantages of facilitating or stimulating this learning process within SDM in this context. The researcher expects longer term observations uncovering mutual behaviour supported by in depth interviews in a variety of CBBMs would provide interesting insights.

Also, insight is provided how multiple value creation is embedded in the strategy formation process in the CBBM. In this research it was very clear emphasis is placed on ecological and social value creation. Whether and which values are influencing strategy formation in other CBBMs remains

questionable. However, it is likely to be comparable to the findings in this thesis since the CBBM is framed so that multiple value creation is part of the organization. Still, to make a definite conclusion, further research on a wider variety of CBBMs is necessary. Another implication for further research is how to improve and balance the achievement of these multiple values. For example, several organizations are struggling, risking continuation of the organization by neglecting economic value creation. Implying this might be an important subject of interest for the future of the CBBM.

Ultimately, the findings contribute to the research on these topics by adding knowledge on the complexity of these processes in CBBMs. In doing so this research is taking small steps towards broadening the strategy formation literature in this specific context.

Concluding, this research shows that there are many opportunities for further researching how strategizing and multiple value creation relate, some interesting leads were mentioned in this paragraph.

5.2.3 Practical recommendations

The results of this research offer some guidelines for organizations addressing collective action in the food industry. Much can be learned from the organizations that took part in this research, as they were one of the first to experiment with this new form of organizing and thus far prosperous in doing so. The findings can be used to understand the strategy formation process and look for opportunities to improve decision making.

In general, the findings can provide some guideline for the board or other leadership positions how to structure the strategy formation process. For example, looking at what aspects to take into account that could be beneficial or involve possible risks. Learning from and using the experience of these CBBMs to improve value creating abilities.

Furthermore, facilitating social learning, or simply being aware of this process, could improve the strategy formation process. Within these organizations where focus lies on multiple value creation and different stakeholders working together, social learning has shown to be supportive and worth taking into account.

5.2.4 Reflection

After finishing the University of Applied Sciences a few years ago, some dreadful feelings were left from writing the thesis. Thus, before starting with the master thesis I was pretty nervous, as I expected doing scientific research had to be much worse. Especially since I had not much experience with writing a scientific paper. In the end, I enjoyed doing this research much more, even during the Covid-19 situation. Simply because I liked the subject of strategy formation and multiple value creation within collective action. And had good contact with my supervisor M. Kamm and a pleasant collaboration with two fellow master students, making a part of the process almost a team effort while increasing (inter-coding) reliability.

It was most difficult for me to write chapter two, the theoretical framework. I realize my desire to cover all that is relevant to CBBMs and strategizing and provide a complete image caused some unclarity. Without realizing it, I included information that was not necessary. This has resulted in a lot of rewriting and ‘killing darlings’.

Firstly, because CBBMs are rather new in the literature and I had to establish how I defined CBBMs in this research. This by itself required quite some time and effort. Also, in hindsight, it might not have been necessary for a research that aimed to contribute to the strategy literature to do this. I found enough information that provided insight in collective action, related initiatives, business models and value creation to define the CBBM for my research. However, much more information was available that I did not take into account, thus this part could have been more thorough if it were the main subject of my thesis. Now, this resulted in parts of theoretical framework to not be used to the fullest.

Secondly, I was struggling with what exactly I wanted to research within these organizations for some time. I read a lot of scientific papers, exploring theories and models that I believed were interesting and applicable to the data and CBBMs. Looking back, I wanted to include too many different subjects in my research. I was able to bring these together, however not without extra effort explaining my choices, the mutual relations between theories and taking more time for executing the analyses. A clearer focus would have made the process easier. However, I really like the theories I used and was able to bring them together in the conceptual model. In the end, they were sufficient and applicable to the data and enabled me to answer my research question.

Now to reflect on my role as a researcher and the process in general. As mentioned before did the Covid-19 situation lead to a different approach than was initially planned. Due to this situation I did not have much influence on the data collection. Observations were cancelled and the research was now purely based on secondary data. This was disappointing, but also limited bias and increased reliability. No personal contact took place between me and the interviewees, this limited feelings or assumptions to affect my analysis. Now, my results are based purely what can be found in the transcripts. Furthermore, my interpretation of the data can be influenced by my prior knowledge and beliefs. I tried to keep this to a minimum by looking at the data as objectively as I could and by communicating and discussing my thoughts and findings with my fellow master students and M. Kamm. Also, as mentioned before, inter-coding reliability is ensured by reaching consensus on how to interpret the data. Lastly, provisional conclusions were presented to the cases for feedback to see whether they (dis)agreed or had criticism to take into account. Therefore, I believe much effort is taken to execute this research to my best abilities.

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Annexes

Appendix 1: Final Coding Book

The green coloured axial codes are complemented with information from the interviews.

Operationalisation strategy formation process

<i>Sensitizing concept</i>	<i>Dimensions (axial)</i>	<i>Indicators</i>
Strategy formation	Identification strategic choice	<ol style="list-style-type: none"> 1. Recognition that choices need to be made because of opportunities, problems, or other reasons 2. looking at why a decision is being made 3. Mission and vision which lays behind these decisions
	Development strategic choice	<ol style="list-style-type: none"> 1. They are searching for options or alternatives, which paths are possible to consider 2. Goal setting: what we want to accomplish with this choice? 3. 'How': how do we want to do things? Indicating search which alternatives are available
	Selection strategic choice	<ol style="list-style-type: none"> 1. Evaluating the alternatives by making judgements, pro's& con's 2. Deciding upon a final alternative or option by negotiating and bargaining with each other 3. final decisions that are made and described in the past tense. 'we made the choice to..' 4. final result of the decision, all that has been decided upon
	Characteristics manager/ owner(s)	<ol style="list-style-type: none"> 1. decision making is influenced by skill and knowledge of the decision makers 2. information is gathered within the decision makers own network 3. influences such as beliefs, world view and values
	Internal resources	<ol style="list-style-type: none"> 1. company resources such as technology and finances are influencing capability of decision making
Social learning	Mutual trust	<ol style="list-style-type: none"> 1. Do the decision makers trust each other and can they speak their mind 2. Open form of communication, opinion and knowledge is shared 3. Reciprocity

	Commitment	<ol style="list-style-type: none"> 1. Are people committed to organization, the goal, mission, vision etc. 2. Are they committing/investing knowledge, creativity, skill, or other resources 3. Is action taken and do people do as they say 4. Motivation
	Shared reframing	<ol style="list-style-type: none"> 1. Underlying beliefs and values of the participants get closer together 2. Shared perception of the issue, situation, goals 3. Social interaction and resistance such as discussions. Learning from each other. 4. 'tangible' output of social learning such as increased/shared knowledge

Operationalisation multiple value creation

<i>Sensitizing concept</i>	<i>Dimensions (axial)</i>	<i>Indicators</i>
Multiple value creation	Economic value	<ol style="list-style-type: none"> 1. Financial goals such as profit, costs (saving) 2. Anything translated to monetary value
	Ecological value	<ol style="list-style-type: none"> 1. Value in preserving the planetary boundaries. Most common are biodiversity, Co2 and limiting chemical pollution (e.g. crop dusting)
	Social value	<ol style="list-style-type: none"> 1. Individual well-being such as a good work environment, feeling of pride, happiness. 2. Societal well-being such as investing in region or network 3. sharing resources such as knowledge and skill, learning and collaborating 4. Connecting and relationship building

Appendix 2: Example Coded Interview

First four pages interview Fruitmotor

Sensitizing concepts: Besluitvorming, Value creation, Samenstelling Community, Social learning

Interview tekst	Sensitizing concept	Axial codes/dimensions
Speaker 1 - De coöperatie. Waar is dat vandaan gekomen? Laat ik zo zeggen, neem jullie zelf even mee terug naar het begin daarvan [uh].		
Respondent 1: Nou ja, over het algemeen zou ik bijna zeggen over de hè helemaal over heen. Alles, alles wat wij doen en beslissen komt natuurlijk uiteindelijk vanuit de missie-gedreven organisatie. Een missie komt altijd van mensen die mekaar vinden en die vervolgens anderen mee proberen te nemen. Dat is dan de community straks of nu, in wording, en alles wat daar aan structuur en beslissingenstructuur achter zit, is, volgt altijd op die missie. Dus dat betekent, we hebben geen vastgestelde lijnen over hoe dingen moeten lopen, maar elk besispunt is uiteindelijk ook weer terug bij de mens en je gevoel met elkaar. Waar staan we voor? Voor die missie, is gewoon een hele duidelijke kader. Framework voor *chats*. En als je zegt: "we zitten, zitten ergens. Jullie liggen bijna in de mond, we zitten nou op een bepaald punt dat wij anders zijn gaan inrichten?" Ik denk het helemaal niet zozeer, behalve dat toen Peter is overleden, dat wij toen met elkaar verder moesten. En als je dan weer denkt aan er zijn twee mensen die dan op het gevoel en op de missie steeds moeten checken. Dan hadden wij veel meer dan Peter het gevoel van we moeten daar ook wel een behoorlijke bedrijfsmatige kant onder leggen want anders bestaan we over twee jaar niet eens meer.	Interne besluitvorming op basis van de missie Waarden en overtuigingen Wie heeft de controle, participeert in besluitvorming? Economic value creation/ wie participeert	Identification strategic choice: herkenning dat keuzes gemaakt moeten worden. Dit gebeurt met missie in het achterhoofd Shared reframing: gedeelde perceptie/ overtuiging Characteristics manager/ owner(s): de invloed die deze twee mensen nu hebben op de missie en strategie vorming Economic value: financiële doelen voor bestaansrecht
Speaker 1 - Vrouw: Ja, ja, ja.		
Respondent 1: Dat is wel heel erg leidend geweest dat bepaalde dingen even links hebben laten liggen of hebben afgestoten. Dus dat inderdaad, dus dat incentive systeem zoals Peter dat altijd noemde, currency en dat we iets zakelijker, behoorlijk zakelijker zijn geworden.	Strategische besluitvorming	Selection strategic choice: keuze om dingen af te stoten om aan die zakelijke focus te voldoen
Respondent 2: Vanaf het begin hebben we altijd [uh] gedacht van: 'We worden een coöperatie,' dat was eigenlijk helemaal geen vraag. Tuurlijk werden hun coöperaties		
Speaker 1 - Vrouw: Ja, ja zo kan ik me die gesprekken met jou ook wel herinneren.		
Respondent 1: Er was toch ook niks anders?		
Respondent 2: En toen op een gegeven moment toen kwamen we gewoon inderdaad met Onno in		

<p>gesprek. En die heeft toen gezegd van: "Nou, dan word je gewoon eerste een flits coöperatie en dus met de eenvoudige statuten, waarbij je als bestuur de enige leden bent. En dan heb je gewoon twee jaar om die coöperatie echt netjes uit te gaan werken." En [uh] daar in dat proces zaten we eigenlijk, want Peter die zou [uh], want Peter trok dat stukje samen met Onno. En na, nog een paar mensen heeft ook een gesprek gehad met Koos Bakker van *Odin* en nog met een aantal anderen.</p>	<p>Strategisch besluitvorming</p> <p>Wie heeft de controle?</p>	<p>Selection strategic choice: keuze voor flitscorporatie</p> <p>Characteristics manager/owner(s): invloed op de uitwerking van de statuten en daarmee besluitvorming</p>
Respondent 1: Rabobank.		
Respondent 2: Rabobank uiteraard ook, zou ik bijna zeggen. [Uh] en [uh]. Dus we waren eigenlijk al wel op weg om naar die echte coöperatie te gaan. Alleen ja, toen overleed Peter, want dat zou zijn beslag krijgen, eigenlijk nog eind 2018 en dat hebben we toen niet, en we toen net gered inderdaad.		
Respondent 1: Ja.		
Respondent 2: Dertig november 2018 en hij is in het begin 2019 is hij overleden.		
Respondent 1: Hij had een week over. Hadden we, twee jaar voor en we hadden een week over. Maar als je kij...		
Respondent 1: Ja, [uh] en [uh], ja dus, en toen hadden we ook al, maar dat idee zeg maar van die leden categoriën, dat hebben we wel gaandeweg in die twee jaar verder uitgedacht en uitgewerkt, omdat we gewoon in zo'n, met die keten-coöperatie zeiden, dat was al vanaf het begin, dat we zijn van ja, we willen die teler en de consument bij elkaar brengen. [uh], nou, dat tot moeten dus in zo'n circulaire model. Dus dan heb je ook al die schakels in de keten heb je nodig. Dus dan moet je ook andere categorieën voor bedenken, want een teler heeft nou eenmaal andere eisen en wensen in zo'n coöperatie en andere rollen dan een consument. Dus vandaar dat we daar ook wat langer mee bezig zijn geweest, omdat dat zo uniek was. Ik denk dat we de eerste ketencoöperatie van Nederland zijn.	<p>Sociale waarde</p> <p>Samenstelling community</p>	
Speaker 1 - Vrouw: Nou, dat idee van een keten coöperatie, omdat dat... Ik ben dat hier helemaal nergens tegen gekomen.		
Respondent 2: Nee, dat was vanaf het begin		
Respondent 1: Is een logisch gevolg van hoe wij dachten van dat je sowieso iets doet in die hele grote bandbreedte, in het voedselsysteem en regionaal, dan moet je dat met elkaar doen.	Ecologische en sociale waarde	
Respondent 2: Ja		
Respondent 1: Heel actueel vandaag ook weer, van een grote partij iets loopt te roepen, maar uiteindelijk gaat het erover dat je dat fanatisme	Gemeenschappelijke perceptie	Shared reframing: men beweegt naar elkaar toe

kan neerleggen. Maar dan moet je dat wel een beetje ook meer *demissionaal* *meervallig* gaan doen. Moet je met elkaar gaan doen, anders komen we er niet.	Sociale waarde	Mutual trust
Speaker 1 - Vrouw: Ja,		
Respondent 1: Dat is hele onze overtuiging natuurlijk.	Waarden en overtuigingen	Shared reframing
Respondent 2: Ja hè, want we wilden eerlijke ketens en een eerlijke keten krijg je in ons idee eigenlijk alleen maar als je ook zegt van: "Kijk, ik krijg daar mijn appels vandaan en die maakt het. En dan heb ik het, heb ik jou nodig als verkooppartner en jij doet het voor de burgers en voor de community." En op het moment dat je dat allemaal inzichtelijk en transparant maakt, is het onze overtuiging dat mensen ook bereid zijn om een eerlijke prijs te betalen. Dus vandaar dat we toen zijn... Hebben gedacht: "Ja, dan moet het dus een keten coöperatie worden."	Visie op ketenbeheer leidt tot visie op inrichting community Economische waarde Keuzemoment	Selection strategic choice: keten coöperatie
Respondent 1: Ja, maar als je kijkt naar de in essentie de flits coöperatie, de *preamble* en uiteindelijke coöperaties die preamble eigenlijk volledig honderd procent overleefd hebben. Dus wat we willen wezen in onze aard, er is nooit discussie over geweest. Heel mooi dat blijkt ook weer na het overlijden van Peter dat wij dadelijk ook even voorbij moesten komen, maar toch al binnen een maand elkaar aankeken wetende dat jij veel zakelijker bent dan Peter en ik er ergens tussenin zweven, gaan we dat doen? Kunnen we je gewoon cider produceren, zijn we van alle gedoe ook af. We twee tellen over nagedacht en gezegd: "Nee, gaan we niet doen." We willen die kernwaarden waar we voor staan willen we erin houden anders dan, dan, hè, is er geen betekenis meer voor wat je doet, dus het was een hele grote overtuiging alleen vult het iets anders in en dat zie je ook terug terugkomen in de coöperatie. Dat is ook het beslissingsmodel binnen die coöperatie. Dat je dan heel snel zegt van: "Ja, met elkaar. Ja, dan worden we straks tweeduizend mensen en burgers lid en dan?"	Besluitvorming t.b.v. de organisatie Waarden en perceptie Besluitvorming	Characteristics manager/ owner(s): invloed welke richting organisatie opgaat (zakelijker) Shared reframing: gezamenlijke overtuiging. Development strategic choice: wat gebeurt er wanneer we dit of dat doen?
Speaker 1 - Vrouw: Dat is een dingetje ja.		
Respondent 1: Dan gaat r de bedrijvigheid van die boeren gaa hier e over beslissen wat die moeten doen. Ja, da's makkelijk. Dus dat is een beetje een ongelukkig model, dus daar heb i..k. Maa dat r is een differentiati van n de uitwerking want dan n zor je n voor een structuur dat er twee mensen va...		
Respondent 2: Uit elke groep.		
Respondent 1: ... dat uit elke leden categorie uiteindelijk in *...*terecht komen.	Samenstelling community	
Hilde: Zodat je die keten weer in balans hebt.		

Respondent 2: a, Dus dat zijn allemaal dingen die later gekomen zijn, maar die je eigenlijk nog steeds vanuit dezelfde begin gedachten.		
Respondent 1: Ja, de ziel hè.		
<p>Respondent 2: Ja, van [uh] en misschien zelfs wel vanuit de eerste analyses van. Hoe zit dat voedselsysteem in elkaar? Waar schort het aan? Waar zitten dan de dingen die je zou moeten verbeteren? En hoe doen wij dat dan? Hoe gaan wij dat probleem aanvliegen? Hè, zoals andere misschien gewoon op korte ketens zitten. [Uh], hebben wij gewoon gedacht van: 'Ja, we gaan dit gewoon uitproberen.' En [uh], eerst alles op papier uitgedacht, het hele model en met elkaar gediscussieerd. En hoe gaan we dat nou doen? Vanuit een afvalloze regio [uh] producten maken vanuit reststromen en dat we toen ook tegen mekaar hebben gezegd van: "Ja, maar hartstikke leuk, maar dan gaat die boer dus meer verdienen. En wat krijgen we dan? Dan krijgen we nog grootschaliger en nog intensiever dan, endan gaat hij zijn buurman daarbij bijkopen en daar hebben we niks aan. Zoals we het willen veranderen, dan moeten we zorgen dat het geld dat voor die, door die reststromen binnenkomt dat die dat ook besteed aan verduurzaming. En zo ja, dat zeg maar, ja [uh], zo zijn we begonnen en zo werken we eigenlijk nog steeds. Alleen [uh], het is dan elke keer een andere invulling. Dus de ene keer zien we van: 'Oké, nu zijn we weer wat verder. Nu zien we dat we ons eigen vervoer wel op een rijtje hebben. Maar ja, degene die het vervoer doet doet het met z'n eigen autootje, [uh], is beperkt tot twintig dozen en we moeten soms wel wat meer vervoeren. En die man die het doet is drieënzeventig, dus dat is een kwetsbaarheid. Dus nee, dus dan hebben we nu een project om samen met andere partners hier in de regio te kijken of we regionale distributie kunnen opzetten.' En dat, ja, dus dat zijn dingen die dan gaandeweg tevoorschijn komen, maar die zich wel, ja eigenlijk ontfouwen volgens de [uh] de principes en de gedachtegangen die we daarachter hebben liggen.</p>	<p>Aanleiding</p> <p>Ecologische en economische waarde</p> <p>strategische afwegingen op basis van visie</p> <p>Ecologisch en economisch</p> <p>Functioneren van het samenwerken</p>	<p>Identification + development strategic choice: analyse van situatie die lijdt naar reden besluitvorming. Vervolgens genereren van opties hoe actie te ondernemen</p> <p>Development strategic choice: wat zou de uitkomst zijn bij een bepaalde keuze en willen we dat?</p> <p>Mutual trust: leren vertrouwen en samenwerken met verschillende partners om een distributie systeem op te zetten.</p>