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PLACE-BASED COMMUNITIES:

CONTEXT DRIVING THE PARTNERSHIP FORMATION AND STRATEGIC DECISION MAKING PROCESS



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I: Introduction

“Multi-organizational cross-sector social partnerships (CSSP) are an increasingly common means of addressing complex social and ecological problems that are too extensive to be solved by any one organization” (Clarke & Fuller, 2011, p. 85). Complex social and ecological problems that are too extensive to be solved alone are also considered wicked problems (Ritchey, 2013; Rittel et al, 1973). *“Implementing appropriate solutions to these problems requires the collaboration of actors beyond scientists, including government, civil society organizations (CSOs), local communities, and businesses”* (Ayala-Orozco et al., 2018. p.1).

In recent years, there is a rise in collaborations addressing societal and environmental issues. Well-known examples are energy cooperatives founded by civilians to locally produce sustainable energy (HIER opgewekt, 2021; Hufen & Koppenjan, 2015). Such organizations are community-based and place-based, addressing wicked problems related to sustainability on a (supra) local scale (Ritchey, 2013; Rittel et al, 1973). These communities show parallels to multi-organization cross-sector social partnerships (Clarke & Fuller, 2011). Place-based communities are collaborations between individuals that seek to tackle existing wicked problems in demand of a long-time perspective such as ecological issues, food and agricultural sustainability and sustainable development (Pryshlakivsky, 2013). These communities plan and engage into joint actions that are not primarily focused on achieving financial profit but are aiming for societal or environmental impact in their physical environment. From addressing wicked problems that require both collaboration and a long-time perspective follows that such community-based forms of organizing should operate strategically to operationalize their goals via their collective actions.

From a management perspective, collaboration in place-based communities involves formulation and implementation of deliberate strategic collaboration plans (Huxham & Macdonald, 1992; Huxham, 1993), and collective processes of strategic decision making, goal setting and planning. In order to decide upon their collective actions, actors from different realms from society need to match their different strategic perspectives into a collaborative strategy and value creating actions (Kamm et al., 2016). Aiming to address long-time perspectives, place based communities are bound to engage in strategic decision making for the benefit of the community.

“Strategic decision-makers typically are involved in a series of incremental decisions, each affected by a variety of contextual factors” (Bateman & Zeithaml, 1989, p.59). From this follows that strategic decision-making in place-based communities also is an incremental process affected by contextual factors. From a management perspective, contextual factors are elements such as the external environment, firm characteristics (Shepherd & Rudd, 2014), urgency, internal support (Nutt, 2000),

previous and current conditions and viewpoints on the future (Bateman & Zeithaml, 1989). From this follows that in contemporary place-based communities, contextual factors that are likely to influence strategic decision-making are the external environment in which the community operates, characteristics of the community, urgency, support by community members, previous and current conditions, and collective viewpoints of the future. This study addressed the nature and scope of contextual factors influencing strategic decision-making in collaborative organizational constructs.

1.1 Aim of the study

This study aims to investigate the extent to which context drives the partnership formation and strategic decision making process within place-based communities that address wicked problems related to sustainable development.

Multiple studies have brought forth papers about different aspects of collaborative organizational constructs such as collaborative business models (Eppler et al., 2011; Heikkilä et al., 2013; Rorhbeck et al., 2013), partnership formation (Le Ber et al., 2010; Manning et al., 2013), decision-making within multi-sector collaborations (Pittz & Adler, 2016) and the impact of cross-sector partnerships (CSPs) (Seitanidi et al., 2010; Van Tulder et al., 2016; Vestergaard et al., 2020). The influence of context on the strategic decision making process has been established by various authors (Papadakis et al., 1998; Shepherd & Rudd, 2014). Papadakis et al.'s (1998) results support the view that strategic decision processes are shaped by a multitude of factors, including the external (corporate) environment and internal firm characteristics as contextual factors. Shepherd & Rudd (2014) providing a review of available literature on the influence of context on the strategic decision making process, establishing that different elements of a broad context influence strategic decision processes and outcomes. The influence of context on collaborative decision making (for health services planning, delivery and evaluation) is also touched upon in various studies addressing specific sectors such as health services (Gagliardi et al., 2014). Gagliardi et al. (2014) present a conceptual framework of contextual factors that influence IKT (integrated knowledge translation between researchers and decision makers) practice and impact and is therefore highly specified to the health services sector. Management literature addressing the influence of context on partnership formation and strategic decision making in emerging collaborative organizational constructs such as place-based communities or multi-organizational cross sectoral social partnerships is scarce. Existing research addressing the contextual factors that influence cross-sectoral partnerships covers the contextualization of collaborative value creation (Mikolaitytė & Juknevičienė, 2018), presenting external and internal factors that stimulate or restrain the collaborative value creation in CSPs. Existing research also addresses the contextual drivers of starting a CSP (Sharafi Farzad et al. 2021), bringing forth drivers and motives that aid in starting a successful CSP. Management literature does not address the distinct setting of emerging place-based communities addressing issues

related to sustainable development. Thus, from a management perspective, it is not known whether and which contextual factors are influential to processes of partnership formation and strategic decision making in place-based communities.

This study aims to address this gap in two ways. First, this study explores if, how, and which contextual factors influence the partnership formation process of place-based communities. Partnership formation entails the process covering the initial conception of the place-based community by individuals (Clarke & Fuller, 2011). The communities addressed in this research all came in to existence to address distinct issues by collaboration, aiming to contribute to sustainable development in a local or regional setting. The premise here is that the constellation of community members is influential to the communities' goals and strategy. Thus, the study addresses strategic aspects of community formation. Second, this study explores if, how, and which contextual factors influence the strategic decision making process in place-based communities. By determining which contextual factors are of importance for the partnership formation process of place-based communities, and which contextual factors play a vital role in their strategic decision making process provides insights for organizing and planning collective actions (Ostrom, 2010) that address wicked problems related to sustainable development. In doing so this study contributes to framing and understanding the effects of context on the formation and strategic decision making in place-based communities.

I.II Research question

The main research question in this research project: *“To which extent does context shape strategic decision making in place-based communities?”*

This main research question is given answer to through the following two key research questions:

1. Which contextual drivers influence strategic decision making in the partnership formation process of place-based communities?
2. Which contextual drivers influence the strategic decision making process in place-based communities?

The research object for this study is the strategy formation process in 12 place-based, community-based organizations in the Netherlands. These are presented and elaborated in *III: Methodology: Data sources and samples*. The main unit of observation is the partnership formation and governance of strategic decision making in place-based communities.

Key concepts and theories that will be applied in the master thesis, including how they will be applied, are explicated in *II: Theoretical background*. This includes the formulated conceptual model through which the place-based communities are analyzed.

The data collection and analysis process, including validity and research ethics, are further explained in *III: Methodology*. Information has been gathered through the following means:

- Analysis of available recordings and transcripts of focus groups with the board of 12 place-based communities.
- Internal documents belonging to 12 place-based communities
- Publicly available documents from and about the selected 12 place-based communities.

IV: Within-case analysis contains the analysis of individual place-based communities. First, a case description is formulated. Thereafter, the results from the coding process can be found which entails the influence of contextual factors on the partnership formation and strategic decision making process.

V: Cross-case analysis contains the comparisons of all place-based communities based on the overlap in contextual factors, presenting a list of drivers that arise in a multitude of transcripts. Finally, a selection is made for individual drivers within the contextual factors that present sufficient overlap to be deemed relevant for all place-based communities.

In *VI: Extrapolating meaning*, the selection of drivers from the cross-case analysis are complemented by attributing meaning through analysis of the transcripts and coding process. This is followed by a list of definitions for the contextual drivers of the partnership formation and strategic decision making process. Thereafter, the framework for the contextual drivers of the strategic formation and strategic decision making process, based on the initially conceived conceptual model, is visualized.

In *VII: Conclusion*, the answers to the formulated key research questions and main research questions are provided.

Lastly, in *VIII: Discussion*, the results conclusions are debated. This is followed by the identification of the practical relevance and theoretical contributions provided by this study.

II: Theoretical background

This chapter provides an outline of relevant theories/perspectives for this study. This entails the elaboration of key concepts that are being used, deliberations on central cause-and-consequences of wicked problems and their role in the conception of place-based communities and contextual factors influencing the partnership formation and strategic decision making process within place-based communities. This also includes general assumptions and conditions regarding place-based communities and their strategic actions. Lastly, a conceptual model is proposed that reflects the assumed relationship between external variables that affect the partnership formation and strategic decision making process within place-based communities and also includes other variables that might be deemed relevant.

II.I Key concepts

Place-based communities are collaborations between individuals that aim to tackle existing wicked problems (Ritchey, 2013; Rittel et al, 1973) in demand of a long-time perspective, such as ecological issues and sustainable development (Pryshlakivsky, 2013). These place-based communities plan and engage into joint (collaborative) actions, involving formulation and implementation of deliberate strategic collaboration plans (strategic decision making) (Huxham & Macdonald, 1992; Huxham, 1993) and its governance. In doing so, involved decision makers are affected by external influence (contextual factors; Bateman & Zeithaml, 1989). Based on these notions and following this structure, defining the following key concepts is required to answer the main research question: wicked problems, place-based communities and collaborative action, strategic decision making in place-based communities (including governance) and external influence (contextual factors).

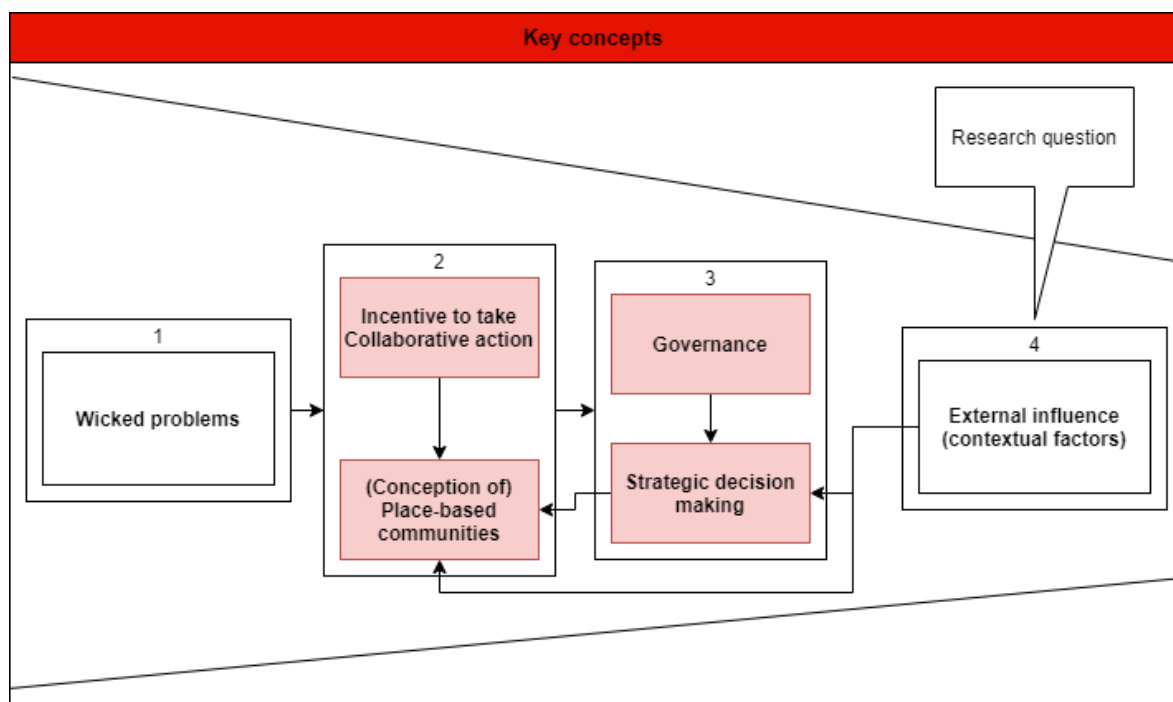


Figure I: Key concepts

Wicked problems

It has been found that complex, ever-changing problems that surround societal challenges have been responsible for the conception of place-based collaboration (Selsky & Parker, 2005; Ayala-Orozco et al., 2018). Those problems can be characterized as wicked problems if, besides their complexity, are also messy, ill-defined and unsolvable in any traditional sense (Peterson, 2009). Some wicked problems like sustainability have even been called “super-wicked” because they require a shift in current thinking towards problem structuring (Yearworth, 2015). Rittel and Webber (1973) proposed 10 properties for wicked problems. Although the majority of scholars examining wicked problems have tried to narrow these differentiated characteristics (Roberts, 2000), these 10 characteristics are considered to dominate the debate on wicked problems. According to Ritchey (2013) using the properties proposed by Rittel and Webber (1973) heuristic perspectives increases our comprehension regarding the complexity of planning social issues. This study follows Ritchey’s (2019) characterization of wicked problems grounded in the 10 properties defined by Rittel and Webber (1973):

1. **No definitive formulation:** The formulation of a wicked problem is dependent on one’s perspective towards the issue and possible solution.
2. **No stopping rules:** There is no 100%-correct or ultimate solution to a wicked problem since there are no objective criteria in solving a wicked problem since they’re ever-changing.
3. **Solutions are better-worse, not true-false:** The criteria at which solutions for wicked problems are evaluated is stakeholder-dependent. Solutions are therefore perceived as better-worse.
4. **No immediate or ultimate test of a solution:** Implemented solutions cause “*waves of consequences over an extended – virtually an unbounded – period of time*” (Ritchey, 2013, p.4). Consequences to implemented solutions may even exceed deliberate solutions that accomplished advantages.
5. **Every solution is a “one-shot operation”:** Implemented solutions have consequences that cannot be reversed, therefore there is no trial and error.
6. **No calculable set of potential solutions, nor a well-described set of permissible operations:** Since wicked problems by themselves are ill-defined it is impossible to identify and consider every possible solution. It can even be that no solution is found.
7. **Uniqueness:** Wicked problems are context-specific and inherently unique.
8. **Wicked problems are symptoms of another (wicked) problem:** Wicked problems can have many causal levels through which internal aspects are interrelated. Therefore, complex judgement at an “*appropriate level of abstraction is needed to define the problem*” (Ritchey, 2013, p.5).
9. **Causes can be explained in numerous ways. Choice of explanation determines the nature of the problem’s resolution:** In coping with wicked problems there are several ways to disprove hypotheses, there are no correct explanations for wicked problems.

10. No right to be wrong: The goal of solving wicked problems is to *‘improve some characteristic of the world where people live’* (Ritchey, 2013, p.5). Those responsible for dealing with wicked problems are therefore accountable for the outcome of their activities.
(Ritchey, 2013)

Wicked problems can relate to sustainability issues such as sustainable development, agricultural sustainability and the sustainability of global food systems (Pryshlakivsky, 2013; Dentoni et al., 2012). The rootedness of wicked problems in multiple layers of society, paired with conflicting bases of knowledge and interest, can make it near impossible to deal with the wicked problem without collaboration (Head, 2014; Zellner & Campbell, 2015). On a (supra) local scale, this instigates the conception of collaboration in the form of place-based communities addressing wicked problems in a place-bound manner, and the subsequent development and formulation of strategies to do so.

Although the conception of place-based communities can be triggered by wicked problems, wicked problems are not the main focus of this study. The usage of the concept wicked problems in this study is supportive to the context of the place-based community. The place-based communities that are being examined within this study are collaboratively dealing with problems that can be identified and characterized as wicked or even “super-wicked” (e.g., sustainability) problems (Yearworth, 2015; Rittel & Webber, 1973), this given the stratification of the problems that are being addressed. The notion of wicked problems implies that community-members must work together and agree on how to address these complex problems. Thus, wicked problems provide important context to the individual cases, their strategy formation, and strategic decision making sessions.

Place-based communities and collaborative action

The second theoretical starting point addresses the formation of place-based communities. To address this phenomenon this research draws on theory considering cross-sectoral social partnerships between different levels of stakeholders as described by Selsky and Parker (2005) and Clarke and Fuller (2011). There are two main differences between these authors and what this study considers a place-based community. First, this study addresses place-based character of communities while the aspect of being place-based is not considered a distinct property for cross-sectoral social partnerships addressed in management literature (Clarke & Fuller 2011). Second, management literature addressing cross-sectoral social partnerships in general addresses deliberate partnerships between profit-driven organizations (Laurett & Ferreira, 2018). In other words: all constituents are professionally engaged in the collaboration. In contrast, place-based communities are generally a voluntary initiative. They are not primarily focused on achieving financial profit and their constituents are mainly individuals instead of collaborating organizations.

The steady rise in collaborations in the form of place-based communities, such as place-based energy cooperatives founded by civilians to locally produce sustainable energy (see e.g., HIER opgewekt, 2021; Hufen & Koppenjan, 2015), explicates the importance of research that starts to unravel their underlying mechanics of collective (strategic) action and partnership formation.

Since these forms of organizations address wicked problems that require long-time perspectives and planning of activities, strategy formulation takes place that can be recognized by their strategic decision making. Within these place-based communities, collaborative actions take place that include the formulation and implementation of collaborative strategy within the (community-based) partnership (Huxham & Macdonald, 1992; Huxham, 1993). The definition of collaborative strategy adopted by this study is “*the joint determination of the vision and long-term collaborative goals for addressing a given social problem, along with the adoption of both organizational and collective courses of action and the allocation of resources to carry out these courses of action*” (Clarke & Fuller, 2011, p. 4). This definition comprises organizational efforts on both an individual and collaborative level in working collaboratively to address wicked problems.

Clarke and Fuller (2011) formulated a process model of collaborative strategic management that is specified towards the process of partnership formation and strategy formulation/implementation. Here, changes in the domain influence different iterative process steps regarding collaborative strategic management, being: context/partnership formation, collaborative strategic plan formulation, deliberate & emergent strategy implementation by the partnership (or per organizations involved in the partnership) and lastly the realized collaborative strategy implementation outcomes. Changes in the domain being external variables that influence the strategy formulation process in collaborative settings due to their influence on all individual steps within the process, referring to “*changes that occur in the social problem domain that are outside the actions taken by the individual partner organizations or the partnership*” (Clarke & Fuller, 2011, p.38). The visualization of this model is as follows:

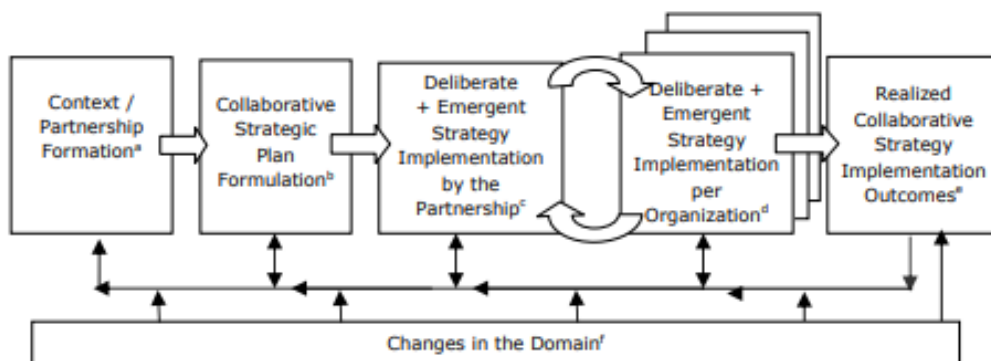


Figure II: Process model of collaborative strategic management (Clarke & Fuller, 2011, p. 38)

In strategy literature, strategy formulation has been institutionalized as a tangible, organizational process through the identification of patterns in decision making (Mintzberg, 1978; Mintzberg & Quinn, 1996; Mintzberg & Lampel, 1999). The process model of collaborative strategic management therefore helps us to conceptualize strategy formulation in place-based communities by exemplifying an iterative process of strategic formulation in a collaborative setting.

Strategic decision making in place-based communities

Strategy formulation involves strategic decision-making. In the private sector, *“the normative and analytic framework for strategy formulation is, by now, pretty well established”* (Moore, 2000, p. 4). Strategy literature has classically focused on profit-organizations, there has been an increase in the availability of literature regarding non-profit organizational strategy on topics such as strategic typology, strategic planning and strategic management (Laurett & Ferreira, 2018).

According to Moore (2000), strategy occurs when the leaders and organization as an entity have committed themselves to a specified vision of organizational operations in value creation and self-sustainment, this comprises both the “substantive vision” of the intended value creation and a description of process values. As further described by Moore (2000), value creation within profit organizations differs from those of non-profit (and governmental) organizations. Value creation within profit organization comprises financial targets complemented by a business plan. In non-profit organizations, the “substantive vision” of value creation is often described in terms of the mission and is complemented by the activities needed to pursue that mission (Moore, 2000).

Therefore, the assumption is that place-based communities engaging in collective action also perform strategic decisions and are actively engaged in practicing strategy. This also implies that strategic decision making takes place at the conception of the community (partnership formation; Clarke & Fuller, 2011) and stages that follow. Lastly, this also entails that (multiple) value creation is captured in a substantive vision and complemented by activities that address a wicked problem.

Strategic decision making

The main unit of observation in this study is the (evolving) governance of strategic decision making within 12 selected place-based communities in the Netherlands. To guarantee that the correct unit is observed, the definitions of strategic decision making and governance are clearly defined. Harrison (1996) suggests five criteria for a decision to be strategic. Through the assessment of these criteria, it can be confirmed that the observed unit of observation is indeed strategic decision making. According to him (1996) a strategic decision must:

1. Be directed towards defining the organization’s relationship to its environment.

2. Take the organization as a whole as the unit of analysis.
3. Encompass all of the major functions performed in the organization.
4. Provide guarded direction for all the administrative and operational activities of the organization.
5. Be critically important to the long-term success of the total organization (Shirley, 1982).
(Harrison, 1996)

Strategic decision making: Governance

Governance encompasses all processes of governing (control) over a social structure (such as formal or informal organizations) through laws, norms, power or organized society (Bevir, 2012). Governance is associated with "the processes of interaction and decision-making among the actors involved in a collective problem that lead to the creation, reinforcement, or reproduction of social norms and institutions" (Hufty, 2011).

The researcher agrees with Cornforth (2003) that “*The governance of non-profit organisations is relatively under-theorised in comparison with the governance of business corporations*” (Cornforth, 2003, p. 6). While there has been an influx of available literature on governmental organizations and their governance of public administration in the recent years, not all forms of collaborative organizing are currently addressed by literature. Place-based, community-based forms of organizing as addressed in this research have begun to emerge relatively recently. The communities addressed in this research came into existence in the past ten years. The governance of strategic decision making within such place-based communities is not yet addressed by literature. The place-based communities that are being examined in this study not only recently emerged they are also experimenting with new structures of governance that differ from existing profit-driven or non-profit models that are generally captured by theory. Thus, for understanding their governing and strategizing properties, explorative research is required.

In assessing the available literature for the governance of strategic decision making within place-based communities, the most suitable theoretical footholds are proposed by Ostrom’s (e.g., 2009) collective action theory. Collective action refers to collective actions performed by joint individuals aimed at achieving a joint objective such as addressing social challenges (Ostrom, 2009). The researcher argues that place-based communities performing activities aimed at addressing wicked problems fit this criterion and that, therefore, there is collective action within the place-based communities that are being examined. Ostrom’s (2011) institutional analysis and development framework (IAD Framework) (Ostrom, 2009) analyses the governance structures in institutes of collective action and is therefore suitable for the analysis of the governance of strategic decision making in place-based communities.

External influence (contextual factors): IAD Framework

The IAD framework aids in recognizing complex problems in collective action by distinguishing ‘‘action arenas’’ which are small-scale sections of functions that are practically understandable (McGinnis, 2011).

In working towards the potential outcomes within these situations of collective choice, the actors within the action situation are influenced by three identified external variables, these are: biophysical conditions, attributes of community and rules-in-use (Andersson, 2006). Biophysical conditions are attributes relating to the (social) world (e.g., social-ecological systems and structures) (Ostrom, 2011). Attributes of community are characteristics of the community within which the situation occurs (e.g., group composition, group size, group characteristics) (Ostrom, 2011). ‘‘Rules-in-use are shared normative understandings about what a participant in a position must, must not, or may do in a particular action situation’’ (Hess & Ostrom, 2007. p. 50). These rules impose and create opportunities and restrictions for those involved in the action situation.

Within these action situations individuals exchange information. In these situations, patterns in human behaviour and the outcomes of interchange can be described. Important for the evaluation of outcomes and interactions are the evaluative criteria. Examples of these criteria are questions about sustainability or harmonization of values (Ostrom, 2011). This framework is visualised as follows:

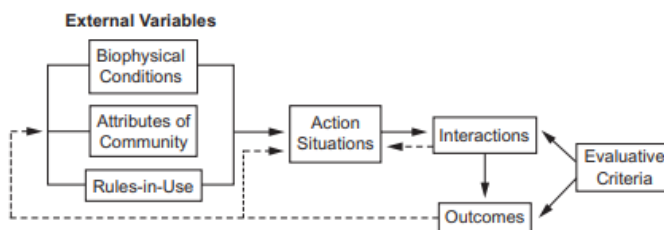


Figure 1. A Framework for Institutional Analysis.
Source: Adapted from E. Ostrom (2005, p. 15).

Figure III: *A framework for institutional analysis* (Ostrom, 2005, p. 189)

An action situation exists if there are both actors and actions assigned to positions and activities performed by actors in distinct positions seeking to achieve certain potential outcomes which are influenced by a set of institutional rules (McGinnis, 2011). This is visualised in the following model as developed by Ostrom (2005):

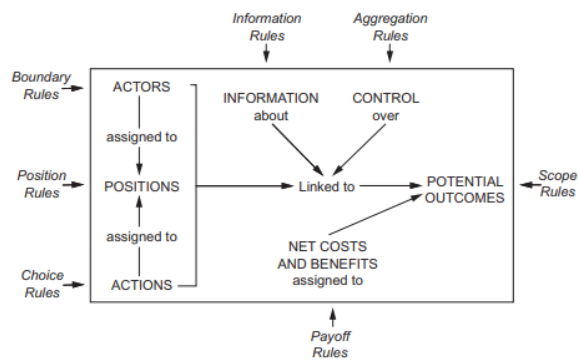


Figure IV: Rules as exogenous variables directly affecting the elements of an action situation (Ostrom, 2005, p. 33)

The set of institutional rules (rule types) are further explained individually in this table:

Rules	Description
Position	<i>The number of possible "positions" actors in the action situation can assume (in terms of formal positions these might be better described as job roles, while for informal positions these might rather be social roles of some capacity.</i>
Boundary	<i>Characteristics participants must have in order to be able to access a particular position.</i>
Choice	<i>The action capacity ascribed to a particular position.</i>
Aggregation	<i>Any rules relating to how interactions between participants within the action situation accumulate to final outcomes (voting schemes etc.).</i>
Information	<i>The types and kinds of information and information channels available to participants in their respective positions.</i>
Pay-off	<i>The likely rewards or punishments for participating in the action situation.</i>
Scope	<i>Any criteria or requirements that exist for the final outcomes from the action situation.</i>

Table I: Institutional rule types (adapted from Ostrom, 2009, p. 21)

To apply the IAD framework in this study, a distinction is made to the concept of *action situations*. Strategy formation, strategic decision making, and its governance are the focus points for this study. Therefore, for action situations to be applicable for this study, the action situations must relate to the formulation of strategy. The five criteria formulated by Harrison (1996) (see also section *Strategic decision making & governance*) are used to evaluate the suitability of action situations and determine if the observed action situation does in fact require strategic action in collaborative form.

II.II Conceptual model for the partnership formation and strategic decision making process in place-based communities

For observing the (governance of) strategic decision making in place-based communities, the process model of collaborative strategic management (Clarke & Fuller, 2011) is comparable to the formulation and implementation of collaborative strategy in community-based partnership (Huxham & Macdonald, 1992; Huxham, 1993). Looking specifically for the influence of external variables, the researcher also draws on collective action theory, namely the IAD framework (Figure III). Combining the process model of collaborative strategic management and the IAD framework provides direction for allocating variables that affect both partnership formation and strategy development in collaborative organizational constructs.

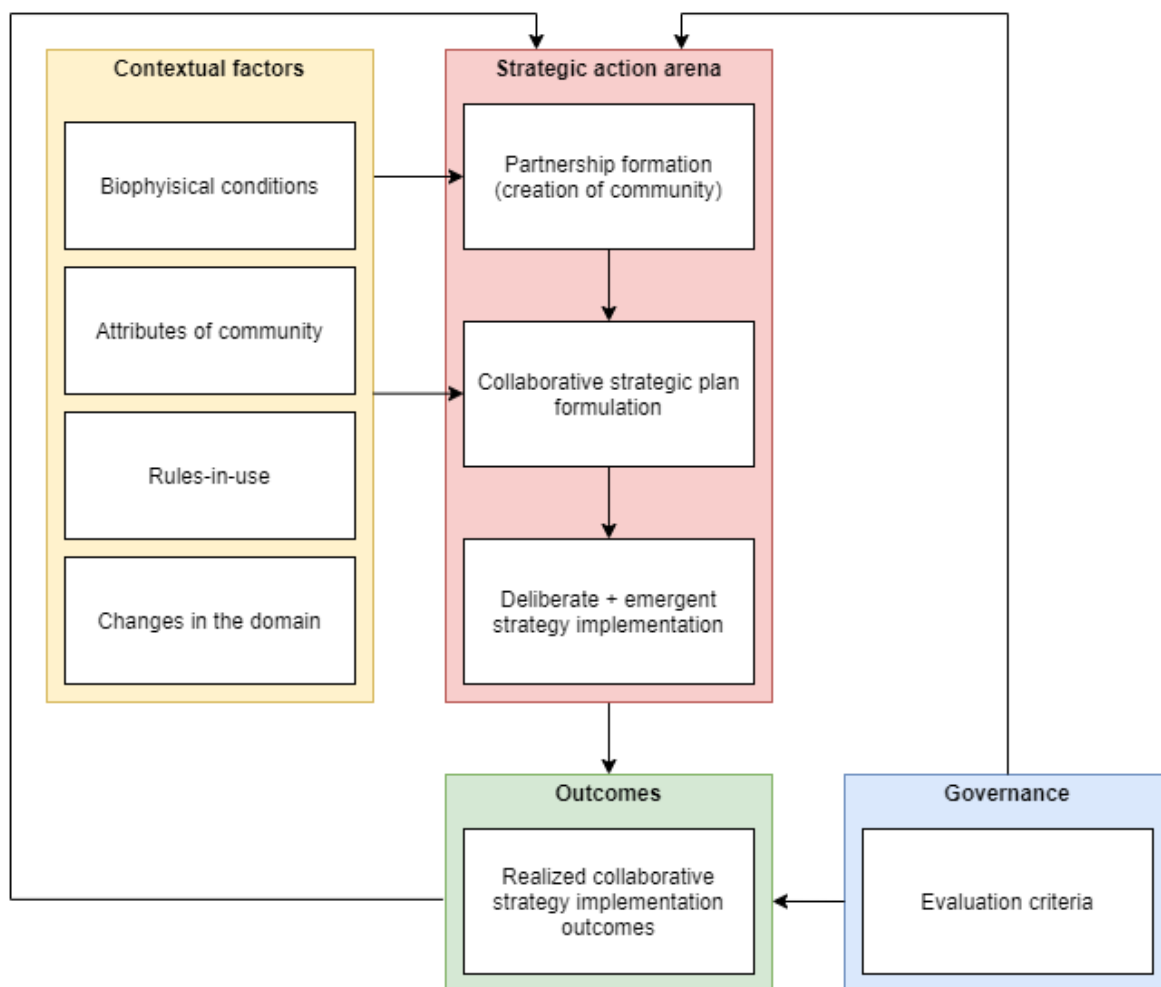


Figure V: Conceptual model for (the governance of) partnership formation and strategic decision making in place-based communities

The conceptual model proposes three key elements of the partnership formation and strategic decision making process: The *Strategic action arena* (including the *interactions* within), *Outcomes* and lastly, the *Governance* of the strategic action arena (including interactions) and outcomes. The conceptual model is used as a guiding tool for the assessment of the influence of contextual factors on the

partnership formation (process) and collaborative strategic plan formulation (strategic decision making process) in the strategic action arena. Although the aim to address wicked problems (Rittel & Weber, 1973; Ritchey, 2013) is a direct cause for the conception of the place-based communities (Selsky & Parker, 2005; Ayala-Orozco et al., 2018), wicked problems as such are not included in the conceptual model. The conceptual model supports the aim of the study to examine the contextual factors that influence the partnership formation and strategic decision making process.

In the strategic action arena, contextual factors give rise to *partnership formulation*, leading to the formulation of *collaborative strategic plans*, followed by *implementation of the deliberate and emergent strategy within the organization*. The implementation of these strategic plans is monitored by the *evaluation criteria* that also important for the governance of interactions within the strategic plan formulation and implementation, effectively governing the entire strategic process. Although initial partnership formulation has already taken place within the 12 cases in this research. However, since the communities are emerging and developing, the constellation of constituents is prone to changes. In the strategic action arena, strategy formation and strategic decision making occur and the five criteria as formulated by Harrison (1996) are applicable. These five criteria are however not explicitly tested and solely used as guidelines for assessment of the correct unit of observation.

The most important elements for this study are the *External variables*, consisting of *Biophysical conditions*, *Attributes of community* and *Rules-in-use*. Together with *Changes in the domain* (Clarke & Fuller, 2011), these aspects form key contextual elements. From the perspective of Ostrom's (2009) *collective action theory* and IAD framework (Ostrom, 2005; 2009), these external variables are deemed to influence the strategic process and drive the collaborative strategic plan formulation within place-based communities.

The conceptual model for (the governance of) partnership formation and strategic decision making in place-based communities presents decision making in collective action as situations of collective choice where actors (decision makers) influenced by four types of identified external variables (Clarke & Fuller, 2011; Ostrom, 2005).

“The action situation is also affected by a diversity of biophysical variables as well as by the structure of a community in which it operates” (Ostrom, 2011, p. 19). This indicates the embeddedness of the action situation within broader systems within the natural world. Place-based communities find themselves in this natural world, embedded in its environment. An important example of an influence on the strategic process in place-based communities due to this embeddedness is the social, economic

and political setting. Being able to subsidize activities of action through governmental support highly influences the strategic process of organization such as place-based communities.

Attributes of the community (e.g., group size, composition within the place-based community) can influence the strategic process through differences in viewpoints, mindset, backgrounds and culture. Attributes of the community also includes shared values (existing shared values and shared desires).

Rules-in-use comprise a requisite set of rules offering exposition of actions and their results, based on jointly coordinated rules used to order relationships within the action situation (Ostrom, 2011). An example how rules-in-use can influence the strategic process in place-based communities is the effect of payoff rules on actions and outcomes, thereby establishing motivation or discouragement for taking action (Ostrom, 2011).

Changes in the domain refers to changes in the (social) problem domain that have an impact on the collaborative strategy formulation, implementation and outcomes and are not attributed to controlled actions taken by the place-based community (Clarke & Fuller, 2011).

III: Methodology

This chapter provides explanations to the research applied methodology within the study. This encompasses the applied research method, data sources and samples, data analysis process, limitations and lastly, research ethics.

III.I Research method

The research performed in this study is a qualitative research. Management scholars now widely accept qualitative research (Bluhm et al., 2011), and it has not only grown in quantity, but has also realized a significant influence on the field by increasing our comprehension of *core theoretical constructs* (Gehman et al., 2018). This study seeks to recognize occurrences (context driving the partnership formation and strategic decision making process) in context-specific settings (place-based communities) where the” *phenomenon of interest unfold naturally*” (Patton, 2001, p. 39). The aim is to acquire “*illumination, understanding and extrapolation to similar situations*” (Golafshani, 2003, p. 600). The research method that is applied within this study is a comparative case study.

A comparative case study is longitudinal, can highlight comparisons in relation to context and be used in trying to find explanations to how contextual factors influence the success of initiatives and activities (Goodrick, 2014). Within the comparative case study, analysis and synthesis takes place of differences, similarities and patterns of two or more similar cases (Goodrick, 2014). Performing a case-study is a linear but iterative process (Yin, 2014) that can be visualised as follows:

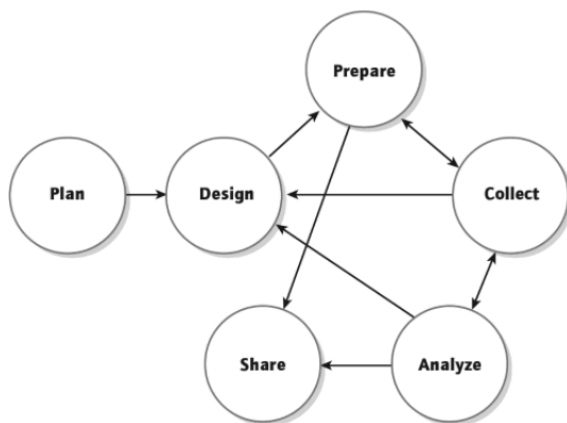


Figure VI: Case study research: A linear but iterative process (Yin, 2014, p. 1)

As can be seen in the figure brought forth by Yin (2014), the process steps of performing a case study (besides planning) are iterative and therefore become increasingly aligned and/or are improved upon during the research. Within case studies, *‘the richness of the phenomenon and the extensiveness of the real life context require case study investigators to cope with a technically distinctive situation’* (Yin, 2014, p. 2) According to Yin (2014), there are many more variables of interest than there are points of data. This is also the case for this study. Due to the newness of the place-based communities which form the research object for this study, there are relatively few data points available. As prescribed by Yin (2014), an ‘essential tactic’ is using multiple sources of evidence, with data having to converge through triangulation. *‘Theory building from case studies is an increasingly popular and relevant research strategy that forms the basis of a disproportionately large number of influential studies’* (Eisenhardt & Graebner, 2007, p. 30).

Comparative case studies often utilize both qualitative and quantitative data (Goodrick, 2014) but documentation and analysis can also be performed qualitatively. Especially when investigating a recent phenomenon, quantitative data may be less available since data has not yet been recorded on a grand scale. The place-based communities that are the research object for this study have emerged relatively recently. Therefore, explorative qualitative research (such as a comparative case study) is an acceptable research method for investigating these new social constructs (place-based communities).

As a comparative case study, the aim is to provide an understanding of the cases and how context drives the partnership formation and strategic decision making process. Within comparative case studies, observations, interviews, analysis of documents and fieldwork visits are most used as data collection methods. Within this study, analysis of transcripts of focus groups is complemented by analysis of documents. The comparative case study contains both within-case and cross-case comparisons (Møller & Skaaning, 2017). The within-case comparisons consist of using the data from individual cases to reconstruct the strategic formation process in the place-based community as captured in the developed conceptual model. The cross-case comparisons will allow for general conclusion to arise within the collected data by comparing the reconstructing strategic formation processes and by analyzing the extent context drives the partnership formation and strategic decision making process.

III.II Data analysis: sources and samples

The research object is the strategy formation process of 12 community-based organizations in the Netherlands. These 12 organizations are:

Organization
Bommelerwaard
Dirk de Derde (Dirk III)
Fruitmotor
Food Council MRA
Gebiedscoöperatie Rivierenland
Gloei Peel en Maas
Go Clean
Kleurrijk Groen
Noorden Duurzaam
Stichting Pak An
Voedselbos Ketelbroek
Energiecoöperatie WPN

Table II: Place-based communities

The place-based communities that are examined operate on a supra-local scale and find their conception 12 or fewer years ago. The place-based communities are part of a PhD research carried out by the Nijmegen School of Management and have previously been used to analyze the strategic development of organizational based constructs. All place-based communities are still developing or expanding their organizational structure but in all 12 communities, a formal organizational structure and a designated governing body are present. Members of this governing body were previously available for focus group interviews on strategy development. As a result of the availability of an organizational structure, this structure can be examined and based on a designated body that governs strategy, allows for an in-depth study of the research questions. The state of organizational development can influence the availability and applicability of publicly available documents. However, there is secondary data (Hox & Boeijs, 2005) available in the form of transcripts of interviews with focus groups for each of the 12 place-based communities. Recordings and transcripts of the interviews with focus groups give insights in the strategic development and strategic decision making of the place-based communities and have been made available through the supervising researcher M. Kamm. When making use of secondary data to explore new research questions, the most acknowledged limitation is that secondary data was collected for other purposes (Boslaugh, 2007). Since the data is not collected to answer the researcher's specific research questions, issues can arise. *"The specific information that the researcher would like to have may not have been collected"* (Johnston, 2014, p.624). Another disadvantage of investigating secondary data is that the researcher did not take part in the original data collection process. As a result, the researcher does not know if the data is affected by complications such as respondents misunderstanding

specific questions. In order to address these issues, the researcher consulted the original primary researcher, aiming to ensure a match between the research questions and the existing data, following a critical evaluation of the data (Johnston, 2014). The interviews with the focus groups have taken place between 2017 and 2020 and are therefore considered to be sufficiently recent. The focus group interviews have been held with members of the governing bodies of the place-based communities. The topic of these focus group interviews was strategy development. Thus, the focus group interviews are considered sufficiently relevant for analyzing aspects that are influential to partnership formation and strategic decision making. Internal (e.g., yearly reports, minutes) and public (e.g., websites) documents have been consulted, analyzed and used for data triangulation of the information found in the transcribed interviews. This to provide additional insight in the strategic decision making of the place-based communities and, if necessary, verify spoken statements.

The place-based communities that are examined have been selected based on 7 properties that were developed to distinguish comparable place-based community-based organizational constructs called hubs from other networking forms of organizing (Kamm. et al. 2016). Hubs distinguish themselves from place-based communities through their fixed constellation of both organizations and individual citizens. In some the place-based communities in this research there is a constellation of both organizations and individual citizens present, but this is not a necessity to be considered a place-based community. However, the 7 properties as described by Kamm et al. (2016), are all deemed applicable to distinguish place-based communities from other forms of organizing. Place-based communities (1) operate in a local or regional setting, (2) address wicked problems in (3) a broad configuration of constituents (or individual citizens), (4) engage in (multiple) value creation, (5) are shaped in an unconventional way (organizationally), (6) apply an issue-related approach and (7) are leading to transition over time. The selection of cases is therefore deemed suitable for answering the research question of this study.

III.III Data analysis: General process

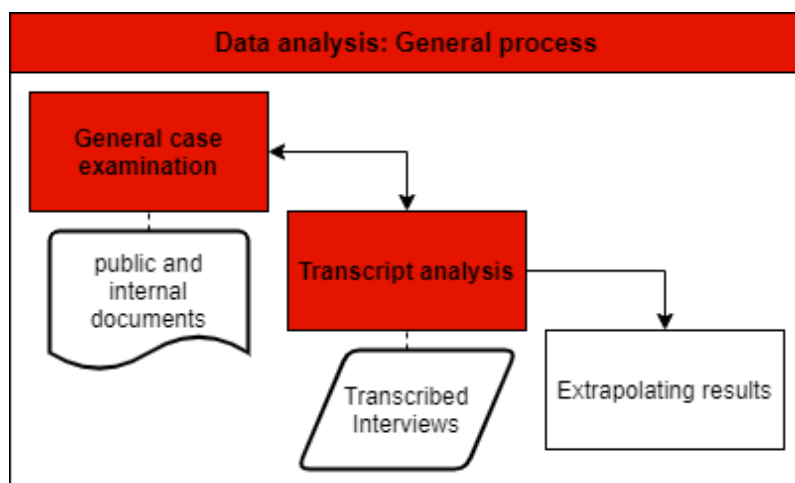


Figure VII : Data analysis: General process

There are several steps in analyzing and formulating the data, this is visualized in figure VII. These steps cover the general case examination, transcript analysis and extrapolating of results. The process that is followed is similar to the order of *II: Theoretical background*. First, in the general case examination, wicked problem identification was performed. Here the chosen place-based communities have been examined through the use of publicly available documents, in order to clarify if and which wicked problem is addressed by the organizations. This was assessed by using the characterizations made by Ritchey (2013). This step was achieved through analyzing of organizational websites. This is followed by analysis of general information for case formulation. For this step, both public and internal documents have been used. The public documents consist of organizational websites and social media communication. The internal documents consist of statutes and reports. The general information for case formulation is later elaborated upon through the analysis transcribed interviews. A visualization of the general case examination process is found in figure VIII.

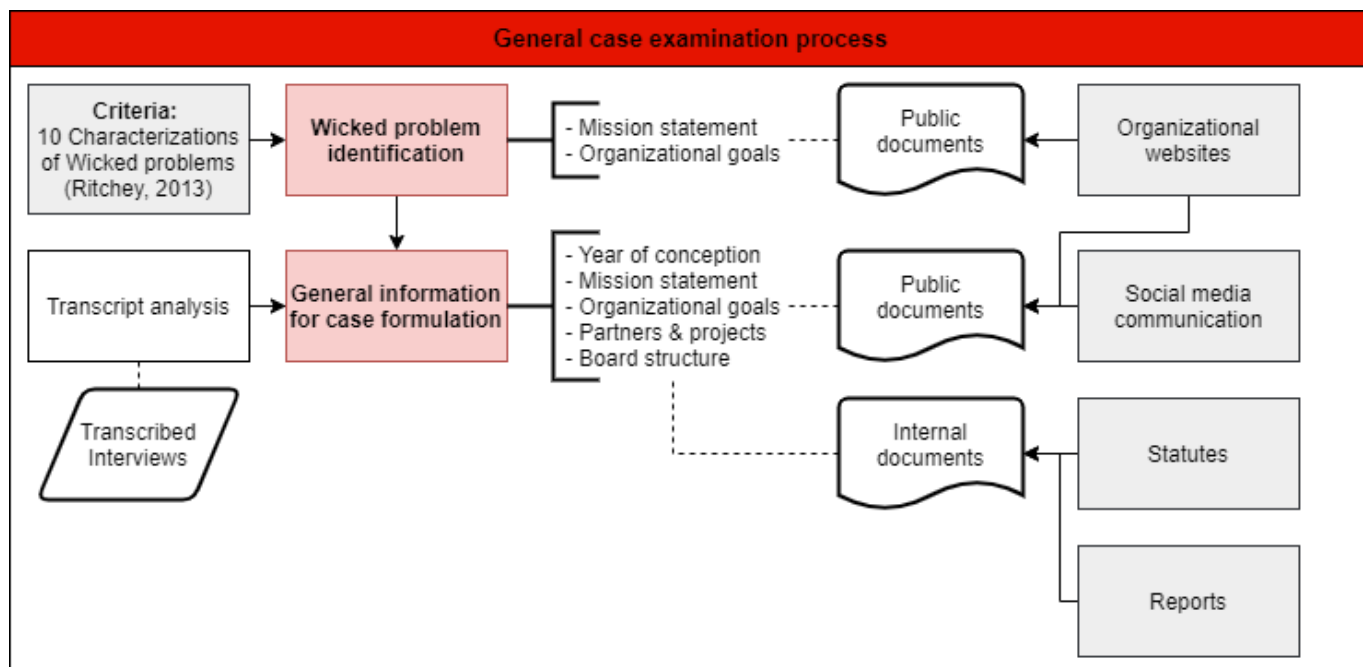


Figure VIII: General case examination process

The next step was analyzing the transcripts that were made available through the interviews with focus groups in the place-based communities. Here it is of importance that the analyzed data fits the five criteria for strategic decisions by Harrison (1996) as formulated in chapter II. When these criteria were met, the conceptual framework for (the governance of) strategic decision making in place-based communities was used to reconstruct the strategic formation process. For this, transcribed interviews were used. Following this process for all cases uncovered valuable insights in the external variables: Biophysical conditions, Attributes of community and Rules-in-use, that drive the partnership formation and strategic decision making process within place-based communities.

Due to the qualitative nature of this study, qualitative analysis was performed (Boeije, 2010) in the form of coding transcripts. Through the process of coding the available transcripts, data were transformed into meaningful information “Coding in qualitative research is comprised of processes that enable collected data to be assembled, categorized, and thematically sorted, providing an organized platform for the construction of meaning” (Williams & Moser, 2019, p. 45). The qualitative coding process used in this research is characterized by three rounds of coding. This process is visualized in figure IX.

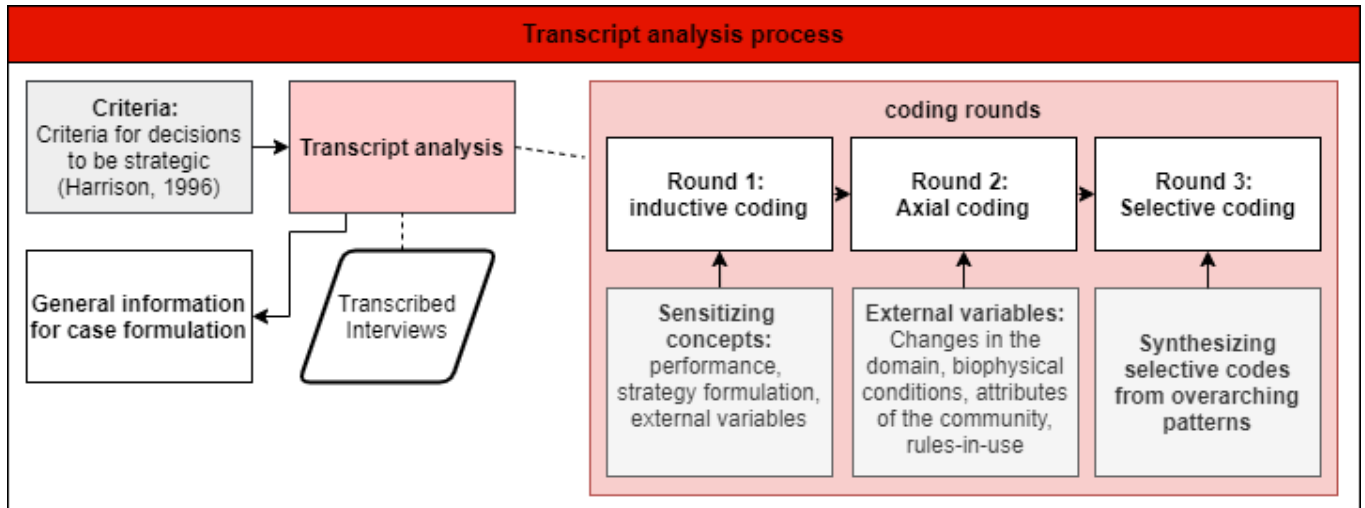


Figure IX: Transcript analysis process

In the first round of coding, inductive codes were applied, these encompass the relevant sensitizing concepts for this study and the studies of two other researchers. Inductive coding entailed highlighting the relevant sensitizing concepts for three researchers. A visualization of this process can be found in Appendix II: Inductive + axial coding example. The sensitizing concepts in the first round of coding were *performance*, *strategy formation* and *external variables*.

In the second round of coding, the axial codes were applied. The axial codes comprise the most relevant concepts that are being researched upon in the transcripts. These concepts are coded by keywords that complement the first round of coding. For this study, the most important concept is *external variables*, comprising *changes in the domain*, *biophysical conditions*, *attributes of the community*, *shared values* and *rules-in-use*. The individual concepts were identified within the Dutch transcripts and translated to English. The substance of individual axial codes was preserved in its essence as much as possible to minimize information loss due to the interpretability of translating. The results of the axial coding process for each individual transcript can be found in Appendix III, this includes visualizations of the presence of contextual factors in terms of frequency (per case and total) to allow for quantitative comparisons in future research.

In the third and ultimate round of coding, axial codes were synthesized into selective codes. Through these selective codes, meaningful information was derived from the data. This facilitated the researcher in analyzing patterns and reconstructing the strategic formation process. Overarching patterns that came forward in axial coding were interpreted as the contextual elements (drivers) that influence the strategic decision making and/or partnership formation process. The results of the selective coding process for each individual transcript can be found in Appendix IV.

As can be seen in the visualized general process of data analysis (figure VII), extrapolating results follow from the transcript analysis process. This also entails the funneling of external variables which translates the overlap in contextual factors into specific drivers that influence strategic decision making and partnership formation in place-based communities. It does so by identifying overarching topics and subtopics in the overlap in contextual factors. This is followed by a selection process, selecting the subtopics that are deemed sufficiently generalizable (least generalizable, moderately generalizable and generalizable). Subtopics that present themselves in 5 or more transcripts are deemed least generalizable. Subtopics that present themselves in 8 or more transcripts are deemed moderately generalizable. Subtopics that present themselves in 10 or more transcripts are deemed generalizable. Subtopics that present themselves in 0 to 4 transcripts are deemed to be not generalizable. This is done to aid the researcher in establishing cut-off points for the generalizability of drivers and eliminating drivers that do not present themselves in a sufficient number of cases. It also allows the researcher to maintain a consistent method in extrapolating the results. *“The researcher in the field of qualitative work is urged to be systematic”* (Burnard, 1991, p.1). The funneling process of external variables is visualized in figure X.

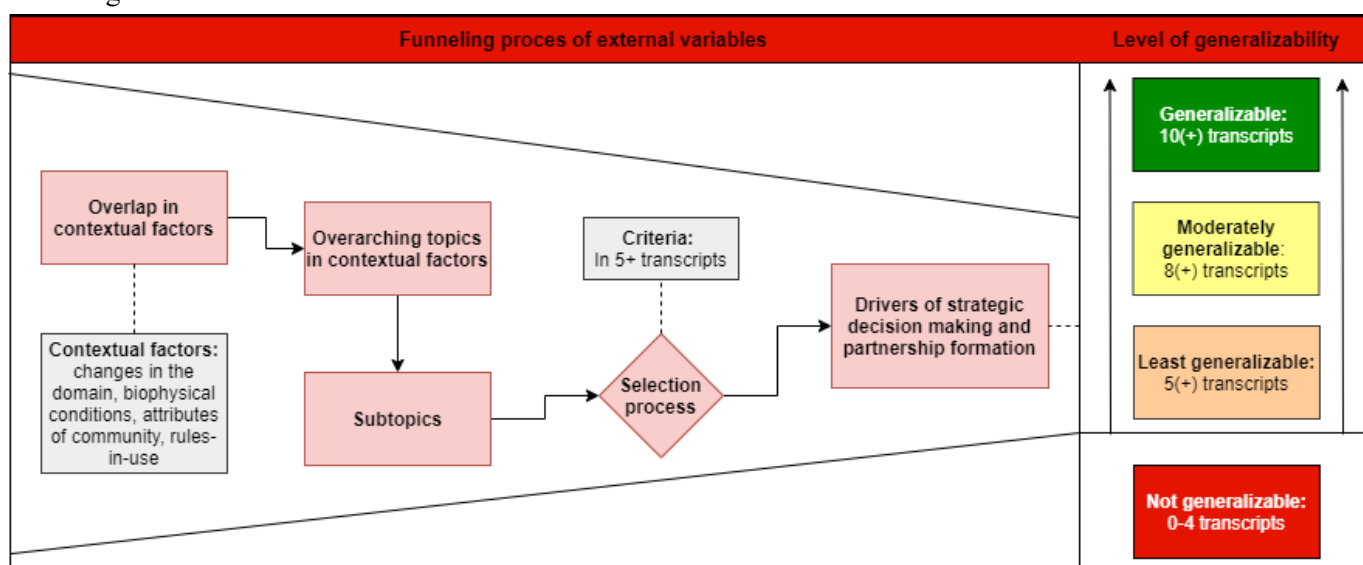


Figure X: Funneling process of external variables

III.IV Data analysis in depth & reliability and validity

There is an ongoing debate on reliability and validity in qualitative research (Creswell et al., 2000; Golafshani, 2003; Patton, 2001; Stenbacka, 2001) but there is consensus on the fact that there is need for a form of measuring quality of qualitative research (Basit Bashir & Muhammad Tanveer, 2008).

In line with Bashir, Tanveer & Azeem (2008) on ensuring validity and reliability, multiple methods (multi-method strategy) are employed, such as the use of public documents and recordings/transcripts to acquire validity and reliability in the explanation of context-specific phenomena. Transcripts and recordings are also subjected to triangulation, more specifically investigator (researcher) triangulation which was established by inter-rater reliability. Researcher triangulation is realized through the use of multiple researchers within the coding process (Carter et al., 2014). Inter-rater reliability will be touched upon later in this section. Also, researcher bias must be avoided in qualitative analysis, indicating that all data and analysis have to be clear of prejudice and favoritism; pre-existing assumptions should be avoided (Shivane, 2019).

Public documents used in this thesis consist of scientific papers that can be accessed without paywall or associated network. They have been assessed through publicly available scientific databases, examples of these papers are those found in the general sources within the reference list. Examples of the scientific databases that they're found in are Google Scholar and ScienceDirect. A large section of articles and papers is locked behind some form of paywall or otherwise (e.g., digital library of Radboud University). These are only freely available to those involved in a particular scholar network, these can therefore be considered non-public academic documents. Academic documents were used for the theoretical chapter in this research.

Another important type of public documents sourced by the researcher covers those made available to the public by the place-based communities (e.g., websites, statutes, yearly reports, social media posts). This is complemented by statutes and reports that are not made available to the public by the place-based communities and have been labeled internal documents. Public and internal documents relating to the cases were used by the researcher for data triangulation but also to familiarize with the place-based communities, gather initial insights and information, and test the alignment of public statements with organizational practice. They served various purposes such as supporting argumentation and knowledge acquirement. In using these documents, rigor was upheld in ensuring quality of information and trustworthiness of argumentation and results.

Lastly, transcripts and recordings of focus groups within the chosen community-based organizations were used. These transcripts and recordings offer *participant language (verbatim accounts)*, increasing the validity of the results by obtaining statements of and quotations from participants (Basit Bashir & Muhammad Tanveer, 2008). These transcripts and recordings were analysed and coded by the researcher to come to conclusions. Analysed transcripts and recordings were also analysed by two other researchers that were not partaking in this specific study. By coding independently and discussing applied codes, consensus (agreement) was accomplished over the results stemming from the initial analysis. This is called inter-rater reliability and is important for assessing consistency and obtaining repeatability of assessments (Fink, 2010). Because this study uses a qualitative approach, this aspect is of extra importance in acquiring generalizability of statements and implications. It can be argued that, if multiple scholars come to the same or similar conclusions, valuable and reliable information arises. Therefore, the agreement among conclusions between multiple scholars strongly determines the validity of the analysis and its results.

III.V Limitations of the research project

A major limitation to the shape and process of the master thesis project is the current ongoing pandemic (COVID-19). Due to this, contact with organisations or individuals belonging to an organisation was severely hindered. Observations and fieldwork visits were nearly impossible to arrange due to a lockdown and severe restrictions for personal contact and group meetings during the research period. As a consequence, a lot of the relevant information and data has been provided through the supervising researcher: Kamm, M. The master thesis project consisted of a set-out path by the researcher in accordance with the 1st supervisor: Kamm, M. Therefore, as the master thesis project took shape, future research directions that are not covered within this study arose. These will be touched upon in the VII.II: Discussion.

III.VI Research ethics

To uphold a sufficient standard of research ethics during and after the master thesis, the principles as laid down in the Netherlands Code of Conduct on Scientific Practice and endorsed by Radboud University Nijmegen are being complied with. This entails that research integrity and professional conduct of the research are required and expected from the researcher. The exact content concerning the research ethics which are to be upheld by the researcher can be found in Appendix I: Research ethics.

IV: Within-case analysis

This chapter contains the individual analysis of 12 place-based communities. For each case, first, a case description is formulated. Here, the organizations aim, year of conception, board structure and its role (facilitating or directing) in relation to strategic decision making are formulated. If available in the publicly available documents, partners and projects are included. As mentioned in chapter III.II, the availability of data may differ per place-based community and therefore result in differing degrees of general information. After the case description, the results from the within-case coding process can be found. These entail the influence of contextual factors on the partnership formation and strategic decision making process and is accompanied by translated quotes. This is complemented by a visualization of the contextual factors that rose from the transcript. These are synthesized in biophysical conditions (BC), Attributes of community (AOC), Shared values (SV), rules-in-use and additional.

A topic within the transcripts that requires elucidation is the substantive process. The substantive process entails the actual content (e.g., discussed topics) in the processes of partnership formation and strategic decision making that is affected by contextual elements (e.g., working together with external parties, influence through external funding).

IV.I Bommelerwaard

Cooperative Bommelerwaard aims to address the wicked problem of the sustainable energy (electricity) in the Bommelerwaard region. This by realizing energy-generating projects whilst ensuring that as many residents as possible can participate and benefit from the proceeds. The cooperative has been in existence since 2016 and has realized a solar roof (with more projects in preparation) and small wind turbine park (currently in construction). The board of cooperative Bommelerwaard consists of 7 board members (of which 1 chairperson) and 1 aspiring board member/treasurer. Within these 8 individuals, there are 3 specialized functions, being: marketing and communication, strategy and participation and lastly solar projects. The board of Bommelerwaard has a directing role in relation to the strategic decision making in the cooperative. In striving for an energy-neutral and sustainable Bommelerwaard they are assisted by partners, consisting of companies (including other cooperatives), entrepreneurs and governmental institutions. Important partners are: Regio Rivierenland, Provincie Gelderland, Maasdriel, Rijksdienst voor Ondernemend Nederland and Rabobank (Bommelerwaard, 2021).

In analyzing the transcript of the interview with the focus group of Bommelerwaard, the following contextual factors arise from the data: biophysical conditions, attributes of community and shared values. Rules-in-use do not arise from the data.

Within the biophysical conditions, the following contextual factors emerge: working together, external viewpoints, funding and networks. Creating linkages with external parties is important for Bommelerwaard in achieving its goals and its search for additional parties to cooperate with. *‘‘We are always looking for partners in the things we do, that way you always have a kind of coalition where you can achieve those goals’’* (Bommelerwaard, 2020). External viewpoints, in the form of the knowledge and image the environment has of the initiative, are described to be of importance for being considered for collaborations. According to Bommelerwaard, working together does lead to dependency and entails that any party must first fully fulfil its obligations before being able to stop cooperating. Bommelerwaard is reliant on funds in realizing their activities and being able to accelerate towards their organizational goals. These funds are partly derived from Bommelerwaard members through individual loans and through cooperation with governmental institutions.

Within the attributes of community, the following contextual factors emerge: group composition, group characteristics and involvement. It is important that Bommelerwaard has sufficient members to realize their plans, especially due to the dependency on member loans. The background and current occupation of board members also come to light within the focus interview, for example one board member is employed full-time elsewhere, one board member has his own company and another board member has a cooperative development company. This has the potential to influence the interests and availability of individuals, both in- and outside the board. Members of Bommelerwaard want activities and outcomes to be realized and are also involved in the initiation of ideas that Bommelerwaard can facilitate. *‘‘We have critical members, but positively critical, it is always out of the will to make sure things work out’’* (Bommelerwaard, 2020).

Lastly, the board of Bommelerwaard wants to use its energy for activities that are deemed relevant in realizing outcomes and believes that, to be an example of how things can or should be done, realizability of solutions is important. *‘‘As long as you can't realize it, it's meaningless’’* (Bommelerwaard, 2020).

IV.II Dirk III

Foundation Dirk III was an initiative in the Betuwe to allow government, citizens, companies and education, research and financial institutions to connect and work together in new structures, linking programs together to generate social business cases. By doing so, tackling wicked problems such as sustainable- food systems, energy, transportation and use of resources (Earthsmiles, 2021). Dirk III was founded in 2013. Its board consisted of 5 individuals, of which 1 influential board member passed away in 2018 (he is still mentioned). Within the publicly available documents, a division of board member roles cannot be assessed. When a break in the board eventually left Dirk III with 3 members, the foundation was subsequently disbanded in 2018. The board of Dirk III had a directing role in relation to

the strategic decision making in the foundation. Dirk III was connected with a variety of likeminded cooperatives such as GCR, Windmolens bij Deil, Energie samen Rivierenland, Fruitmotor, and CooperatieAuto. Even though Dirk III has been disbanded, ideas and projects are continued by multiple other organizations founded by former Dirk III board members (Kock, 2021).

In analyzing the transcript of the interview with the focus group of Dirk III, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following contextual factors emerge: working together, external viewpoints, funding, networks and existing structures. In working together with external parties, it is important that synergy is achieved and it is mentioned that differences in viewpoints and systems are important aspects to overcome. In working with individuals in external parties, the degree of present hierarchy also plays a role. Dirk III mentions the associations of external parties with the community to be of significance for their willingness to cooperate and also notes that local culture and political influence play a role. In connecting with external parties, patience is described as important characteristic. *‘Bringing the field together takes a lot of time, you may think that it was wasted energy, but it will crystallize later’* (Dirk III, n.d.).

In the mentioning of funding, the acquirement of subsidies is described to be of importance. Additionally, existing legal structures were determinative for the form and shape the community could take. Striving to build a social enterprise (maatschappelijke bv), this was thwarted by the national government (Eerste kamer), leading to Dirk III taking the form of foundation.

Within the attributes of community, the following contextual factors emerge: group composition and group characteristics. Looking at the group composition, it can be noted that the group consisted of 4 males and 1 female. Dirk III mentions that the boards of other cooperatives are, mostly if not all, male. It was mentioned that the composition would be 50/50 male/female in the recent future. Since Dirk III has been disbanded in 2018 this probably hadn't been realized prior to the disbandment. Viewpoints, backgrounds and motivation also play an important role within the transcript with the focus group of Dirk III, focusing on *‘designing a joint language’* (Dirk III, n.d.) and creating mutual understanding to bridge these differences and work together without hierarchy. *‘After working together for 5 years, you know what you can and cannot do. You know what role you can fill and that is crucial to start speaking each other's language’* (Dirk III, n.d.). Lastly, missing internal competencies (practical individual focused on funding and realizing contributions) and adaptability of individuals (in terms of social roles) arise from the data. These aspects may or may not play a vital role in the eventual disbanding of Dirk III.

“Getting to know each other with human values” (Dirk III, n.d.) is an important shared value within Dirk III, as well as not becoming too professional and keeping a sense of togetherness. Importantly, Dirk III should have been *“the engine for projects”* (Dirk III, n.d.) and was still searching for its true identity.

Within the rules-in-use, the following rules emerge: position, aggregation, boundary and pay-off. The position rule emerges through role designation and the search for ownership of activities. The aggregation rule emerges through voting rights and decision structures. These are also specifically elaborated upon through the statutory regulations. The boundary rule arises from the transcripts through a missing position within the board where they describe the lack of a board member with linking capabilities. *“And that was the neutral factor, the binding factor and that's the one we lack”* (Dirk III, n.d.). Lastly, the pay-off rule is mentioned through the interest of individuals to be rewarded for their efforts

IV.III Food Council MRA

The Food Council for the Amsterdam Metropolitan Area (MRA) aims for the creation of a sustainable, healthy food environment that is both available and affordable for everyone in the Amsterdam region. By means of various types of projects, linking citizens, entrepreneurs and government to jointly devise solutions to the wicked problem of the sustainability of food systems. Food Council MRA was founded by 2 individuals in 2016. The current NGO has a core team of 6 members. Within this core team different roles can be identified such as planning, community, data & technology and communication & strategy. The board of Food Council MRA has a directing role in relation to the strategic decision making. Food Council MRA has been responsible for the initiation and guidance of a plethora of initiatives by connecting relevant stakeholders. Since 2020 they also do so through the utilization of the ANFP-platform (Amsterdam Network for Food Planning) (Food Council MRA, 2021).

In analyzing the transcript of the interview with the focus group of Food Council MRA, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding and networks. Addressing and changing existing structures of power often involves large chains of organizations that can only be tackled jointly. According to Food Council MRA a lot of external parties are not ready for these transitions that they describe as exceeding boundaries related to the sector, portfolios and existing disciplines. *“Few groups are capable of playing that game”* (Food Council MRA, 2019). Food Council MRA notes that existing parties with power have more resources available

and are themselves limited by their financial resources. In their funding by DuurzaamDoor a dependency and the influence of funding on their substantive process are described. *‘Pressure is very quickly exerted on you in a subtle way, to now focus on their aspirations’* (Food Council MRA, 2019). In connecting with external parties and addressing the structures of power they mention a gap between local and global networks with lots of local initiatives reacting to actions taken by global networks. Lastly, the regional and political level of relations between food (production) and landscape is described, further explicating the gap between local and global networks and context.

Within the attributes of community, the following topics emerge: group composition and group characteristics. It can be concluded that, for Food Council MRA, the bundling of complementary attributes (personal characteristics and competencies) is of importance and frequently reflected on. *‘We try to link the qualities, knowledge and skills, that we bring with us from our respective background, to something that is complementary’* (Food Council MRA, 2019). An important characteristic of individuals is deemed the degree network an individual possesses and the corresponding reach or influence of that individual. Lastly, it can be noted that members (within the network) of Food council MRA mainly want to assist in taking action and are less interested in reflecting.

‘If you can’t beat them, join them’ (Food Council MRA, 2019) is an important shared value of Food Council MRA due to the accessibility to resources that existing powers possess. They however also seek to be as independent as possible and believe independence to be beneficial for operating without being influenced. Lastly, Food Council MRA is convinced that regional commitment can change the entire playing field and that sufficient entrepreneurial force within their cooperative can guarantee internal connections between individuals.

Within the rules-in-use, the following rules clearly emerge: position and information. This because it is mentioned that the recording of decisions and choices take place between two specific individuals within the organization. A rule-in-use that is also present but emerges less clearly from the transcript due to its relation to motivation is pay-off. It can be concluded that there is no financial gain for the board members and pay-off is solely derived from achieving the internal goals. *‘Everything we do is motivated by the fact that we believe that we have something valuable with the FoodCouncil’* (Food Council MRA, 2019).

IV.IV Fruitmotor

The cooperative Fruitmotor is a chain cooperative formed by fruit growers, food processors, buyers from all over the country and consumers. Fruitmotor strives for a world without food waste and food loss whilst restoring nature and landscapes and generating fair prizes for food. Among other things, they are

doing so by creating and selling products from “krenkelaars”, which are apples that don’t conform to the criteria for being sold in the supermarket, eliminating waste/loss that is normally associated with those products. Fruitmotor finds its existence in 2016 and is accompanied by De Groeimotor, through which they aim to accelerate a societal transition to sustainability in and outside Rivierenland region. The board of Fruitmotor consisted of 4 individuals, of which 1 influential board member passed away in 2018, this was the same board member that was participating in Dirk III (as is the case with Dirk III, he is also still mentioned). The board of Fruitmotor has a facilitating role in relation to the strategic decision making in the cooperative since transitioning from “flash cooperative” to full cooperative. Coincidentally, like Dirk III, a division of board member roles can also not be assessed through publicly available documents (Fruitmotor, 2021).

In analyzing the transcript of the interview with the focus group of Fruitmotor, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks and existing structures. Matching attributes and characteristics is mentioned as important aspect of working together with external parties. In connecting with external parties, the availability of existing networks plays a role. Fruitmotor mentions that the associations external parties with the community are of significance for their willingness to cooperate. “*I think we are the first chain cooperative in the Netherlands*” (Fruitmotor, 2019). Additionally, the urgency of external parties in relation to the wicked problem that the community is trying to address is also noted as important external viewpoint. The local culture is also described to play a role, including the degree of diversity within this culture. Fruitmotor exclaims a dependency on funding through external parties to realize outcomes and also mentions that the availability of specific subsidies is relevant. Legal structures define the possible shapes and forms of the organization as well as influence the availability of subsidies. Lastly, characteristics of industry is mentioned as specific contextually bound characteristics that are to be considered when addressing a wicked problem. “*The food system is organized so efficiently that you hardly earn any money, unless you are really big*” (Fruitmotor, 2019).

Within the attributes of community, the following topics emerge: group composition, group characteristics and involvement. Members of Fruitmotor have a high degree of intrinsic involvement and vary in availability and age. It is important to note that Fruitmotor describes a high degree of dependency on individuals (often with unique competencies), focusing mostly on the influential board member who passed away in 2018 and possessed the characteristic of being able to link and match with external parties through persuasion. Following his passing, the search for a new board member started

and has been found in 2020 (Fruitmotor, 2021). Fruitmotor is also reliant on individual volunteers (and their viewpoints) in shaping its strategic plans but mentions it is difficult to find active participants. *“Everyone has their own talents and their own time, you can't completely control this”* (Fruitmotor, 2019).

An important shared value of Fruitmotor is inclusion, *“taking people under the arm”* (Fruitmotor, 2019) is described to be in its DNA and aids them in realizing their activities. They believe that performing more activities cooperatively will allow for alignment through action, meaning it will become easier to realize new partnerships as Fruitmotor grows in its number of existing partnerships.

Within the rules-in-use, the following rules emerge: aggregation, information and scope. Within Fruitmotor, aggregation is touched upon through the ability of individuals to vote and decide, a change that was implemented after the expansion of the organization. Members now being involved in the creation of multi-year plans. The information rule emerges from an internal discussion about the structuring and recording of information aimed at the current future. *“I think it is very important that the decision-making process is structured and documented, it must be clear to everyone”* (Fruitmotor, 2019). However, this relates to future wishes and does not elaborate on the existing situation of information availability. Lastly, Fruitmotor prescribes regular reflection on the business model and structure whilst safeguarding the organizations' mission are important criteria for a successful outcome (scope rule).

IV.V GCR (Gebiedscoöperatie Rivierenland)

Gebiedscoöperatie Rivierenland (GCR) participates in various social issues, such as sustainable energy, transport, living, food and social cohesion in the Rivierenland region. GCR seeks to be an “umbrella” that strengthen the voice of citizen initiatives in Rivierenland. These different cooperatives gradually form a coherent whole, creating a regional circular economy. An example of how they do so is by participating in the preparatory and steering group of the RES (Regionale Energie Strategie), representing the interests of sustainable citizens' initiatives. In addition, GCR, together with Burgerwindcoöperatie West-Betuwe, have developed cooperative wind farms with a total of 14 windmills that are currently operational. GCR finds its conception in 2014, with the board consisting of 3 members, of which 1 chairperson and 1 secretary. The board is currently looking for a 4th member with a designated role of treasurer. The board of GCR has a facilitating role in relation to the strategic decision making in the cooperative. Important partners of GCR are Gelders Energie-Akkoord, Rabobank West Betuwe, Spijker & Co. and Vereniging Energie Coöperaties Gelderland (VECG) (Gebiedscoöperatie Rivierenland, 2021).

In analyzing the transcript of the interview with the focus group of GCR, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks, existing structures and existing initiatives. Within working together, the alignment and connecting of viewpoints and interests are described, as well as the mutual responsibilities that arise. GCR mentions that the associations external parties with the community are of significance for their willingness to cooperate, specifying that external organizations can feel threatened. *‘Nowadays a small project is already complex’* (Gebiedscoöperatie Rivierenland, 2019). Additionally, the urgency of external parties in relation to the wicked problem that the community is trying to address is also mentioned. The local culture is also described to play a role. GRS notes a dependency on external parties to realize outcomes, both through cooperation with external parties (including governmental institutes) and funding. *‘Decision-making rests with councils or other constituencies’* (Gebiedscoöperatie Rivierenland, 2019). Existing structures are described in limitations of scale due to institutions of power (including governmental structures). Lastly, similar initiatives that address the same wicked problem are mentioned.

Within the attributes of community, the following topics emerge: group composition, group characteristics and network. Group composition is only mentioned once, exclaiming that *‘GCR is just a few people with a few board members’* (Gebiedscoöperatie Rivierenland, 2019), indicating their own personal view towards the cooperative during the interview. Individual characteristics and competencies are mentioned a plethora of times, including the importance of communication, website creation, availability, cooperativeness and strong leadership. Lastly, using developed competencies (*‘Doing what you’re good at’*; Gebiedscoöperatie Rivierenland, 2019) and individual knowledgeability also arise from the data as important aspects of group characteristics in GCR.

GCR mentions holding unique knowledge in regards to transitioning and transformations and mentions that if you make things too complex, people will drop out. CGR also believes in *‘keeping each other on our toes through sober thinking and acting’* (Gebiedscoöperatie Rivierenland, 2019).

Within the rules-in-use, the following rule emerges: position. Position is specifically mentioned upon through elaborating on the type of roles that have informally formed within the board (secretary role, managing role).

IV.VI Gloei Peel en Maas

As a network and sustainability organization, the cooperative Gloei Peel en Maas aims to drive, guide and support projects related to sustainability, contribute to a better local economy, social cohesion and

improve livability. Gloei Peel en Maas was founded in 2013. The fact that a cooperative was chosen as a legal entity turned out to be not the most convenient choice in retrospect. *“For example, this ensured that extensive budgets and project descriptions had to be made for all projects. An abundance of rules was poured out over the enthusiastic volunteers”* (Hallo Peel en Maas, 2021). Several interim boards were installed since 2016 but different perceptions of the position and function of Gloei resulted in the organization being disbanded in 2019. The board of Gloei Peel en Maas had a facilitating role in relation to the strategic decision making in the cooperative.

In analyzing the transcript of the interview with the focus group of Gloei Peel en Maas, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values, rules-in-use and two additional mentions of changes in the domain.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks, existing structures and existing initiatives. In working together with external parties, their willingness to change is described as important and the possibility of frictions is noted. The associations of external parties with the community are contextualized by Gloei Peel en Maas by the feeling of tangibility in the communities' actions. *“When presenting concrete steps, everyone will engage and interfere”* (Gloeï Peel en Maas, Nd.). Local culture is also mentioned and defines itself through the blend of local and societal values. Also dependent on resources through external funding and subsidization, Gloei Peel en Maas describes the influence of external funding on the substantive process of the community. In matching with existing structures of power, the degree of local network availability is mentioned as relevant. Similar initiatives that address the same wicked problem also play a role. Legal structures further define the possible shapes and forms of the community formation and that of potential partnerships. Lastly, identified as additional information in the form of changes in the domain, external (societal) events are mentioned as important (*“The recession was coming”*; Gloei Peel en Maas, Nd.), assumed by the researcher to likely result in changing biophysical conditions.

Within the attributes of community, the following topics emerge: group composition and group characteristics. Gloei Peel en Maas describes the current board as a variety of disciplines with differences in backgrounds (*“I live outside of the region and am therefore not considered a local resident”*; Gloei Peel en Maas, Nd.) and differences in the internal viewpoints towards the initiative. These internal viewpoints relate to the differences in their explanation of what Gloei Peel en Maas is, possibly indicating that board members are misaligned in opinions and/or beliefs. Carrying capacity for the continuation of Gloei Peel en Maas has been restored but lack thereof has been responsible for inhibiting progress in an earlier stage due to there only being one board member. Gloei Peel en Maas describes a dependency on members (volunteers), whose willingness can differ over time, and explicitly

mentions a dependency of individual members (non-board) on the chairman for the generation of ideas and making of decisions.

Gloei Peel en Maas focuses on seeing the bigger picture and preparing our future generation for transitioning. They do so through experiential learning which they describe as joyous and a process that is never finished, *“we really like that, keep learning and watching”* (Gloei Peel en Maas, Nd.). Therefore, they believe the Gloei Peel en Maas’s work is also never truly finished. Other important shared values are that external parties that fund Gloei Peel en Maas must not influence its substantive process and that subsidies are an administrative hassle that shouldn’t solely be used to impose new rules or activities by the government.

Within the rules-in-use, the following rules emerge: aggregation, pay-off, position and boundary. Aggregation presents itself through the statutory voting rights for all members and presence of strategic discussions with member groups where individuals influence joint decisions. This is accompanied by position rules, indicating that the board has a facilitating role and is not meant to be executive. An important characteristic (boundary rule) that complements this role designation is a sense of uprightness in keeping roles separate. *“Integrity awareness needs to grow so that you keep a close eye on the roles”* (Gloei Peel en Maas, Nd.). The pay-off rule is hinted at through the indication that individual members ask the question: *“What’s in it for me?”* (Gloei Peel en Maas, Nd.), specifying interest of individuals towards a form of pay-off.

IV.VII GoClean

GoClean started as a citizens' initiative cleaning up litter. However, to the frustration of the organization and its volunteers, it was found that cleaning up alone isn’t sufficient. In order to achieve a significant reduction in litter, changes must take place at the source and treating the symptoms was not enough to tackle this issue. GoClean was founded in 2017, with the board consisting of 3 individuals that each have a designated role, namely: chairperson, treasurer and secretary. The board of GoClean has a directing role in relation to the strategic decision making. GoClean offers various services to governmental institutions and organizations such as the Litter Compass, Clean Walk Groups, professional monitoring and effect measurements, Organization of events and awareness campaigns and Advice and support with litter approach. In 2020 GoClean reorganized into two separate organizations, one being the foundation and the other being an ltd. through which paid services are being facilitated. GoClean has partnered with organizations that are addressing similar issues such as establishing waste-free oceans, improved recycling and eliminating plastic waste (GoClean, 2021). Thanks to their efforts over 1000 organizations connected with Statiegeldalliantie, a national movement that strives to institutionalize deposits on cans and plastic bottles.

In analyzing the transcript of the interview with the focus group of GoClean, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks, existing structures and existing initiatives. GoClean describes fulfilling external needs (*“The municipality is happy too”*; GoClean, 2020) and working with differences as important factors in working together with external parties. Interests and characteristics of external parties influence their external viewpoints and willingness to cooperate, this includes the influence of societal pressure on organizations. *“I think the pressure comes mainly from residents, saying; guys this can't happen anymore”* (GoClean, 2020). Governmental funding is described as relevant financial resources and the cost of participation is also mentioned, explicating the specific costs of addressing a wicked problem. Existing structures of power influence the availability of solutions and dependency on governmental institutions to realize outcomes, in which they are influenced by prior knowledge. Lastly, existing initiatives that address the same wicked problem as the community are mentioned.

Within the attributes of community, the following topics emerge: group composition and group characteristics. Important for the successful business development of GoClean and achieving of synergy and sense of direction was the business background of one of the individual board members. *“We tried to frame it a bit, but we jumped in all directions, then the new board member joined”* (GoClean, 2020). Although differences in opinions are celebrated (shared value), alignment of the different individuals and internal communication are mentioned as important aspects for GoClean. Characteristics of the community make up most of the attributes of community that risen from the data. A sense of community with social competencies, an eye for nature and business competencies are deemed important characteristics in individual members. *“It also works because we are all so different”* (GoClean, 2020).

Within the rules-in-use, the motivation of individuals in relation to pay-off led to the withdrawal of a member who was previously involved in the strategic process.

IV:VIII Kleurrijk Groen

Kleurrijk Groen makes nature and sustainability more broadly aligned with citizens with diverse cultural backgrounds in Nijmegen and Arnhem area, believing that a sustainable world can only be achieved with all members of society involved. Kleurrijk Groen is committed to putting this topic on the agenda of policymakers and thereby contribute to a more inclusive policy. 11 Colorful Green Ambassadors were trained to act as a bridge between their migrant networks and the themes of nature and sustainability and advice partners on how the diversity of society can be involved. Kleurrijk Groen is founded in 2018 as initiative from Bureau Wijland. The board of Bureau Wijland consist of 4 individuals with 3

designated roles, being: chairperson, secretary and treasurer. The Board, complemented by its ambassadors, have a directing role in relation to the strategic decision making. As part of Bureau Wijland, Kleurrijk Groen is accompanied by initiatives such as Shelter City and Brood en Dood Muziektheater (Bureau Wijland, 2021).

In analyzing the transcript of the interview with the focus group of Kleurrijk Groen, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: external viewpoints, funding and existing initiatives. External viewpoints present itself through the knowledge and perception of the initiative by external parties (associations). The local culture is also described to play a role (*“local goodwill”*; Kleurrijk Groen, 2019) and so is the general willingness of institutions of power to work together with any external party. Subsidization is described as relevant aspect within funding. Existing initiatives that address a similar wicked problem are noted and the current involvement of governmental institutions within these initiatives is also seen as relevant. Lastly, urgency on the wicked problem that the community is trying to address is mentioned as factor for realizing momentum. *“The environmental aspect, everyone is talking about it, the media for example”* (Kleurrijk Groen, 2019).

Within the attributes of community, the following topics emerge: group composition and group characteristic. It is mentioned that the group composition of Kleurrijk Groen is very diverse and a large group of diverse people is jointly working on one mission. *“Because you are such a composed group, everyone has to present their own input”* (Kleurrijk Groen, 2019). The diversity of this group can however not be verified. Important characteristics as described by Kleurrijk Groen are the degree of external influence an individual possesses and their individual motivation for involvement. Lastly, progressing to new activities is deemed of importance for individual involvement, *“I’ve done my part, I’m moving to the next”* (Kleurrijk Groen, 2019).

Kleurrijk Groen believes that composite groups, consisting of diverse individuals, require joint vision formulation and experience the mission to be emotional and vision to be more rational and ideological. Although they exclaim not knowing the effects of their activities, it is deemed important to show Kleurrijk Groen’s strategy and accomplishments. *“You had something to hold on to, something that gave you a little status”* (Kleurrijk Groen, 2019). Lastly, futureproofing next generations is an important value for some. *“He also does it for his kids”* (Kleurrijk Groen, 2019).

Within the rules-in-use, the following rule emerges: position. The only mention of a rule-in-use by Kleurrijk Groen is related to the signaling function of a board member in relation to the green capital movement in the municipality of Nijmegen.

IV.IX Noorden Duurzaam

Noorden Duurzaam is an association in the Northern region of the Netherlands formed by individuals and organizations that wish to contribute to the acceleration of the sustainability transition. Their focus lies on the interface between sustainable development and new democracy, developing transition concepts and supervising experiments with organizational models. This provides the participating parties with inspiration, support and networks for their own projects. Noorden Duurzaam finds its conception in 2013. The board of Noorden Duurzaam consists of 4 individuals that are also involved in other aspects of the organization such as ICT, financial administration, “TafelAtlas” (maps of transitions) and “tafelbegeleiders” (monitor) and lastly, “Kwartiermakers” (trailblazer/forerunner). The board of Noorden Duurzaam has a facilitating role in relation to the strategic decision making in the association. Cooperative Noorden Duurzaam finds its conception in 2013 and has partnered up with around 100 organizations consisting of companies, governmental institutions, NGO’s and networks. Examples are the World Business Council for Sustainable Development (WBCSD), NLD Energie, MVO Nederland and the European Sustainable Development Network (ESDN) (Noorden Duurzaam, 2021).

In analyzing the transcript of the interview with the focus group of Noorden Duurzaam, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks and existing structures. Within working together, the differences in the levels of society (residents, organizations, governmental institutions) are mentioned and their interests and cooperativeness are noted as relevant. *“It just has so many different levels. You have the resident, you have organizations, including large organizations, you have politicians, who may occasionally want something and have questions about it. What do you jump into, how do you link it”* (Noorden Duurzaam, 2019)? In connecting with external parties, the regional network culture also plays a role and so do the characteristics of the political landscape within the network. *“The government believes it owns and determines, partly with money, who is allowed and who is not allowed to participate”* (Noorden Duurzaam, 2019). Associations (such as being essential), together with local culture and the perceived urgency on the wicked that the community is trying to address are deemed important attributes of external viewpoints. In funding, subsidy applications and the influence of governmental institutions on

the substantive process of the community are noted. Lastly, existing structures of power and legal structures are mentioned, the latter imposing barriers to organizational form and structure.

Within the attributes of community, the following topics emerge: group composition and group characteristics. The group composition of Noorden Duurzaam experiences differences in the characteristics of individuals (pragmatic or theoretical) and their viewpoints of politics. Shared internal experiences also differ since not every individual is involved since its conception and differences in viewpoints are present both in the board and among members. It is mentioned that motivation and engagement is often temporary and interests of participating individuals (volunteers) often dwindle over time. *‘We see that people are primarily looking for acquaintance and exchange, and are inspired by each other's stories. At some point they've seen it and it's time for a new network’* (Noorden Duurzaam, 2019). Lastly, possession of a network by individuals (being known) is deemed of importance in gaining access to relevant parties to be able to realize activities.

Noorden Duurzaam believes the strategy formation process is never finished and thinking out of the box is good. They believe in listening to individuals and that working on transitioning requires politics. Noorden Duurzaam states: *‘For successful transitions, coalitions must be made between supply and demand and if there are no funds, progress will decline’* (Noorden Duurzaam, 2019). Lastly, Noorden Duurzaam is of opinion that some activities that are not currently funded by the government should be.

Within the rules-in-use, the following rules emerge: aggregation and information. Most clearly, aggregation arises from the transcripts and relates to the ability of members to vote and decide through the general meeting (ALV). Although generally related to the specifics of available information, a lack of reports is specifically mentioned, indicating that there might be policies that are not recorded and individuals might experience unclarities if not involved in the strategic process. *‘If you look at what we actually do, it doesn't really match what is on paper’* (Noorden Duurzaam, 2019).

IV.X Pak An

Pak An is a foundation that operates in the Achterhoek region. It has ANBI (algemeen nut beogende instelling) status. Every quarter, the foundation honors and supports good ideas with expert and personal coaching in the realization and possibly a financial contribution. Aiming to contribute to the retention of young individuals in the countryside, improvement of employment and increase of start-ups. They do so by employing a practical approach, based on the traditionally present culture of cooperation, better known in the local countryside as ‘noaberschap’ (neighborship). Foundation Pak An finds its conception in 2016 by organizations Grolsch and De Feestfabriek. The board of Pak An consists of 5 individuals of which the following roles are designated: chairperson, treasurer, secretary and two general board members (Pak An, 2021). The board of Pak An has a facilitating role in relation to the strategic decision

making in the foundation Important to the independence and operability of Pak An is the LEADER-contribution of € 120.000, allowing the achieved successes to continue (Leader Achterhoek, 2019). Notable partners of Pak An, besides Grolsch and De Feestfabriek, are: ING, Zwarte Cross, Achterhoek werkt and Provincie Gelderland.

In analyzing the transcript of the interview with the focus group of Pak An, the following contextual factors arise from the data: biophysical conditions, attributes of community and shared values. Rules-in-use do not arise from the data.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints and existing initiatives. Within working together with external parties, their willingness to cooperate is mentioned and it is deemed important that a connection is formed with parties and relevant individuals. External interests (and mutual beneficiality) form an important viewpoint of external parties for Pak An. *“Maybe we can strengthen each other”* (Pak An, 2019). Local culture, including regional characteristics, is mentioned as relevant factor in those external viewpoints. *“We are in a shrinking region, young people are leaving”* (Pak An, 2019). Lastly, similar external initiatives are mentioned as important for cooperatively addressing a wicked problem.

Within the attributes of community, the following topics emerge: group composition, group characteristics and network. Pak An is conceived through a network and comprises of participants with diverse backgrounds and relevant second occupations. The degree of professional knowledge (business knowledge) and availability of networks differs among individuals, influencing access to external parties. It can be said that due to the variety of second occupations and backgrounds, the total available networking capabilities of Pak An are quite extensive. *“Especially if there is something, then it is so nice that you have that varied expertise”* (Pak An, 2019). The motivation and availability of individual participants (volunteers) are also deemed very relevant. *“There must be a personal motivation, otherwise you will not run faster, otherwise you will not volunteer for something”* (Pak An, 2019). Pak An describes a transparent culture with high degree of internal dependency on coaches, the board and the assessment committee. The commitment of individual participants is deemed very important for realizing the required availability of internal capabilities. The board wants to keep individuals, especially coaches, motivated and uphold the quality of activities (such as coaching).

Pak An’s most important shared value is working towards the common goal of regional progression, making the Achterhoek beautiful. *“We are working on awesome things!”* (Pak An, 2019). Pak An does not want to be tied to a structure but does indicate that there is a structure present. Pak An wants new and young participants and believes that anyone with a similar goal is their ally.

IV.XI Voedselbos Ketelbroek

In recent years climate change is causing more extreme weather conditions that can also heavily impact the harvesting of food. Voedselbos Ketelbroek in the province of Gelderland aims to show that permaculture is a solution to this wicked problem. Voedselbos (Food Forest) Ketelbroek was initiated by 2 individuals. The board of Voedselbos Ketelbroek consists of those 2 individuals and has a directing role in relation to the strategic decision making for the food forest. Starting in 2009, the food forest has developed into an environment that is both harvest-rich and has a high level of biodiversity. Voedselbos Ketelbroek is included in the Natura 2000, a list of protected nature areas in the Netherlands recognized by the Ministry of Economic Affairs. The harvest of English ryegrass on the surrounding plots of Voedselbos Ketelbroek failed in 2016. In 2018, the extreme drought again resulted in failed harvests. But unlike the surrounding plots, Voedselbos Ketelbroek clearly appeared not to be bothered by the extreme weather conditions (Ooms, 2019), indicating the potential of permaculture for sustainable food supply and achieving higher degrees of biodiversity. Voedselbos Ketelbroek cooperates with a lively community of food producers that harvest products in the food forest. Voedselbos Ketelbroek sparked a growing community that embraces permaculture, which resulted in the foundation of the internationally active Voedselbos foundation.

In analyzing the transcript of the interview with the focus group of Voedselbos Ketelbroek, the following contextual factors arise from the data: biophysical conditions, attributes of community and shared values. Rules-in-use do not arise from the data.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks and existing structures. Being accepted by external parties and their willingness to cooperate are considered important aspects of working together with external parties. External viewpoints relate to the knowledge and assumptions of the initiative (especially when new), public debate and their latent interests. Voedselbos Ketelbroek describes getting subsidization for new structures as an important aspect of funding and also includes the cost of participation as a relevant factor. *“Agricultural land is insanely expensive in the Netherlands”* (Voedselbos Ketelbroek, 2019). Additionally, the degree of dependency on external parties is mentioned as influence. Lastly, changes in structures of power are mentioned (old and new structures). *“Conventional agriculture is generally very stuck in the paradigm of maximizing bulk production. More and more individual farmers are working together and starting with food forests”* (Voedselbos Ketelbroek, 2019).

Within the attributes of community, the following topics emerge: group composition and group characteristics. Voedselbos Ketelbroek describes themselves as a team of doers, focused on taking action and with strong substantive direction. Being frontrunners in permaculture, prior knowledge and

confidence have been and still are important characteristics for its success. (The feeling of) Independence is also deemed to be very important to the individuals of Voedselbos Ketelbroek. *“That you are not working for bosses, for employers. That's an illusion, I think, but a pleasant illusion”* (Voedselbos Ketelbroek, 2019). Secondary revenue from other occupations allows the individuals to not worry about generating income through the food forest and allow them to exploit the food forest as they see fit.

Voedselbos Ketelbroek believes practical experience to be important and will not be rushed by debts. They are working on their own terms and commit themselves to agriculture (permaculture). Voedselbos Ketelbroek states: *“We put the money second and the first place is a shared first place for biodiversity restoration, improvement of water management and carbon binding”* (Voedselbos Ketelbroek, 2019). Lastly, due to the nature of a food forest, they are fused with the environmental location.

IV.XII Energiecoöperatie WPN

Energiecoöperatie WPN aims to contribute to the local energy transition in the Nijmegen region by focusing on sustainability and taking joint action (EnergiecoöperatieWPN, 2021). WPN takes the lead by setting up sustainable and local energy projects. In this way, citizens can make an important contribution to making their own environment more sustainable by participating. WPN was founded in 2013. In 2016 the wind farm Nijmegen-Betuwe was established through selling shares, resulting in 1.013 citizens (participants) from the Nijmegen region jointly owning the wind farm that provides sustainable energy. Profits will eventually result in financial gains for the participants but in this early stage profits are invested in the development of the organization. WPN wants to continue the transition towards sustainable energy by broadening its activities and is scheduled to build their first solar farm in 2021. The board of WPN consists of 6 board members, of which the following roles are designated: chairperson, treasurer, communication (2x), secretary and general board member (EnergiecoöperatieWPN, 2021). The board of WPN has a directing role in relation to the strategic decision making in the cooperative.

In analyzing the transcript of the interview with the focus group of Energiecoöperatie WPN, the following contextual factors arise from the data: biophysical conditions, attributes of community, shared values and rules-in-use.

Within the biophysical conditions, the following topics emerge: working together, external viewpoints, funding, networks, existing structures and existing initiatives. Working together is characterized by the willingness of other parties to participate, cooperate and involve themselves in addressing a wicked problem. *“Then you are dependent on initiatives that arise from below but most initiatives want to do their own thing”* (Energiecoöperatie WPN, 2020). WPN notes that their external viewpoints are

characterized by their interest (including that of local government, their influence (power) and the social awareness of the wicked problem (including its perceived urgency). In funding, the availability of subsidies plays a role in acquiring resources. However, a lucky break (financial prize) allowed for a jumpstart and short-term financial independence. Legal structures and governmental procedures are mentioned by WPN as important structures of influence. *‘the municipality used to have an arrangement with all those nature and environmental education organizations’* (Energiecoöperatie WPN, 2020). Lastly, initiatives addressing a similar wicked problem are noted as relevant.

Within the attributes of community, the following topics emerge: group composition, group characteristics, networks and involvement. Energiecoöperatie WPN describes an ideological board with administrative, substantive and financial backgrounds that was once stuck without initiator. They describe being dependent on individual participants, especially those with unique competencies such as professional knowledge, business mindset and managerial experience in complex situations. *‘What is complicated is that a number of members and initiators are now professionals and also depend on the development of the organization and the projects for their own livelihood’* (Energiecoöperatie WPN, 2020). Members of WPN are described to have differences in viewpoints and interests that influence the decisions that have been made, such as stopping the fifth windmill from being build based on internal opinions and corresponding tensions. *‘You notice in the cooperative that there are different movements’* (Energiecoöperatie WPN, 2020). WPN explicates a dependency on individuals for making decisions, also mentioning that old-timers (long participating members) can be dominant. WPN describes a lack of internal reach through the ALV (general meeting) and is seeking to improve this reach whilst increasing its member count. Lastly, a competency that WPN considers valuable in individuals is the awareness of possibilities and limitations of the influence that the individual possesses.

Members of Energiecoöperatie WPN attribute value to the name of WPN and think being part of a movement is awesome and that must be shown. Every participant is deemed equally important and *‘we’re here to take action, not to drink coffee’* (Energiecoöperatie WPN, 2020). Lastly, they believe that informal consultation creates progress but does require structure to work towards a goal.

Within the rules-in-use, the following rules emerge: information, aggregation, position, boundary and scope. Members have influence through voting rights and are involved in working groups (aggregation). Members are also informed prior to decisions through informational meetings and the board is thoughtful in their top-down communication (information). *‘We have a fixed schedule for the board meeting in which all agenda items from finance to the progress of neighborhood projects are listed’* (Energiecoöperatie WPN, 2020). Throughout the transcript characteristics and competencies are mentioned, such as the need for someone with managerial experience in complex situations, focused on

creating linkages and connecting. This is accompanied by being thorough and resolute without becoming dominant (boundary). Lastly, the position rule touched upon through the designated division of roles and mentioning of roles and responsibilities.

V: Cross-case analysis

This chapter contains the comparisons of all place-based communities based on the overlap in contextual factors (contextual factors: biophysical conditions, attributes of community, shared values, rules-in-use). It presents a list of topics that arise in a multitude of transcripts. These are complemented by a visualization of the overlap of topics by explicating the number of transcripts in which they are present.

Contextual factor	Topic
Biophysical conditions	Working together, external viewpoints, funding, networks, existing structures, existing initiatives
Attributes of community	Group composition, group characteristics, network, involvement
Shared values	Taking action, efficient resource management, independence
Rules-in-use	Position, aggregation, boundary, pay-off, information, scope
Additional	Changes in the domain

Table III: Overlapping concepts and topics within transcripts 1

In 8 transcripts, the number of mentions relating to biophysical conditions exceeds the number of mentions related to attributes of the community, shared values and rules-in-use. In 9 transcripts, the number of mentions relating to biophysical conditions exceeds the number of mentions relating to attributes of the community. In all transcripts, the number of mentions relating to biophysical conditions, attributes of the community and shared values exceed the number of mentions relating to rules-in-use.

V.I Biophysical Conditions

By far the most common concept arising from the transcripts of the interviews with the focus groups of the 12 communities are the biophysical conditions. With a share of more than 50% in the topics presented, biophysical conditions are deemed an important contextual influence on the strategic decision-making process and formation of partnerships within these 12 communities. The following topics arise from the data and are prevalent in most of the 12 communities. These are: **working together, external viewpoints, funding, networks, existing structures** and **existing initiatives**.

Working together presents itself in 10 transcripts and covers 2 subtopics. The first subtopic is *interests of external parties* and presents itself in 6 transcripts. It encompasses being considered, accepted and allowed to participate (willingness off participation) with external parties. This also includes their interests. The second subtopic is *alignment* and presents itself in 8 transcripts. It entails collaborating in

different levels of society, connecting viewpoints, creating linkages, working with differences and achieving synergy.

External viewpoints presents itself in 11 transcripts and covers 3 subtopics. The first subtopic covers *public image*, presenting itself in 9 transcripts. It comprises the knowledge of external parties in relation to the community and their associations with the community (opinions). This also encompasses the social awareness of the wicked problem that is being addressed. The second subtopic is *culture*, presenting itself in 6 transcripts. It entails national, regional and local culture characteristics and societal values. The third subtopic is *institutional viewpoints*, presenting itself in 5 transcripts. It encompasses the interest and willingness of (local) (governmental) institutions, political influence, public debate and societal pressure.

Funding presents itself in 10 transcripts and covers 3 subtopics. The first subtopic is *governmental subsidization*, presenting itself in 8 transcripts. It entails the availability of subsidies that the communities exclaim to obtain or try to apply for. Additionally, in 1 transcript there is mention of subsidy unavailability due to the newness of an initiative.

The second subtopic is *resource dependency*, presenting itself in all 10 transcripts. This encompasses the dependency on funds to maintain progress and realize action, this also includes dependency on subsidization. Furthermore, cost of participation is mentioned in 1 transcript, entailing the requirement of initial resources when addressing certain topics. The third subtopic is *external influence through funding*, presenting itself in 3 transcripts. This entails external parties that fund or subsidize the community and exert influence on the substantive process.

Networks as biophysical condition presents itself in 8 transcripts and covers 1 subtopic that is shared among 7 transcripts. This entails *matching* (connecting) with *external parties* (or initiative networks). Additionally, 1 transcript mentions the regional network culture. Lastly, in 1 transcript, the existence of such networks is noted.

Existing structures presents itself in 8 transcripts and covers 2 subtopics. The first subtopic is shared among 5 transcripts and covers *structures of power*. This entails the structures of the supply chains that are being addressed and (institutionalized) power possessed by existing parties and institutions. The second subtopic is also shared among 5 transcripts and covers *legal structures*, encompassing legal formation structures, legislation and external legislative power.

Existing initiatives presents itself in 6 transcripts and covers *initiatives that address a similar wicked problem* or one that is exactly alike in comparison to the community. In 1 transcript, the involvement of governmental institutions in those existing initiatives is also mentioned.

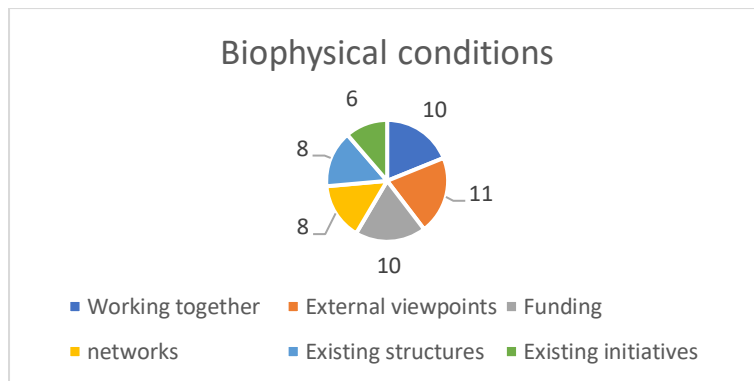


Figure XI: Overlapping biophysical conditions in transcripts

V.II Attributes Of the Community

The second most prevalent topic arising from the transcripts with the focus groups of the 12 communities are the attributes of the community. Albeit less prevalent in comparison to the biophysical conditions, with a share of 28% in the topics arising from the data, attributes of the community also seem to play an important role in influencing the strategic decision-making process and formation of partnerships. The following topics arise from the data and are prevalent in most of the 12 communities. These are: **group composition, group characteristics, network** and **involvement**.

Group composition presents itself in all of the 12 transcripts and covers 2 subtopics. Certain subtopics present themselves in a multitude of transcripts. The first subtopic is the *backgrounds of individual participants*, correlating to board members or non-board members with the capacity to influence strategic decisions and partnership formation. This subtopic presents itself in 7 transcripts and includes: previous occupations and education, secondary occupations, cultural and business background and prior knowledge. The second subtopic is the *viewpoints of individual participants*. This subtopic presents itself in 5 transcripts and entails the differences, and consequently like-mindedness, among viewpoints of those previously described on important strategic decisions or partnership formation. Other subtopics present themselves within too few cases to establish a pattern or is mentioned by a sole community, these include (but are not limited to): gender balance, age participants, diversity of participants and member count sufficiency.

Group characteristics presents itself in all of the 12 transcripts and covers 3 subtopics. The first subtopic general *internal characteristics* and presents itself in all of the 12 transcripts. This subtopic entails individual characteristics (such as being critical, entrepreneurial, active, willing and having

internal influence) and arises in a plethora of ways. Differences between individuals and their availability are mentioned a multitude of times but no other patterns arise within the described internal characteristics. The second subtopic is *motivation* and presents itself in 9 transcripts. It relates to the motivation of board and non-board members that can differ among individuals and covers the voluntary and intrinsic nature of their involvement in the community. The third subtopic is *competencies* and presents itself in 7 transcripts. It entails the internal availability of necessary competencies, including (but not limited to) leadership, communication and professional (substantive) knowledge.

Network as attribute of the community presents itself in 2 transcripts and covers 2 subtopics belonging to 2 separate communities. The first subtopic is the degree of network that an individual participant possesses to allow access to partnerships. The second subtopic is the external influence (or power) an individual participant possesses through a position within an external party.

Involvement presents itself in 2 transcripts and covers 1 subtopic. This entails the involvement of individual participant in the strategic (decision) making process by, for example, initiating ideas.

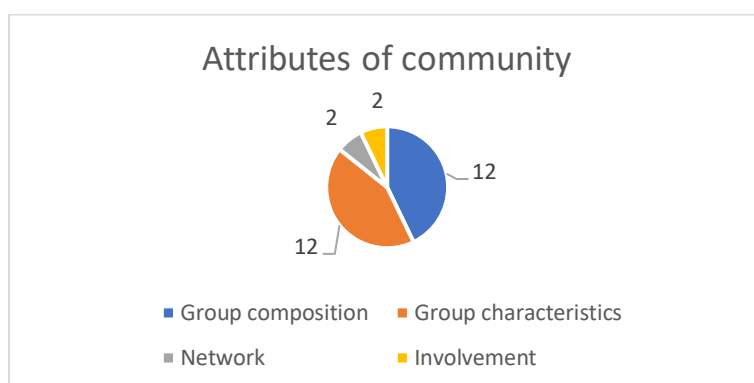


Figure XII: *Overlapping attributes of community in transcripts*

V.III Shared Values

Following the coding process, shared values are considered closely associated with the attributes of community, encompassing the existing shared values and shared desires, often arising through statements or mutual agreement on a certain opinion within an individual transcript. Shared values are considered complementary to the attributes of the community by providing context, insights in thoughts and values and provide additional information. Shared values mostly consist of highly unique statements belonging to the community but a slight pattern can be identified. The following topics arise from the data and are prevalent in multiple communities. These are: **taking action, using energy wisely** and **independence**.

Taking action presents itself in 2 transcripts and comprises the desire of individual participants for tangible progress. They are there to get things done, not to drink coffee or solely reflect.

Efficient resource management presents itself in 3 transcripts and implicates that contributions of time, knowledge and experience are considered valuable resources that are preferably used for taking action. Time spent by community members on activities that are not responsible for direct progress (e.g., administrative tasks) is deemed less desirable. Preferably, all efforts and resources are directed at collective actions that individual participants deem relevant.

Independence presents itself in 2 transcripts and entails communities wanting to work on their own terms, not be rush by debts and generally be free from external meddling in their substantive process (strategic decision making).

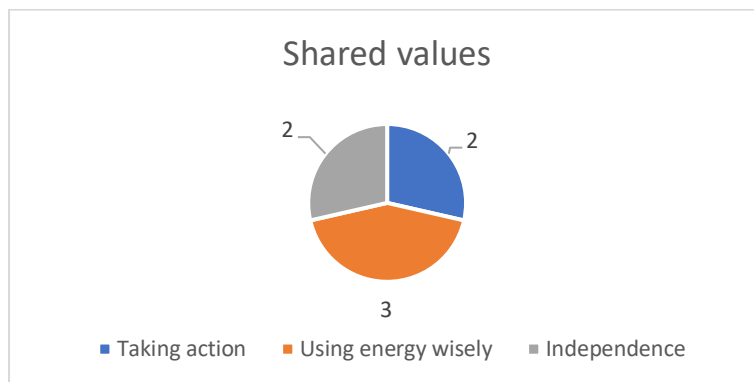


Figure XIII: *Overlapping shared values in transcripts*

V.IV Rules-in-use

Within the transcripts of the interviews with the focus groups of the 12 communities, rules-in-use do not arise from every transcript. Rules-in-use arise from 8 of the 12 transcripts and differ in distinguishability and clarity. In total, the following rules-in-use are present within the transcripts: **position, aggregation, boundary, pay-off, information** and **scope**. The choice-rule did not arise from the data.

The position rule presents itself in 6 transcripts and comprises the divisions of roles and responsibilities within the board (e.g., ownership, decision capability).

The aggregation rule presents itself in 5 transcripts and comprises the ability of member to influence strategic decision making within the community through (statutory) voting rights (through the general meeting).

The boundary rule presents itself in 3 transcripts and entails three separate instances where the individual community required certain competencies and/or characteristics. These 3 mentions are all different and are: “being thorough and resolute without becoming dominant”, “a sense of integrity in keeping roles separate” and “linking capabilities”

The pay-off rule presents itself in 4 transcripts and comprises the desire of individuals to be rewarded for their effort, often solely derived through the achievement of internal goals due to the, often voluntary, nature of their position. Lack of (assumed to be financial) pay-off led to the withdrawal of a member who was previously involved in the strategic process.

The information rule presents itself in 4 transcripts and is different for all instances. In one transcript, members are described to be informed prior to decisions through information meetings and the board describes being thoughtful in their top-down communication. Another mentions a specific lack of written reports and lastly another mention relates to an internal discussion about plans to structure and record information in the near future.

The scope rule presents itself in 1 transcript and relates to the regular reflection on both the business model and structure whilst safeguarding the organizations’ mission as requirement/criteria to control the outcomes

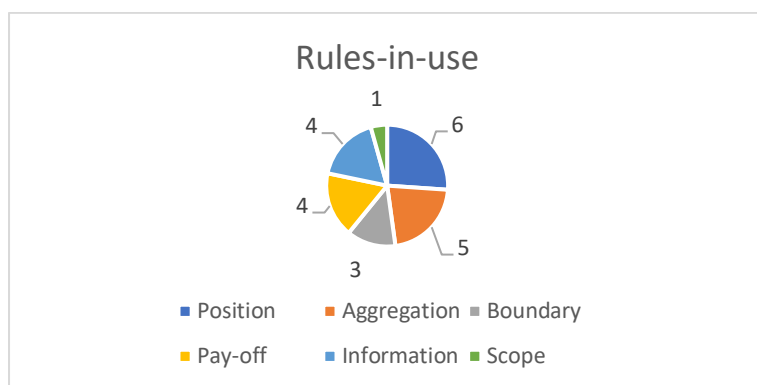


Figure XIV: *Overlapping rules-in-use in transcripts*

It can be mentioned that, within the transcripts, there are a lot of mentions of working principles and working rules that relate to individual projects or cover operational aspects. These are considered operational rules that differ from rules-in-use for strategic decision making. Operational rules are guided by, and in many cases the result of, strategic decision making, but they are not considered a factor for the strategic decision making or partnership formation process of the community itself.

V.V Additional

Included in the theoretical background and integrated in the conceptual model for this research, changes in the domain did not arise from the data in a clear manner. In 2 sole instances within 1 transcript did changes in the domain arise in a distinguishable way. The researcher considers changes in the domain to arise through the experience of biophysical conditions within the communities, often related to changes within structures of power such as changing legislation.

VI: Extrapolating results

By attributing meaning to the data from the coding process and within- and cross-case analysis, conclusions are drawn for the drivers in the contextual factors that presents themselves in 5 or more transcripts. These are: Group composition, group characteristics, external viewpoints, working together, funding, existing structures, networks, existing initiatives, position rule and aggregation rule. This is extracted from the cross-case analysis and visualized in *Table IV: Overlapping concepts and topics within transcripts 2*. This is followed by a list of definitions defining the contextual factors that influence the partnership formation and strategic decision making process and the updated framework, based on the initially conceived conceptual model.

Contextual factors - Driver	Presence in transcript: 5(+)	Determined level of generalizability
Attribute of community: Group composition	12	Generalizable
Attribute of community: Group characteristics	12	Generalizable
Biophysical condition: External viewpoints	11	Generalizable
Biophysical condition: Working together	10	Generalizable
Biophysical condition: Funding	10	Generalizable
Biophysical condition: Existing structures	8	Moderately generalizable
Biophysical condition: Networks	8	Moderately generalizable
Biophysical condition: Existing initiatives	6	Least generalizable
Rule-in-use: position	6	Least generalizable
Rule-in-use: aggregation	5	Least generalizable

Table IV: Overlapping concepts and topics within transcripts 2

In driving the partnership formation and strategic decision making process, the specified contextual factors are present themselves in different ways. This entails the differences in substantive influence of subtopics within the specified biophysical conditions, attributes of community or rules-in-use. The following subtopics present themselves within the specified biophysical conditions, attributes of community and rules-in-use. They are considered to be drivers of the strategic decision making and/or partnership formation process (Table V).

Drivers of strategic decision making and partnership formation	
Attribute of community: Group composition	<ul style="list-style-type: none"> - Backgrounds of participants - Viewpoints of participants
Attribute of community: Group characteristics	<ul style="list-style-type: none"> - Internal characteristics of participants - Motivation of participants - Competencies of participants
Biophysical condition: External viewpoints	<ul style="list-style-type: none"> - Public image initiative and wicked problem - Culture (national, regional, local) - Institutional viewpoints
Biophysical condition: Working together	<ul style="list-style-type: none"> - Interests of collaborating party - External alignment
Biophysical condition: Funding	<ul style="list-style-type: none"> - Governmental subsidization - Resource dependency - External influence through funding
Biophysical condition: Existing structures	<ul style="list-style-type: none"> - Structures of power - Legal structures
Biophysical condition: Networks	<ul style="list-style-type: none"> - Matching with external parties and initiative networks
Biophysical condition: Existing initiatives	<ul style="list-style-type: none"> - Similar existing initiatives (addressing same or similar wicked problem)
Rule-in-use: position	<ul style="list-style-type: none"> - Division of roles and responsibilities
Rule-in-use: aggregation	<ul style="list-style-type: none"> - Member influence and voting

Table V: Specified contextual drivers of the partnership formation and strategic decision making process in place-based communities

VI.I Attribute of community: Group composition

Backgrounds of individual participants correlates to board members or non-board members with the capacity to influence strategic decisions and partnership formation. Includes: previous occupations and education, secondary occupations, cultural and business background and prior knowledge. Participants in the 12 researched place-based communities show a variety in backgrounds, previous occupations and education and sometimes have secondary occupations besides operating within the community. The previous occupations and education form the prior knowledge of the individual participants when engaging in the community. Their prior knowledge and background (both cultural and business) influence the partnership formation and strategic decision making process through individual competencies, internal characteristics (see Attributes of community: Group characteristics) and viewpoints of individual participants (see below).

Viewpoints of individual participants, entails the differences, and consequently like-mindedness, among viewpoints of every participant with influence on the substantive process or through (statutory) voting rights. Viewpoints stem from individual personalities and characteristics and their backgrounds (cultural and business). Viewpoints entail both the opinions and general beliefs of individuals. Opinions and general beliefs of individuals partly determine the substantiveness of individual strategic decisions and willingness of partnership formation, consequently influencing the direction of the organization. The like-mindedness in viewpoints of individual participants is deemed as important, as decisions can't be made without complying with necessary voting requirements. Big differences in viewpoints of individual participants on the direction that the community must take can result in unsolvable disagreements and a lack of progress in relation to the mission of the community.

VI.II Attribute of community: Group characteristics

Internal characteristic, entails individual characteristics (such as being critical, entrepreneurial, active, willing and having internal influence). Differences between individuals and their availability are also mentioned multiple times. Largely stemming from the backgrounds of individuals, individual characteristics influence the strategic decision making and formation process due to the alignment of individuals to form a community and align their personalities within strategic decisions. Individual characteristics such as activeness, type of personality and degree of entrepreneurial spirit all influence the substantive process but their influence on the strategic decision making and formation process is assumed to remain contextual. Future research could identify which composition of individual characteristics can aid a community in achieving success.

Motivation, relates to the motivation of board and non-board members and can differ among individuals. It covers the voluntary and intrinsic nature of their involvement in the community. In 9 transcripts there is direct mentioning of voluntary individuals participating within the community. In 1 community it is known that 1000+ members jointly co-financed wind farm Nijmegen-Betuwe, which is planned to break-even in 10 years. It can be noted that the motivation of individuals participating in the community is intrinsic to a high degree. Their motivation is to take action and realize progress towards addressing a wicked problem. The motivation of board members and non-board members with voting rights influences the substantive process in the partnership formation and strategic decision making process. Sufficient motivation is also deemed important for attendance in voting sessions, this to comply to the statutory voting requirements.

Competencies, entails the internal availability of necessary competencies, including (but not limited to) leadership, communication and professional (substantive) knowledge. Arising clearly from 7 transcripts, competencies influence the partnership formation and strategic decision making process. Competencies

are partly derived through the prior education of individuals and business or substantively related occupations. Substantive knowledge can determine the choices that are made in both the partnership formation and strategic decision making process through assumptions and experience from individuals. Professional knowledge can greatly determine the structure of strategic decision making due to knowledge of strategic decision making structures and models. Competencies relating to leadership allow the organization to follow a set-out path and provides clarity for other participants that consider themselves “followers”. Lastly, competencies relating to communicating can help ease and speed up the partnership formation and strategic decision making process and can also provide clarity and direction for those on the receiving end that can aid their motivation and involvement.

VI.III Biophysical condition: External viewpoints

Public image comprises the knowledge of external parties in relation to the community and their associations with the community (opinions). It also encompasses the social awareness of the wicked problem that is being addressed. In addressing wicked problems, their complexity and newness requires specific knowledge from uninvolved participants. The image and felt urgency that surrounds the wicked problem is relevant for the substance of the strategic decision making process. Urgency through social awareness further influencing the existence of existing initiatives, institutional viewpoints and ease of acquiring subsidization. A community members might spend extra time on their public image in their strategic decision making or strategic formation process if there is less social awareness and knowledge on the wicked problem.

Culture as biophysical conditions entails the national, regional and local culture characteristics and societal values. Dependent on the scope of the community’s activities, different levels of culture influence the partnership formation and strategic decision making process. There can be distinct differences between individual cultures based on region; influencing individual characteristics of local actors. The alignment with the organizations action on the culture of the area that is involved are taken into account and influence possible activities and acceptance of the community.

Institutional viewpoints encompasses the interest, opinions and beliefs of (local) (governmental) institutions, political influence, public debate (societal pressure). Partly derived through urgency through social awareness institutional viewpoints influence the strategic decision and formation process through their position of power. Their viewpoints influencing their willingness to fund/subsidize, facilitate (e.g., new legal structures) and work together.

VI.IV Biophysical condition: Working together

Interests of external parties encompasses being considered, accepted and allowed to participate (willingness of participation) with external parties and their interests. In collaborating with external parties, joint activities are realized through joint strategy formation. When working together with existing parties, it is important to be considered, accepted and allowed to participate. For a collaboration to be successful, both parties must be willing to work together. Both time and energy are considered valuable by the communities. The interests of the collaborating party are of importance because activities are to be realized jointly. This requires involvement and often funding through both parties. Larger external parties with many collaborating parties are found to be less willing to concede substantively to a single party in collaborations. The interest of external parties influences the strategic decision making process by influencing the content of the strategic decision making process of the community since the community will always have to concede in some way or form.

External alignment is considered an important step in the realization of collaborations with external parties and entails collaborating in different levels of society, connecting viewpoints, creating linkages, working with differences (overcoming dissimilarities) and achieving synergy. Alignment with a collaborating party is of importance for the realization of activities and outcomes. When entering a collaboration, the strategic decision making process related to activities proceeds in a larger group composition with unique individuals that may not be previously known to individuals belonging to the community. Alignment influences the strategic decision making process in its substance in connecting viewpoints of the collaborating parties, creating linkages and consequently achieving synergy.

VI.V Biophysical condition: Funding

Governmental subsidization entails the availability of subsidies that the communities exclaim to obtain or try to apply for. In realizing activities, 8 communities exclaim to be (partly) reliant on subsidization. Additionally, in 1 transcript there is mention of subsidy unavailability due to the newness of an initiative. The (un)availability of subsidization directly impacts the funding of the communities, influencing the substantive process through the availability of resources. Governmental subsidization determines the partnership formation process through the availability of resources in conception. It also influences the ability of the community to maintain progress through the realization of activities if the community is dependent on their funding to take action.

Resource dependency encompasses the dependency on funds to maintain progress and realize action, this also includes dependency on subsidization. Being dependent on (often financial) resources influences the substantive process because resources will determine the possibilities and limitations of the community. This influences the content of the strategic decision making process. Furthermore, cost

of participation is mentioned in 1 transcript, entailing the requirement of initial resources when addressing certain wicked problems. Addressing certain wicked problems (e.g., realizing sustainable energy) require more financial resources than others. A higher cost of participation (initial cost) can impact the amount of existing initiatives, structures of power and can have an overall impact on how resources are being used and managed in the partnership formation and strategic decision making process.

External influence through funding entails external parties that fund or subsidize the community and exert influence on the substantive process of the community. Within the transcripts, the concept of ‘‘who pays, decides’’ arises multiple times. When funding an external organization (external perspective), individual participants often want to influence the activities and outcomes that are realized. Having external parties exert power on their funding consequently influences the substantive process in the partnership formation and strategic decision making process. External viewpoints, culture and the interests of external parties may play a role in their willingness to exert influence.

VI.VI Biophysical condition: Existing structures

Structures of power entails the structures and characteristics of the supply chains that are being addressed and (institutionalized) power possessed by existing parties and institutions. It is described that, in addressing wicked problems, societal change is often required. This implies that chains of organizations need to be addressed to realize sufficient change in addressing the wicked problem. Existing supply chains (such as those related to fossil fuels), large individual parties and institutions hold substantial power and resources, facilitating lobby for self-interest. The existence of such supply chains in the addressed wicked problem and the existence of existing parties in power directly influence the substance in the partnership formation and strategic decision making process. Existing institutions of power cannot be ignored by the organizations’ strategies.

Legal structures encompasses legal formation structures, legislation and external legislative power. Legal structures define both the decision making and partnership formation process. These structures define the possible legal forms the community can assume in conception and influence the activities that can be realized (such as building a wind farm) due to existing legislation. Legal structure also influences the strategic decision making process through statutory requirements within a chosen legal structure (such as having sufficient participants present in a particular voting situation). Lastly, legislative power can aid or limit the community in taking action. Changes in legislation related to establishing a higher degree of sustainability (or decrease in emissions) for example directly correlates with wicked problem topics. This can consequently influence the substantive process of the community.

VI.VII Biophysical condition: Networks

The subtopic entails *matching* (connecting) with *external parties* (or initiative networks). The existence of initiative networks can aid a community in finding like-minded cooperatives and organizations to jointly garnish more power in reaching the community's mission. So can collaboration with external parties. Addressing and trying to match with existing external parties or initiative networks influences the substance of the strategic decision making process.

VI.VIII Biophysical condition: Existing initiatives

Entails initiatives that address a similar wicked problem or one that is exactly alike in comparison to the community. Existing initiatives can garnish power through affiliation with governmental institutions through which it receives funding. This can directly impact the potential subsidization of another community. Existing initiatives can also reside within initiative networks (see biophysical conditions: Networks) and form a valuable ally through which knowledge can be shared and gathered. Partnership formation and strategic decision making is influenced by the existence or inexistence of existing initiatives that address a similar wicked problem through the examples they set and degree of success they experience.

VI.IX Rule-in-use: position

















Comprises the divisions of roles and responsibilities within the boards (e.g., ownership, decision capability). Within 6 of the 12 transcripts there are explicit mentions relating to the position rule, entailing that role designation has been actively thought out by the community, ownership of responsibilities is divided and (statutory) decision structure has been established. This does not indicate that the 6 opposing communities have no designation of roles, responsibilities and statutory power. There is also the possibility that there might be gaps in the designation of roles, responsibilities or statutory power within the community, as 1 transcript notes the search for an additional board member with specific role.

VI.X Rule-in-use: aggregation

Comprises the ability of members to influence strategic decision making within the community through (statutory) voting rights (through the general meeting). Aggregation among a larger group can influence the strategic decision making and formation process due to the amount of people involved, lengthening the process and requiring more attention to the alignment of viewpoints and interests. Involvement in the strategic decision making process can also increase their sense of commitment in the community.

VI.XII Contextual factors defined

To elucidate and present a defined list of contextual drivers, definitions are provided. This is complemented by check-marks that show if a driver influences the partnership formation process, strategic decision making process or both. Although there is a differing degree of overlap between contextual drivers in individual place-based communities and their effect on one or both of the processes through their presence in transcripts, sufficient overlap is deemed by the researcher. Therefore, the following definitions have been formulated for the drivers for strategic decision making process (SDMP) and partnership formation process (PFP) in place-based communities:

Contextual drivers	Description	PFP	SDMP
Backgrounds of participants	Previous occupations of participant (e.g., business background), their possible secondary occupations during participation in the community, their previous education (e.g., business management), their cultural background and their prior knowledge (board and non-board)		
Viewpoints of participants	The perspective of individual participants, entailing their opinions and beliefs. Also refers to the degree of like-mindedness (internal alignment) of viewpoints between participants (board and non-board)		
Internal characteristics of participants	The personalities and personal attributes of participants (e.g., degree of activeness, degree of entrepreneurial spirit) (board and non-board)		
Motivation of participants	The reasons why individuals participate (e.g., intrinsic) in the community (board and non-board)		
Competencies of participants	Necessary knowledge, skills or abilities that are specified by the community (board and non-board)		
Governmental subsidization	The availability and acquirement of financial funding (subsidies) through governmental institutions		
Resource dependency	The dependency on financial resources (funds) to realize action and maintain progress		
External influence through funding	Influence exerted on the substantive process of a community by external parties through their funding or subsidization		

Matching with external parties and initiative networks	Forming a connection with existing external parties and initiative networks (if existing)		
Interest of collaborating party	The degree of being considered by the collaborative party, their willingness to cooperate and their interests (e.g., desires, wishes, requirements for cooperation)		
External alignment	Achieving synergy through the creation of linkages, connecting of viewpoints and overcoming dissimilarities with the external world and external parties.		
Public image initiative and wicked problem	The associations of external individuals (citizens) with the community (opinions) and the social awareness (knowledge) of the wicked problem that is being addressed.		
Culture (national, regional, local)	National, regional and local cultural characteristics and societal values		
Institutional viewpoints	The interest, opinions and beliefs of (local) (governmental) institutions of power, political influence and public debate (including societal pressure)		
Structures of power	The structures and characteristics of the supply chain and (institutionalized) power possessed by existing parties and institutions		
Legal structures	Available legal formation structures, existing and/or changing legislation and legislative power possessed by external parties		
Similar existing initiatives	Existing organizations (initiatives), regardless of shape or form, that address the same or a similar wicked problem		
Division of roles and responsibilities	The allocation of roles and responsibilities to individuals within the community (board & non-board)		
Member influence and voting	The ability of member to influence the substantive process through (statutory) voting rights (non-board)		

Table VI: List of definitions contextual drivers of the partnership formation and strategic decision making process in place-based communities

VI.XIII Framework for the contextual drivers of the partnership formation and strategic decision making process

Building on the extrapolated meaning from the coding process, in which the effect of drivers in overarching contextual factors influence the partnership formation and strategic decision making process of place-based communities, the following framework is developed:

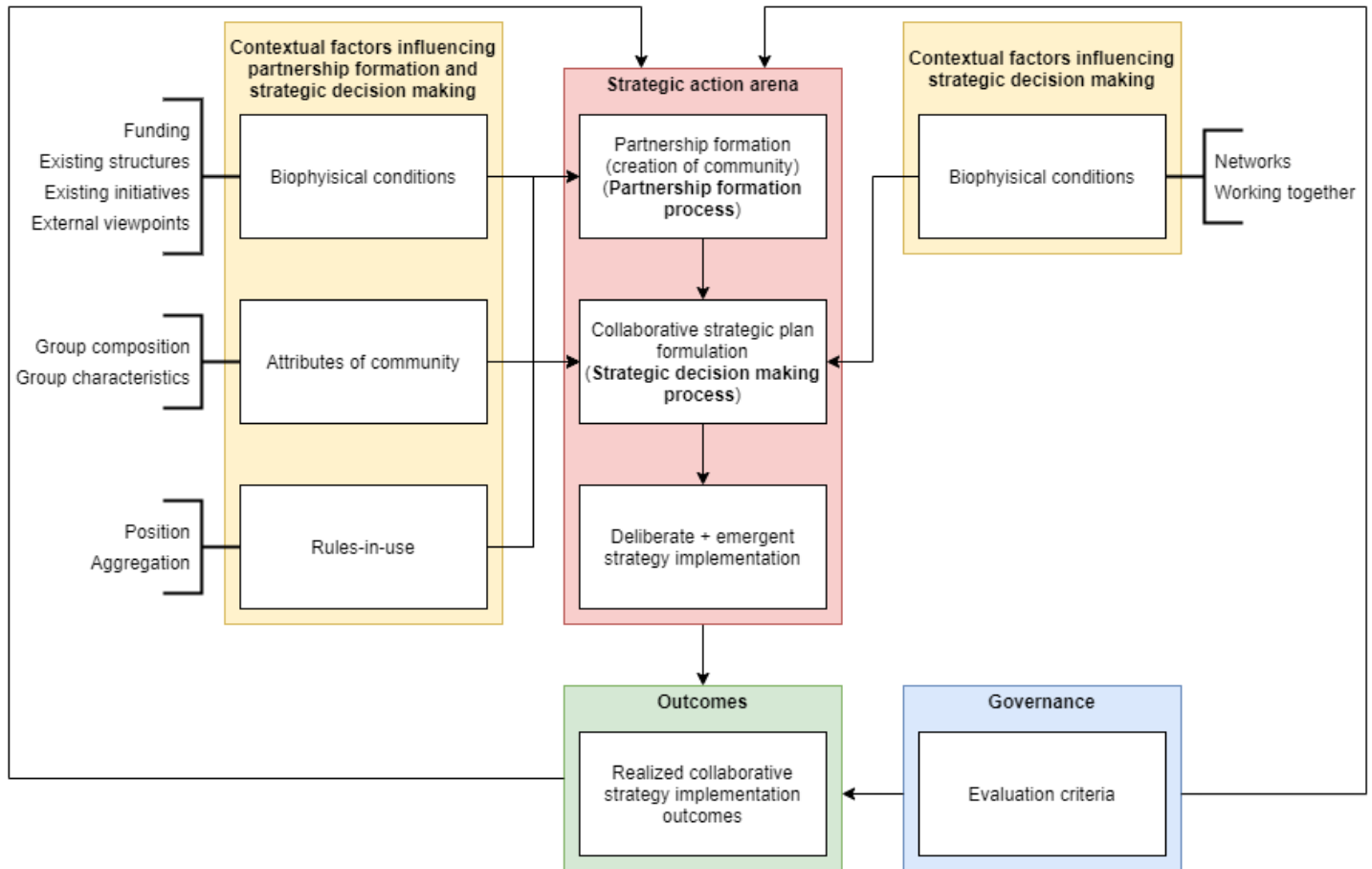


Figure XV: Framework for the contextual drivers of the partnership formation and strategic decision making process in place-based communities

Building on the conceptual model (Figure V), the specific biophysical conditions, attributes of community and rules-in-use that have been shown to drive the partnership formation and strategic decision making process in the examined place-based communities, are added. This aids in providing answers to which external influences drive the partnership formation and strategic decision making process. These elements are the contextual factors (Table IV) that overarch the contextual drivers (Table V). These contextual drivers are explicated individually in Table VI. The choice was made to use the overarching contextual factors in the framework to maintain proper clarity and allow for future research to complement the framework through additional contextual factors as well as using the found contextual factors to elucidate new contextual drivers.

The general structure of the conceptual model, as formulated in Figure IV, remains. This entails that the characteristics of the strategic action arena, outcomes and governance are untouched in their content and meaning. The framework complements the initially conceived conceptual model (framework) by presenting the contextual drivers for the partnership formation and strategic decision making process in place-based communities. It has been found that there are contextual factors that drive both the partnership formation and strategic decision making process. It has also been found that there are contextual factors that solely drive the strategic decision making process. Therefore, a visual distinction has been made for these contextual factors. Contextual factors on the left of the framework influence both the partnership formation and strategic decision process in place-based communities. Contextual factors on the right side of the framework solely influence the strategic decision making process in place-based communities.

There is one exception to the structure of the conceptual model, namely the elimination of changes in the domain as a distinct variable. In the analysis of the transcripts, it was found that changes in the domain closely relate to biophysical conditions. In two instances changes in the domain presented itself in a distinct manner which is deemed insufficient for its incorporation in the framework for the contextual drivers of the partnership formation and strategic decision making process in place-based communities.

Biophysical conditions that are identified as influencing the strategic decision making process are: networks and working together. Biophysical conditions that are identified as influencing both the partnership formation and strategic decision making process are: funding, existing structures, existing initiatives and external viewpoints. Attributes of community that are identified as influencing the partnership formation and strategic decision making process are: group composition and group characteristics. Two rules-in-use are identified as influencing both the partnership formation and strategic decision making process, these are: position and aggregation.

VII: Conclusion

This chapter provides the final conclusions by answering the formulated key research questions and main research question.

In answering the main research question, the two key research questions are answered to first, namely, A: Which contextual drivers influence strategic decision making in the partnership formation process of place-based communities? And B: Which contextual drivers influence the strategic decision making process in place-based communities? the following conclusions are drawn.

In answering key research question A, this study concludes that the following contextual drivers influence strategic decision making in the partnership formation process in place-based communities.: Backgrounds of participants, viewpoints of participants, internal characteristics of participants, motivation of participants and competencies of participants as drivers that relate to the quality and general aspects of individual participants. Governmental subsidization and resource dependency as drivers that relate to the acquirement and generating financial resources. External influence through funding, public image initiative and wicked problem, culture (national, regional, local), institutional viewpoints, structures of power, legal structures and similar existing initiatives as drivers that relate to stakeholder elements such as desires, viewpoints and existing structures. Lastly, division of roles and responsibilities and member influence and voting as drivers that relate to the internal structure of the community.

In answering key research question B, this study concludes that the following contextual drivers influence the strategic decision making process in place-based communities: Backgrounds of participants, viewpoints of participants, internal characteristics of participants, motivation of participants and competencies of participants as drivers that relate to the quality and general aspects of individual participants. Governmental subsidization and resource dependency as drivers that relate to the acquirement of and generating of financial resources. External influence through funding, matching with external parties and initiative networks, interest of collaborating party, external alignment, public image initiative and wicked problem, culture (national, regional, local), institutional viewpoints, structures of power, legal structures and similar existing initiatives as drivers that relate to stakeholder elements such as desires, viewpoints and existing structures. Lastly, division of roles and responsibilities and member influence and voting as drivers that relate to the internal structure of the community.

In answering the main research question, namely: To which extent does context shape strategic decision making in place-based communities? The following conclusions are drawn. This study concludes that, a defined list of contextual factors arose from the data. It can be concluded that contextual factors play an influential role on both the processes, influencing the strategic decisions made by and for (e.g., through available structures) the community and are determinative for the composition of the community (e.g., through motivation, competencies and internal characteristics of individual participants).

There is a high degree of overlap in the contextual factors that influence strategic decision making in the partnership formation and strategic decision making process. This indicates that contextual elements that present themselves in strategic decision making in the process of partnership formation, which initially precedes the following process of strategic decision making, continue to play a role in the place-based community. It can also be noted that the strategic decision making process is influenced by an additional three contextual factors that do not play a role in the partnership formation process, being: Matching with external parties and initiative networks, interest of collaborating party, and external alignment.

There is also a high degree of overlap in the contextual factors between the different examined place-based communities. For 5 contextual factors, it was found that more than 10 communities experienced influence by them on both the partnership formation and strategic decision making process. The other 5 contextual factors that are not considered to be case-specific, ranged from 8 to 5 cases. Due to the diversity and uniqueness of each place-based community, the presence of this overlap allows for confirmation that these contextual factors act upon the processes of partnership formation and strategic decision making in place-based communities. Especially the contextual factors that were present in at least 10 of the 12 examined place-based communities (group composition, group characteristics, external viewpoints, working together and funding) are deemed generalizable and may be extended to place-based communities that are not part of this study. The contextual factors that were present in at least 8 of the 12 examined place-based communities (existing structures and networks) are deemed moderately generalizable. Lastly, the contextual factors that were present in 6 (existing initiatives and position) and 5 (aggregation) are deemed the least generalizable but still present themselves sufficiently to be taken into account as a possible influence. Within the context of this study, contextual factors that present themselves occasionally (4 transcripts or less) are deemed to be case-specific factors that cannot be generalized to place-based communities as a whole due to their infrequent presence in examined transcripts.

Lastly, it can be concluded that there is a large degree of overlap in the contextual drivers within the contextual factors of group composition and group characteristics. This can be rationalized since their concepts can be seen as inseparable attributes of individuals within a community. It is also concluded that there is a large degree of overlap in the presence of contextual drivers between the contextual factors of working together and external viewpoints. This indicates that contextual drivers relating to external viewpoints and working together can also be seen as inseparable. In communities' search for cooperation and cooperating with external parties, contextual drivers relating to these two factors collectively emerge from the data.

VIII: Discussion

In this chapter, the results and conclusions from this study are debated and the practical relevance and theoretical contributions are identified.

First, addressing wicked problems is a complex endeavor. Organizing activities that address these problems requires an immense degree of overview in the decision making process due to its characteristics (Ritchey, 2013). The existence of wicked problems in demand of collaborative solutions and the willingness of individuals to collaboratively address these problems give rise to the initial conception of place-based communities (Clarke & Fuller, 2011). However, additional elements that did not present themselves directly (e.g., fulfilling social needs and desires of individuals) may also play a role in the conception of place-based communities.

Second, in analyzing the transcripts, an exception to the structure of the conceptual model became apparent: the elimination of changes in the domain as a distinct variable. In the analysis of the transcripts, it was found that changes in the domain are closely related to biophysical conditions and can even be considered interchangeable. Although in two instances changes in the domain presented itself in a distinct manner that could be differentiated from biophysical conditions, the researcher associates its appearances in the data closely to that of biophysical conditions. Since biophysical conditions are attributes relating to the (social) world (e.g., social-ecological systems and structures) (Ostrom, 2011) and changes in the domain often relate to external (societal) events and their characteristics, the researcher considers changes in the domain to be interchangeable with changes in the (social) world, consequently impacting social-ecological systems and structures. This indicates that, according to the researcher, the concept of changes in the domain corresponds to a great extent with biophysical condition(s).

Third, in analyzing the transcripts, contextual factors that drive organizations to start cross-sector partnerships (CSPs) (Sharafi Farzad et al. 2021) are also present as drivers of the processes of partnership formation and strategic decision making in place-based communities. These factors include policies of government (e.g., legal structures), social context (e.g., background and viewpoints of participants) and cultural context (e.g., culture; national, regional, local) (Table VI). Furthermore, in analyzing the transcripts, stimulating and restraining macro factors as contextual elements that influence CSPs (in organizational constructs of non-governmental organizations (NGOs) and business organizations; Mikolaitytė & Juknevičienė, 2018), are also present as drivers of the processes of partnership formation and strategic decision making in place-based communities. These factors include growth of societal awareness (e.g., public image initiative and wicked problem), (limited) financial resources (e.g., resource dependency) and increasing competition (e.g., similar existing initiatives)

(Table VI). These findings suggest that the influence of those, and possibly more, contextual factors effect multiple types of organizational constructs and aspects (e.g., processes) and might therefore not be limited to CSPs (including NGOs and business organizations) and place-based communities.

Fourth, the formulated list of definitions is subject to debate. The list is formulated based on research addressing 12 place-based communities in the Netherlands. It is entirely conceivable that the scope of applicability of those definitions may vary according to the nature of the sample. Research in other regions could present entirely new contextual factors that are not present in this study or show that some contextual factors that are present in this study are not relevant in different settings. Furthermore, the list of definitions is formulated from the perspective of a single researcher. This entails that the chosen terms for the contextual drivers and the written descriptions are subject to the viewpoints and thought process of the researcher. Other researchers addressing different aspects of community-based organizing may therefore have arrived at conclusions that present (slight) deviations from the conclusions presented in this study. Contextual factors form the forefront of future research, whilst the contextual drivers emerge as valuable focus points within those factors. The concepts of biophysical conditions, attributes of community and rules-in-use can be used for allocating distinct contextual factors in future research (Ostrom, 2011). This can further verify, contribute to, or contest contextual factors and drivers that have been found in this study.

Lastly, the contextual factors present themselves clearly, but not in a manner that elucidates on the measurable extent (e.g., influence in percentages on one of the processes per contextual factor/driver) at which they exert influence over either of the processes (strategic decision making and partnership formation). This could elucidate the relative importance of contextual factors and drivers on both processes and possibly identify new patterns between distinct factors and drivers. This quantitative degree of individual influence on either of the processes cannot be assessed based on the examined documents and transcripts. The researcher therefore calls for future (quantitative) research that provides more indicative conclusions regarding the (measurable) extent to which contextual factors drive the partnership formation and strategic decision making in place-based communities. This could be done by performing a similar study towards different, or (partially) identical place-based communities (both in- and outside the Netherlands) and adopting the contextual factors and drivers as brought forth in this research. Examples of methods that could be applied to unveil measurable data in relation to the contextual factors and drivers are in-depth interviews, or in-depth questionnaires, that thoroughly aim to investigate the measurable extent of the influence of individual factors and drivers on partnership formation and strategic decision making process in place-based communities. This can in aid in providing quantitative insights that build on the main research question of this study and provide valuable information.

VIII.I Practical relevance

This study provides practical implications for the board members and non-board members (involved in the partnership formation and strategic decision making process) by bringing forth a selection of contextual variables that influence the partnership formation and strategic decision making process. By showing that group composition (backgrounds and viewpoints) and group characteristics (internal characteristics, motivation and competencies) are contextual factors that influence the partnership formation and strategic decision making process, the previously described group gains insights on these elements which allows for internal reflection on how these factors influence their own process. By creating awareness on the effect of group composition and characteristics, both new and existing place-based communities can take these elements into account when forming the initial partnership or when reviewing/changing their internal composition. This study shows the importance of the internal alignment of viewpoints within the partnership formation and strategic decision making process to realize progress. This study also shows that professional knowledge through prior education and/or occupation and competencies relating to leadership and communication can aid the community in realizing a structured strategic decision making process and providing clarity and direction for participants. This can in turn aid their motivation and increase their (intrinsic) involvement.

By showing that external viewpoints (public image, culture, institutional viewpoints), funding (governmental subsidization, resource dependency, external influence through funding), existing structures (structures of power, legal structures), and existing initiatives (addressing a same or similar wicked problem) are contextual factors (biophysical conditions) that influence the partnership formation and strategic decision making process, the previously described group gains insights on focus points relating to financing, external perspectives and important characteristics of the national, regional and local environment.

This study also shows that place-based communities are dictated by existing legal structures, can both be aided and disadvantaged by existing initiatives and are influenced by external parties in different levels of society. Working together (interests of collaborating party, external alignment) and networks (matching with external parties and initiative networks) are shown to only be of influence on the strategic decision making process of place-based communities and not on partnership formation. This knowledge allows individuals with the aspirations of establishing a place-based community to focus their actions away from these elements till they deem fit. It also provides future and existing place-based communities with focus points for their own strategic decision making process when aspiring or partaking in collaborations.

Rules-in-use present themselves clearly in statutes and in minutes of (general) meetings. Statutes and meeting documents convey how partnership formation and generic strategic decision making is organized (e.g., voting rights, meeting schedules). Within the transcripts, they present themselves through the position and aggregation rules with a lower degree of overlap in comparison to other contextual factors. It is perceived that most rule-setting within the examined place-based communities is related to regular decision making. The rules-in-use are only infrequently mentioned in relation to the partnership formation and strategic decision making processes in the analyzed transcripts. The position and aggregation rules are established to be influencing both the partnership formation and strategic decision making process. These findings are helpful for starting communities in assessing their focus points and existing communities to reflect on their rule-setting in relation to strategic decision making, formation of new partnerships and assessing focus points for governance.

Practical relevance aimed at the board and non-board members can also be useful for non- and for-profit organizations and cooperatives that are not considered place-based communities, other forms of community-based organizational constructs and multi-organizational cross-sector social partnerships. Although some contextual elements, such as governmental subsidization, external influence through funding and institutional viewpoints, might be less applicable for for-profit organizations, the following contextual factors are assumed to be relevant for non- and for-profit organizations and cooperatives that are not considered place-based communities, other forms of community-based organizational constructs and multi-organizational cross-sector social partnerships: Backgrounds & viewpoints participants, internal characteristics, motivation, competencies, public image, culture, resource dependency, structures of power and legal structures.

VIII.II Theoretical contribution

This study provides a theoretical foundation of contextual factors that influence the partnership formation and strategic decision making process in place-based communities. By extrapolating results through explorative research, the gap in literature that surrounded this topic is partly bridged and allows future research to further build on our theoretical understanding of place-based communities. This study provides theoretical implications by building on the research question set out by Clarke & Fuller (2011) and providing a conceptual framework of external variables (contextual factors) that influence (drive) the strategic making and partnership formation process in place-based communities in the Netherlands.

This study also builds on the Process model of collaborative strategic management (Clarke & Fuller, 2011, p. 38) by providing an overview of contextual factors that influence the context/partnership formulation and collaborative strategic plan formulation within the strategic action arena. It also shows that the concept of changes in the domain, as formulated by Clarke & Fuller (2011), seem to relate

closely, or may even be considered interchangeable, with the biophysical conditions as formulated by Ostrom (2005).

Lastly, this study builds on the IAD framework (Ostrom, 2005, P. 189) through the examination of biophysical conditions, attributes of community (including shared values) and rules-in-use as contextual factors for the partnership formation and strategic decision making process in place-based communities in the Netherlands. It does so by showing the effects of those elements on partnership formation and strategic decision making in those communities, indicating their relevance in a new contextual setting and providing an overview of contextual elements within the biophysical conditions, attributes of community and rules-in-use that are applicable to place-based communities in the Netherlands. Although the applicability of individual contextual factors might differ among cultures and regions outside the Netherlands, examination in 12 different communities brings forth valuable insights that can be used as guidance for research towards place-based communities (or similar initiatives) outside the Netherlands. Future research can verify if the listed contextual factors are internationally applicable.

IX: Reference list

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X: Appendices

Appendix I: Research ethics

Research integrity and professional conduct should be upheld in all activities, the researcher should be:

- Honest and ethical
- Professional
- Critical of self and others
- As skillful, careful and rigorous as possible
- Respectful to anyone involved in and/or affected by the research
- Working in ways that are lawful and accountable
- Collegial: sharing, engaging in open discussions with colleagues and assisting others in their personal and professional development
- Mindful of their duty to keep their knowledge and skills up to date
- Risk-aware and responsible for risk management
- Responsible: communicating honestly, accurately and as openly as possible

The university's code of academic integrity further entails:

- providing original work or proper use of references;
- providing appropriate information to all involved in my study;
- requesting informed consent from participants;
- transparency in the way data is processed and represented;
- ensuring confidentiality in the storage and use of data;

Lastly, all unacceptable practices are to be avoided, specifically this means that the following practices are not acceptable:

1. **Fabrication** of data (creation of/making up false data or other aspects of research including documentation and participant consent).
2. **Manipulation** of data, imagery and/or consent forms).
3. **Plagiarism** (general misappropriation or use of (parts of) others' ideas or work (written or otherwise), and submitting them as your own without acknowledgement or permission).
 - a. Plagiarism can be either intentional or unintentional and may take the form of cutting and pasting, taking or closely paraphrasing ideas, passages, sections, sentences, paragraphs, drawings, graphs and other graphical material from books, articles, internet sites or any other source without proper referencing;
 - b. Submitting bought or commissioned work is a serious form of plagiarism. This may take the form of buying or commissioning either the whole piece of work or part of it and implies a clear intention to deceive the examiners.

- c. Double submission (or self-plagiarism) means resubmitting previously submitted work on one or more occasions (without proper acknowledgement). This may take the form of copying either the whole piece of work or part of it. Usually, credit will already have been given for this work;
- d. Collusion is where two or more people work together to produce a piece of work, all or part of which is then submitted by each of them as their own individual work. This includes passing on work in any format to another student. Collusion does not occur where students involved in group work are encouraged to work together to produce a joint piece of work, that is truly based on all individual partners' efforts and input, as part of the assessment process.

4. Misrepresentation

- a. of data (e.g., suppression of relevant results and/or data, or knowingly presenting a flawed interpretation of data);
- b. of interests (including failure to declare material interests either of the researcher or of those who fund the research);
- c. of qualifications and/or experience (including claiming or implying qualifications or experience which are not held).

5. Mismanagement or inadequate preservation of data and/or primary material

- a. failure to keep clear and accurate records of the research procedures followed and the results obtained, including interim results;
- b. failure to hold records securely in paper or electronic form;
- c. failure to make relevant primary data and research evidence accessible to others for reasonable periods after the completion of the research;
- d. failure to manage data according to the research funds' data policy and all relevant legislation;
- e. failure to provide careful feedback to respondents if such agreements have been made.

6. Breach of duty of care

- a. disclosing the identity of individuals or groups involved in research without their consent, or other breach of confidentiality;
- b. placing anyone involved in the research in danger, whether as subjects, participants, or associated individuals, without their prior consent and without appropriate safeguards even with consent; this includes reputational danger where that can be anticipated.
- c. not taking all reasonable care to ensure that risks and dangers, broad objectives, and sponsors of the research are known to participants or their legal representatives, to ensure appropriate informed consent is obtained properly explicitly and transparently;
- d. a supervisor not working with a student to establish an effective supervisory relationship; and vice versa, a student not working with a supervisor to establish an effective supervisory relationship;
- e. lack of support for researchers' academic freedom in those situations where researchers are faced with unreasonable pressure from external organizations to produce research results that are in their own interests, or to suppress reporting of results that are not in their interests.

7. Abuse of status as a member of an academic profession (deliberately exploiting status and reputation as a research professional in areas which have no relevance to the field of expertise).

8. Taking reprisals against (an) individual(s) who made an allegation of research misconduct and/or attempting to cover up reprisals taken against (that) individual(s).

(Radboud University Nijmegen, 2021)

Appendix II: Inductive + axial coding example

Initial coding: performance, strategy formation, external variables

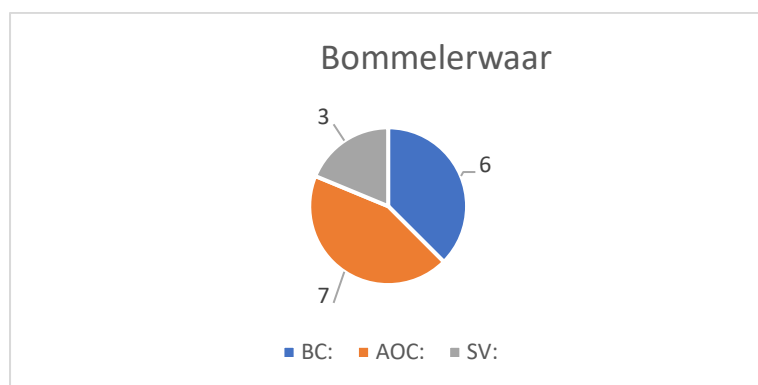
Axial coding

he? Van: hoe gaan we het aanpakken om die doelstelling te realiseren. En dan komt er een stukje visie bij kijken. En dan krijg je de emotie van de missie, snap je? Dus de visie is meer, eh, rationeel, denk ik. Meer ideologisch (lacht), kun je zeggen en de missie? Ja, dat doe je, eh, vanuit je hart. Van: eh, je wil echt dat alle groepen deel uitmaken, eh, van die betrokkenheid bij duurzaamheid.	shared value doel social value creation	SV: Vision more rational, ideological. Mission more emotional
2: Ja.		
Interviewer: En is die missie, eh, die wordt gedeeld door de mensen in de stuurgroep van het netwerk?		
2: Ik denk dat vanaf het begin, eh, eh, mensen die aan tafel zaten en vervolgens daarna iedereen met zo'n missie. Iedereen had bepaalde missie van: hier moet iets veranderen. Iedereen stond daar achter ... (? niet verstaan). En er was een soort van, eh... Mensen waren als, eh, individu, dat is, je consta (? niet verstaan), maar nou kwamen we bij elkaar, waardoor het waardoor het versterkt wo, wordt, werd, moet ik zeggen. Dus je hebt iedereen al op een bepaalde, eh, missie, zeg maar, in zich. Maar hoe? Je kunt het hebben, maar vervolgens: hoe ga je iets, hoe ga je daar, eh, hoe ga je dat bewerkstelligen. Hoe zorg je dat er iets, iets in gang wordt gezet. En dat kan alleen maar, denk ik, door, eh, eh, als je, als je bij elkaar komt, als je verschillende, eh, eh, verschillende mensen bij elkaar zet die dezelfde missie hebben. Waardoor het versterkt wordt, eh, is geworden.	shared value attribute of community	SV: Everyone beliefs that there should be change AOC: Different people jointly working on the same mission
1: Ja.		
2: Dus denk ik: dat is een beetje de, dus iedereen had wel hetzelfde doel, missie...	shared value	SV: Same goals and mission
1: in gedachten...		
2: ... gedachte en dat, op de een of andere manier is dat door, eh, bij elkaar te komen, eh,...		

Appendix III: Axial coding results

Bommelerwaard

BC: Obtaining sufficient participants, funds and momentum
SV: Being the prime example of how it should be done only works if it can be realized
AOC: Group composition: backgrounds and current occupations beside the initiative
BC: working cooperatively creates dependency (“you cannot just quit all of a sudden”)
BC: Gathering resources (funds, subsidies)
BC: Working with external parties
AOC: variety of participants in member meetings
AOC: critical members (constructive)
SV / AOC: if members come with an initiative that they want to exploit, this is fine.
AOC: Two old boards
SV: energy is rather saved from doing administrative tasks
AOC: integrity commission
AOC: Critical members (2)
BC: Degree of network / contact / linkage with external parties (2)
BC: External knowledge and image of initiative (access to cooperation)
SV: Vision of participants (“cloud” of volunteers initiating projects), in time creating local departments



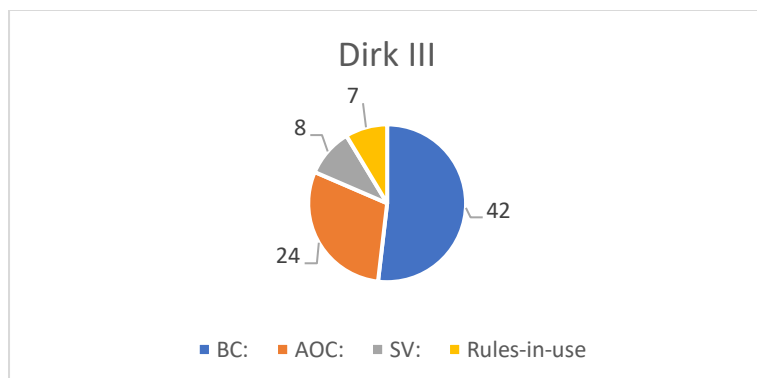
Dirk III

DirkIII
AOC: “designing a joint language”
BC: support (government in general & Rabobank specific)
SV: “nergens op tegen” / up for anything
BC: connecting with existing external parties (organizations, government, citizens, capital and knowledge institutes)
AOC: viewpoints of participants in relation to capital-investors and governmental worker
AOC: “spirituality”: who we are, how things work etc.

AOC: following drivers ‘‘aanjagers’’ / inspiration
Rules-in-use: faintly related to position rule (job and social roles)
AOC / SV: circular reasoning BC: connecting of parties takes time to ‘‘crystalize’’
BC: structure of community BC: associations of externals with community
BC: external influence (traditional politics)
BC: creating conditions for support BC: working with external parties
BC: political power influencing cooperating Working with governmental agents with differences in viewpoints
AOC: private / personal context
AOC: no internal hierarchy, different backgrounds, learning each other’s language (viewpoints) SVs (competencies)
SV: human values Rules-in-use: position (roles) and aggregation (decision making)
Position & aggregation rule, also attribute
BC: participation capacity of individuals (if also internal: attribute)
BC: governmental support (financial: subsidies)
BC: external viewpoint
BC: cultural context environment
BC: context financial support (subsidies)
BC: environmental context
BC: environmental context (viewpoint): rulers threatened
BC: external viewpoint of community: working with existing structures: openness and willingness of parties to cooperate
AOC: ‘‘ondernemende burgers’’ Entrepreneurial citizens BC: working with external parties: viewpoints and realizations
BC: ‘‘old’’ (existing) system of power BC: viewpoints of external parties (vision)_
BC: working within existing structures (1)
BC: working within existing structures (2)
BC: environmental context (Nijmegen, ‘‘betuwse klei’’)
BC: environmental context (‘‘samenwerking in de betuwe’’) External forces (legislation)

BC: support from external parties (with influence)
BC: contextual culture: local viewpoints
BC: Dutch dynamics in structure enhancement and region development
AOC: group composition (male/female)
BC: group composition external parties
BC: Personal (“shared”) value
AOC: group composition (future)
AOC: group composition & SVs
BC and AOC: matching personal values: achieving synergy
AOC: differences in viewpoints
AOC: differences in reason for participation
AOC: internal competencies
BC: connecting external parties
AOC: personal motivation
AOC: internal tension
Rules-in-use: Payoff: being rewarded
BC: parties creating their own systems / choosing own routes
SV: “het gevoel van samen behouden” keeping a sense of togetherness
SV: not becoming too professional
Rules-in-use: position (statutory power) and boundary (competencies)
Rules-in-use: position
SV: searching for identity
AOC: “gelijkwaardig samenwerken”: Working together equally (hierarchy)
BC: external aid
Rules-in-use: boundary/position missing
AOC: adaptability of individual
AOC: individual reasoning for participation
BC: existing organizations often traditionally (hierarchically) driven
BC: viewpoints of individuals
SV: Dirk as engine for projects
SV: integral approach
BC: external support (subsidies)
BC: working with external parties and individuals
BC: external support (subsidies) and governmental pressure
BC: working with external parties: differences in viewpoints / culture

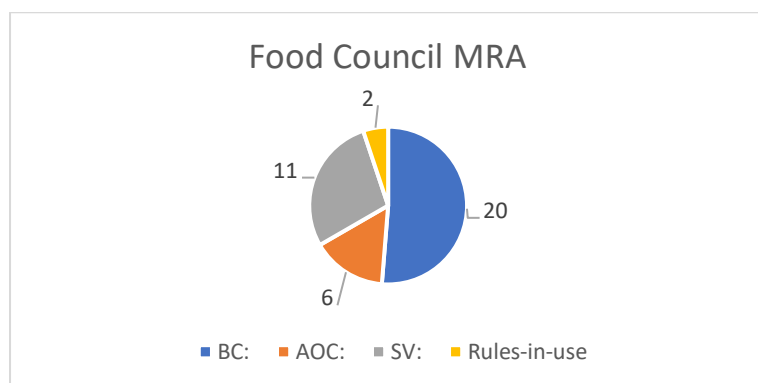
BC: external support
BC: large differences in individuals within the environment (viewpoints, culture etc.)



Food Council AMR

SV: momentum imperative
AOC: uncertainties in process, implementation and outcomes
Rules-in-use: position, information
SV: innovation driven and cooperative
BC: connection with the market / parties
BC: existing parties with possible differences in interests
Rules-in-use: pay-off
AOC: motivation (voluntary)
BC: available resources (financial)
BC: Financial support through external parties
BC: Financial dependency
SV: being as independent as possible
BC: Financial dependency influencing decisions
BC: Public image
BC: Working with (and addressing, changing) existing structures of power
AOC: Thoughtful to the process and personal characteristics, frequent sharing of opinions and thoughts
SV
SV: Bundling complementary attributes from a variety of backgrounds
BC: gap between global and local networks.
BC: Degree of connection between networks in initiatives

BC: regional and political level of relations between food (and its production) and landscape.
BC: Dealing with traditional political powers: breaking through
AOC: group composition: complementary attributes
SV: cooperation + sufficient entrepreneurial force guarantees connection
BC: Existing parties that address similar issues (in a different manner)
SV: Bridging the two worlds (Alternative food movement and traditional powers)
BC: existing parties with power have more resources available
SV: quote: join them
AOC: internal influence
AOC: networks of individuals belonging to the community
BC: type of environment/market that is being entered (Global/niche)
BC: Willingness of existing parties to cooperate
BC: Addressed market is often a large chain
BC: ability/power to voice opinions/ influence on topics
BC / SV: regional commitment on this topic can change the entire playing field
BC: willingness of individuals to participate within the community
SV: Taking action
SV: Taking action

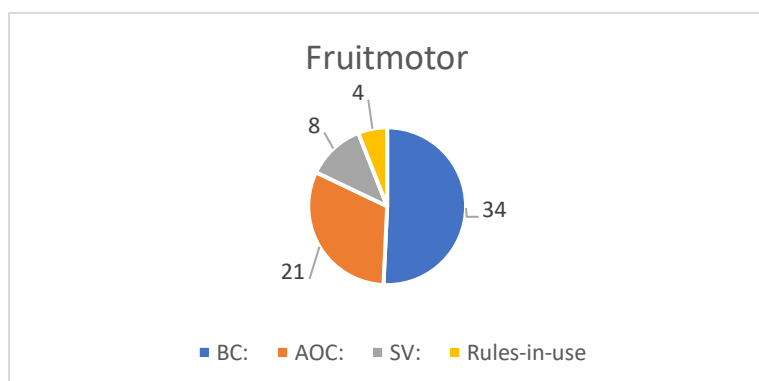


Fruitmotor

AOC: dependency on individuals belonging to community
BC: existing structures (legal)
AOC: dependency on individuals belonging to community
BC: external viewpoints: being first / new

AOC / SV : aligned understanding
AOC: dependency on individuals belonging to community: differences in competencies
AOC: group composition: age: availability of individuals
AOC: group composition: need for new board member
BC: availability of participating individuals
AOC: hard to find active participants
AOC: without pay-off (voluntariness)
BC: dependency on external parties to achieve outcomes
AOC: tight bond with cooperating party
AOC: dependency on members
BC: viewpoints of external parties
BC: attributes of external parties: working with external parties
AOC: no universally shared internal culture
BC: dependency on subsidies
BC: degree of dependency on subsidies / funding
BC: characteristics of addressed topic / issue / industry
BC: characteristics of addressed topic / issue / industry
BC: local culture
BC: availability of external funding / subsidies
BC: local culture
BC: local culture
BC: local culture: diversity
AOC: individual participants are locals
BC: local culture
BC: willingness of external parties to cooperate
BC: degree of network: being allowed to participate
BC: local culture
SV: customers are mainly sales partners
AOC: availability of competencies and time of individual participants
AOC: dependency on individual participants
AOC: high degree of intrinsic involvement
BC: viewpoints of external parties: being seen as example
BC: connecting with external parties
AOC: scope of organization in relation to feeling connected
SV: we believe and will succeed

Rules-in-use: aggregation (members can decide after the expansion)
Rules-in-use aggregation
AOC: strategic plans can change due to conflicting needs / opinions
SV: we spent valuable energy to get to where we currently are
BC: dependency on external parties (funding)
SV: new learning
BC: operating in existing structure: working with external parties: being allowed to participate: changing the structure whilst in the structure
BC: experienced momentum (e.g., topic in society)
AOC: dependency on individual (unique competencies)
AOC: dependency on individual (unique competencies)
BC: being seen: being allowed to participate: external viewpoints
BC: experienced momentum: external viewpoints
BC: existing parties addressing similar topics / issues
BC: being allowed to participate: working with external parties: external viewpoints
BC: availability of subsidies
BC: dependency on external parties
SV: creating a regional sustainable economy
Rules-in-use: information (what information is available)
AOC: viewpoints of individuals
BC: working with external parties: urgency
Rules-In-use: determining scope (criteria / requirements for outcome)
AOC: using available networks
BC: availability of networks
BC: match with external parties (power)
SV: creating alignment through action
BC: characteristics of external parties
SV: inclusion

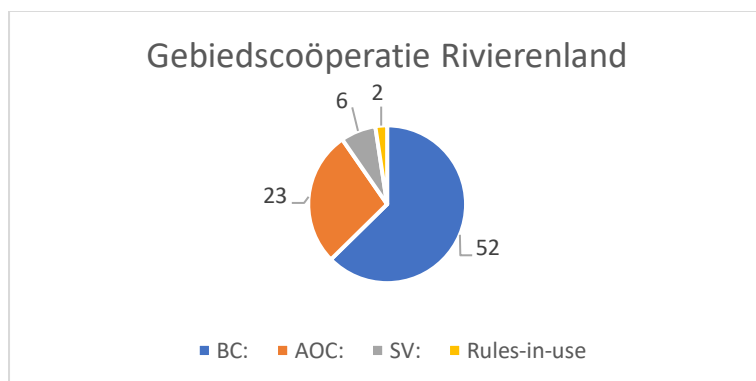


Gebiedscoöperatie Rivierenland (GCR)

AOC: characteristics of individuals (availability)
AOC: available competencies (communication, website creation)
BC: matching with existing parties
AOC: characteristic of individual participants (strong leaders, stubborn.
AOC: degree of bonding between individual participants
AOC: characteristics of individual participants (being drivers, short lines of communication, connected with board and external parties)
BC: external funding
BC: viewpoints of external parties: degree of knowledge
BC: viewpoints of external parties: degree of knowledge
SV: you build mutual trust
SV: if you make things too complex, people drop out
BC: matching with external parties
BC: viewpoint of external parties towards community (degree of experienced threat)
BC: degree of external parties addressing similar issues / topics (formation in cooperation's by citizens)
BC: characteristics of external parties addressing similar issues / topics (viewpoints toward government)
BC: viewpoints of external parties towards initiative (understanding, recognition)
BC: existing structures of power (governmental structure and activities)
AOC: democratic community
AOC: interest / characteristic of individual participant (motivation)
AOC: accumulated knowledge and mutual understanding
BC: working in existing structures with external parties
AOC: degree of network
BC: working with external parties: connecting viewpoints
AOC: degree of network with external parties (dependency on governmental institution)
BC: viewpoint of external parties (trust)
BC: being allowed to participate
SV: we hold unique knowledge and experience in regards to transitions
AOC: availability of knowledge and competencies
BC: viewpoints of external parties (experienced urgency in regard to issue / topic)
BC: working in existing structures (limitations of scale)
BC: viewpoints of external parties towards community (being important)
BC: working with existing parties (alignment)
BC: degree of support from citizens
AOC: supporters

BC: dependency on external parties
BC: dependency on external parties (new forms of cooperation) for success
BC: being allowed to participate
BC: working with external parties
BC: dependency on external parties (responsibilities of cooperating party)
BC: characteristics of external parties
BC: characteristics of local area / local culture (“kwetsbaar gebied”, vulnerable area)
BC: characteristics of local area / local culture (energy usage, infrastructure, “political wasp nest”, educational levels)
BC: matching with external parties (local tactics)
Rules-in-use: position
AOC: characteristics of individual participants
BC: working with existing structures (legal)
BC: working with external parties: forming coalition (alignment of interests)
BC: viewpoint of external parties towards initiative
AOC: good board members
AOC: knowledgeability of individual participants (legal)
AOC: characteristics of individual participants (degree of cooperative thinking)
SV: keep each other on our toes through sober thinking
BC: interest of external parties (cooperation)
BC: working with external parties
BC: working with external parties: interests of individuals
BC: interest of external parties, national culture, working with external parties
AOC: characteristics of board (formation process)
BC: being allowed to participate
BC: working with external parties
BC: willingness of external parties to cooperate
BC: characteristics of existing initiatives
BC: area specific characteristics / local culture
BC: willingness of external parties to cooperate (dependency)
BC: working with external parties
BC: characteristics of external parties addressing similar issues / topics
AOC: alignment of principles of control and working rules within context
AOC: characteristics of individual participant (degree of taking action)
AOC: group composition
Rules-in-use: position

AOC: using your competencies
AOC: vulnerability community
BC: dependency on external funding
SV: record so at least something is achieved
AOC: knowledgeability of individual participants
BC: being allowed to participate (creating network)
BC: dependency on funding
SV: seeking new forms of funding through organization
BC: working with existing parties (battle)
BC: being allowed to participate
BC: working with external parties (equality)
BC: being allowed to participate (being called upon)
BC: working with external parties
AOC: interest & characteristics of individual participant (motivation)
AOC: doing what you're good at (using competencies)
BC: working with existing structures (legal)
BC: viewpoints of external parties



Gloei Peel en Maas

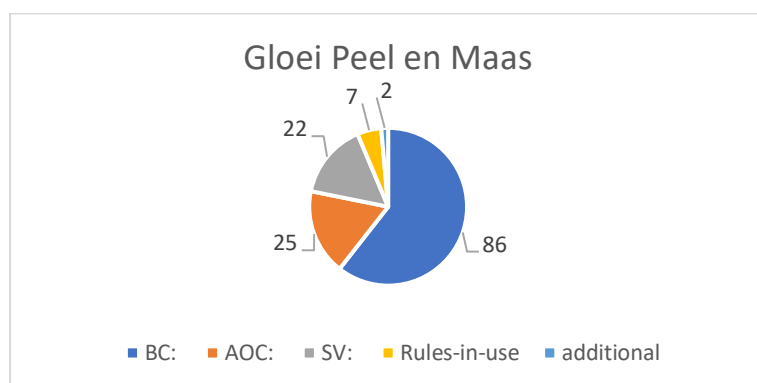
AOC: democratic: voting right for all members
Rules-in-use: aggregation
BC: possible structures of formation
BC: possible structures of formation (legal)
SV: Sharing networks leads to knowledge sharing
BC: being allowed to participate
SV: maybe Gloei is much more
BC: external viewpoint of organization
BC: willingness of change

Changes in the domain AOC: different backgrounds: being local BC: external viewpoint of organization / activity
BC: External events Changes in the domain
SV: Gloei's activities are never finished (experiential learning) BC: existing structure
BC: external viewpoint of government and politics BC: willingness of participation individual BC: dependency on resources AOC: 'using my talents and experiences'
BC: existing structures (legal)
BC: Existing structures (legal)
BC: Existing structures (legal) (limitations)
BC: Existing structures (legal) (limitations)
BC: local culture (zuiden is hechter)
BC: Existing structures (legal) BC: Dependency on external parties (funding)
BC: Working with existing structures (legal) (limitations)
BC: working with existing structures AOC: Dependency on members Rule-in-use: aggregation
AOC: Dependency on members
BC: dependency on subsidies
BC: dependency on subsidies
BC: dependency on external parties (with commercial approach) SV: external parties that fund Gloei must not impact its substantive process
BC: dependency on subsidies BC: dependency on subsidies BC: degree of influence of external funding on the substantive process
BC: (local) societal values
BC: dependency on subsidies BC: degree of influence of external funding on the substantive process
BC: degree of influence of external funding on the substantive process SV: subsidies are an administrative hassle
BC: Working with existing structures

BC: dependency on external funding (external viewpoints)
AOC: incomplete board managed by 1 person (past) AOC: new board filled with a variety of disciplines and “cross-thinkers” BC: dependency on external funding (external viewpoints)
BC: match with existing structures BC: external parties addressing similar topics BC: existing legal structures BC: dependency on external parties (funding)
BC: external viewpoint of activities (tangibility) BC: degree of influence of external funding on the substantive process
BC: external viewpoint of organization
BC: existing structure of power
SV: societal (immaterial) value often invisible, should be talked about
BC: dependency on external parties
AOC: differences in internal viewpoints towards initiative
BC: matching with external parties (communication)
BC: working with external parties SV: dominant chairman risky if everyone else leans back
BC: working with external parties (frictions) BC: existing structures of power
BC: being allowed to participate BC: dependency on external funding
SV: Connection function of Gloei
SV: motivation at the right level: imposing through subsidization fails
BC: external viewpoints BC: local culture SV: trust & willingness important, even when at disagreement: quality of relation above content
BC: local culture
SV: little trust between citizens and government
BC: interest of external parties / influence of external funding
AOC: members withholding opinions and ideas
AOC: need for individuals with the ability to connect
AOC: availability of competencies
SV: structured cooperation but no structuring in the working-groups. Be the connector, not the connection SV: “cross-thinkers” necessary

BC: being allowed to participate AOC: diversity of community (structure, not individuals)
BC: being seen by external parties
BC: interest of external parties BC: local culture BC: Being seen by external parties
AOC: availability of competencies SV: good PR planning
BC: local culture (degree of networking) BC: willingness of external parties: etalagefunctie: being allowed to participate SV: being part of something bigger
BC: existing structures of power
AOC: group size SV: good PR regarding Gloei's visibility will lead to more members joining
AOC: voluntariness of participation / availability of members differs
AOC: willingness of participants differs (in time)
Rules-in-use: what's in it for me: pay-off SV: seeing the bigger picture
AOC: group composition (friction)
AOC: group composition (friction) AOC: maturing organization (following the pace of individual learning) BC: working with external individuals (power)
BC: working with external individuals (power)
BC: working with external individuals (power): differences in viewpoints
BC: working with external individuals (power)
BC: working with external individuals (power)
AOC: board of 1 person at one point (unlawful)
BC: dependency on external parties (funding)
BC: dependency on external funding
AOC: availability of carrying capacity and competencies
SV: process of Gloei is never finished
AOC: adaptability of behavior (individuals Gloei)
SV: experiential learning
SV: learning is joyous
BC: interest of external parties (power)

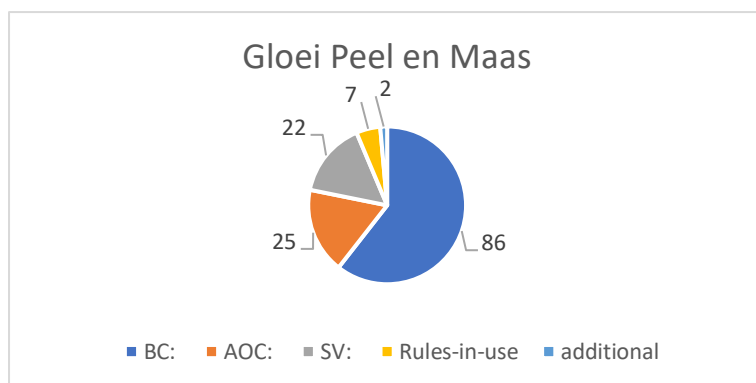
BC: interest of external parties (changeable)
BC: dependency on subsidies
BC: influence of external funding on the substantive process
AOC: need for structure
BC: interest of external parties (funding)
BC: influence of external parties on substantive process
BC: interest and influence of external parties
BC: dependency on and interest of external parties
BC: local culture
BC: influence of external parties (funding) on substantive process
BC: societal events
BC: matching with external parties (power)
AOC: dependency of individuals on chairman
SV: concretize mission / vision / policy so action can be achieved
Rules-in-use: aggregation
Rules-in-use: aggregation
BC: interest of external parties (funding)
BC: viewpoints of external parties (interest)
BC: existing structures of formation (legal)
BC: existing structures (formation, power, legal)
SV: preparing our future generation for transitioning
Rules-in-use: position (role)
Rules-in-use: boundary (characteristic)
AOC: conflicting roles individual (board and personal)
BC: dependency on external parties
BC: existing structures (power, legal)
BC: willingness of external parties to cooperate



GoClean

BC: current activities (previously performed or brought forth by external parties) addressing the issue
BC: Interests of individuals: clarity
BC: Working with existing structures
BC: matching with external parties: willingness to cooperate
BC: existing structures of power: attributes of external parties
AOC: degree of internal synergy and direction
AOC: background: prior knowledge
AOC: differences in individuals
BC: cost of participation
AOC: individual motivation: voluntary
AOC: possessing necessary capabilities
AOC: possessing necessary time
AOC: degree of internal alignment: internal communication
BC: anchoring changes (being able to)
BC: dependency on external parties (government)
BC: how commonplace is the introduction of the change?
BC: External viewpoints on the change: external requirements of success / participation
BC: working with existing structures of power: stubbornness: understanding influencing interest
BC: external interest / belief
BC: visible change required for external beliefs / maintaining external interest
BC: fulfilling external needs
BC: fulfilling external needs
BC: working with external parties
BC: societal pressure
BC: interests of external parties
BC: Willingness of external parties to cooperate
BC: availability of solutions
BC: external visibility
BC: motivation of individuals to participate
BC: willingness of external parties to change
BC: characteristics of external parties
BC: characteristics of external parties
BC: Characteristics of external parties + existing power structure
BC: interests of individuals

BC: working with external parties: differences between parties
AOC: characteristics of participating volunteers
AOC: characteristics of community
AOC: characteristics of community
AOC: characteristics of community
BC: working with external parties: differences between parties
BC: Characteristics of external parties
AOC: Degree of internal alignment through communication
SV: differences in opinions are celebrated
AOC: characteristics of community: word spreads quick
BC: dependency on external parties for activities
BC: being accepted by external parties
BC: dependency on external parties (government: NL + EU)
BC: Interest of external parties (governmental funding)
BC: existing activities addressing issues similar to the community
BC: Interests of external parties
BC: Working with external parties: being asked
AOC: Characteristic of community
BC: dependency on external parties
BC: Dependency on external parties

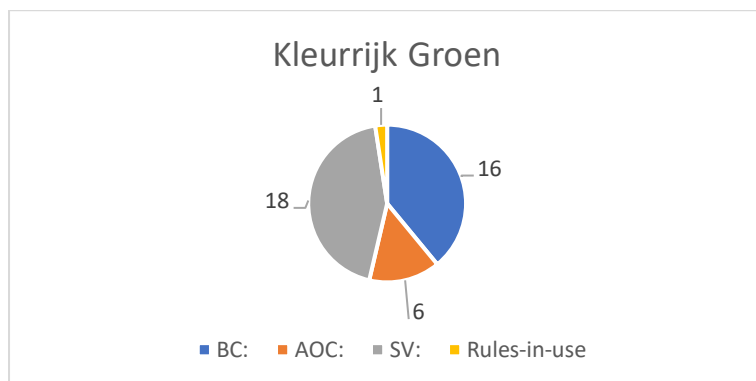


Kleurrijk Groen

SV: participation in sustainability does not represent the city ->
AOC: reason to organize the community
BC: environmental perception of initiatives
BC: Everyone talking about environmental aspects (Media)
BC: Degree of knowledge, which information does one appropriate through media

BC: Background of individuals in relation to the degree of knowledge (environment)
SV: composite groups require joint vision formulation AOC: Diverse group composition
SV: vision and mission merge
SV: Vision and mission “go together”
SV: Vision more rational, ideological. Mission more emotional
SV: Everyone beliefs that there should be change AOC: Different people jointly working on the same mission
SV: Same goals and mission
SV: Creating status through “kleurrijk ambassadeurschap”
BC: many ideas and intentions don’t lead to results. Existing institutions of power do want to hear ideas but can be hesitant to proceed.
<- BC clarification <- BC clarification
SV: Everyone must be included (entire city) SV: we need cooperation and linkages with parties to succeed (also BC)
SV: KG must, next to putting topics on the agenda and signaling, truly work on sustainable solutions
BC: working with existing institutions and CSO (social organizations)
SV: putting efforts into perspective
BC: dependency on subsidies, getting subsidies
BC: Getting access to regional/local subsidies through governmental parties
SV: sustainability is a broad topic
SV: We do not know the effects of our activity
BC: External perception of community
BC: Being allowed access to cooperate with external parties in power
BC: Local culture (ons kent ons) BC: working besides similar initiatives (external perception, subsidies, access)
BC: perceived urgency of topic
“BC: favor factor”
SV: keeping people together: bonding
SV: futureproofing next generations
AOC: Influence of participant
SV: progressing to next activity when “one has done his part / job”
Rules-in-use: position BC: composition of external organizations

BC: governmental viewpoints: (local/regional) governmental involvement with inclusion
BC: being allowed access to subsidies and performing activities
BC: degree of curiosity per cultural background
SV: showing strategy and accomplishments

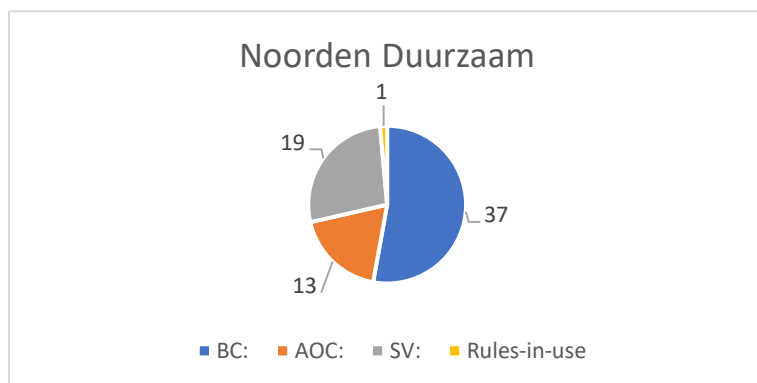


Noorden Duurzaam

SV: problem not always fully clear to everyone (it seems)
AOC / SV: Differences in perception : viewpoints
BC: different levels of external parties (residents, organizations, politics)
BC: working with different levels of external parties (filling in own needs of residents to realize practical, implementable ideas)
Rules-in-use: aggregation: member votes (change of direction)
BC: being known (network)
BC: Regional network culture
AOC / BC : Being new
SV: shared intentions: non shared intentions don't require contribution
SV: We are not just a discussion platform
AOC: no direct control over discussion platforms
SV: agreement on "bouwstenen"
SV: discussion platforms are important and unite us
BC: Interests of cooperating external parties
AOC: group composition: differences in shared internal experiences due to how long individuals participate
BC: Connection with external parties
BC: external organization activities: similarities in activities
SV: Strategy formation process is never finished
AOC: If the core individuals change, many strategic processes are repeated / reconsidered
SV: the citizen's initiative is an enrichment to our course

BC: Internal interests for the organization: funding, participation, communication (+ discussion platform)
Rules-in-use: information (lack of written reports) BC: being called upon BC: External opportunities BC: Funding
SV: If there is no money, progress declines AOC / BC: Dependence on / willingness of volunteers
BC: Success of Subsidy applications BC: Convincing external parties (government) BC: Funding
SV: Some activities that are not currently financed by the government should be financed by the government
BC: External image (being essential) BC: Funding SV: You must work on transition, this requires politics
SV: Transition is not thought about in our government
BC: Being allowed access to perform activities BC: Cooperativeness of external parties BC: Governmental influence on activities and decisions through funding
BC: fragmented political landscape BC: dependency of politics on opinion of voters SV: for successful transition, coalitions must be made between supply and demand (circular economy), politics required with branch organizations
SV / BC: performing a task that is close to the government
AOC: Need for action in individual participants BC: Active network engagement (Being known) AOC: motivation and temporary engagement due to interest in new SV: Discussion platforms need to meddle with politic
SV: Need for rules of cooperation if the organization turns political
AOC: internal culture: not political
SV: innovation is also a matter of looking ahead, realizing vision from demand and taking individuals with you
SV: listening to individuals
AOC: pragmatism and engagement with politics of individuals differs
BC: Connecting with external parties AOC: Differences in group composition (pragmatic, theoretical etc.)
BC: Barriers only solvable through politics

BC: Being recognized and scope of problems in relation to environment: perceived urgency
BC: Societal pressure to cooperate in chain organizations
BC / possible AOC: conflicting interest in coalition formation of chain organizations
SV: Lack of parliamentary debate on that topic
BC: Existing structures, current order (power)
BC: Legislation (National and European)
BC: power structure influencing governmental decisions
BC: Degree of commitment to a new culture (chain organization and external parties)
AOC: differences in interest
BC: Viewpoints of individuals (internal: AOC, and external: parties, partners)
SV: thinking out of the box is good
BC: group composition of local politics / current power structures
BC: communicating with external parties (differences in culture)
BC: working and dealing with external parties
BC: working with Existing structures (standardized formation of organizations)
SV: Noorden Duurzaam is the infrastructure

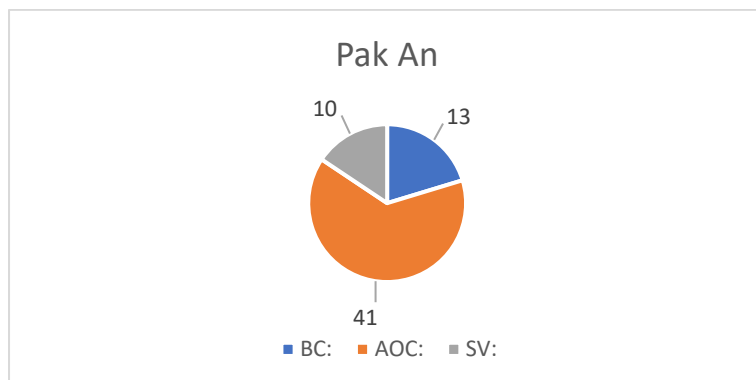


Pak An

BC: mutual beneficiality
BC: available external resources
BC: external viewpoints and interest
AOC: Group composition: formation based on networks (via via gekomen)
BC: interest of external individuals
AOC: individual motivation to participate: availability: voluntary
AOC: characteristics of community: degree of professional knowledge and network differs
AOC: voluntary and available network
AOC: motivation individual participant
AOC: motivation

BC: characteristics of region
AOC: group composition: age: no young participants SV: we want young participants BC: degree of being known / seen by environment
AOC: background of individual participants / second occupations
AOC: characteristics of community
AOC / BC: available talented individuals
BC: Working with external parties
AOC: available internal capabilities through individual participants
AOC: strongly bonded with and reliant on voluntary coaches AOC: individual participant motivation SV: We are working on awesome things!
BC: being allowed access to cooperate with external powers
AOC: upholding internal quality and motivation
BC: degree of connection with individuals and external parties
AOC: individual participant motivation AOC: transparent culture
AOC: differences in interest individual participants
AOC: differences in interest individual participants (motivation AOC: internal commitment
AOC: internal structure (board, assessment committee)
AOC: voluntary participation
AOC: participation of individuals with external networks / backgrounds
AOC: diverse background of participants representing the target demographic: access to networks
AOC: internal dependency
AOC: internal dependency
AOC: internally dependent but not fully aligned (in sense of awareness of other tasks) AOC: degree of expertise on different subjects SV: having lots of expertise on different subjects between the participants is good
AOC: internal dependency
SV: we make the Achterhoek beautiful BC: working with and besides external parties addressing a similar topic
BC: working with external parties (and individuals) SV: anyone who has a similar goal in mind is our ally
SV: we shouldn't do things twice

AOC: characteristics / background of community: access to networks
AOC: internal dependency on board and assessment committee
SV: we don't want to be tied to structures, but there is a structure
AOC: internal motivation of community
SV: we trust our fund will be used properly
BC: characteristics of external parties: willingness of external parties to cooperate
AOC: available time
AOC: motivation and interest of participant
AOC: Degree of network: access to external parties
AOC: degree of network: access to external parties
AOC: motivation and prior knowledge of individuals
AOC / BC: differences in characteristics of individuals (working with internal/external parties) (motivation): willingness to cooperate
SV: identifying these differences allow us to achieve more as a society
AOC / BC: motivation (requirement) of (internal/external) individual (participant)
AOC: characteristics of community: voluntariness of participation
AOC: characteristic of community: voluntariness
SV: common goal: region progression
AOC: degree of Internal alignment

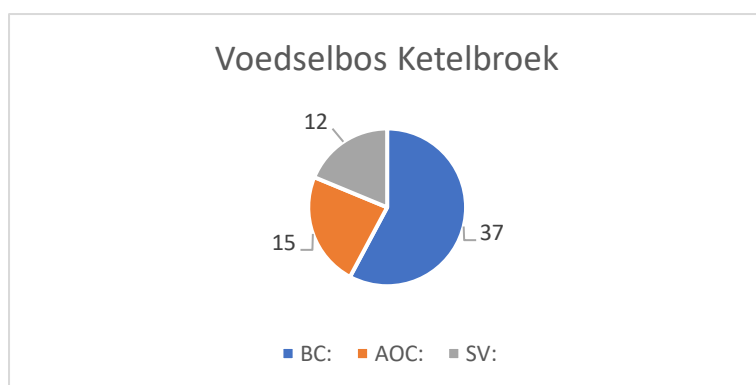


Voedselbos Ketelbroek

AOC: own funding
SV: We will not be rushed by debt.
BC: degree of dependency on funding / partner
AOC: degree of knowledge
BC: newness of initiative (perception)
BC: Changing landscape in regard to agricultural areas
BC: Public debate

AOC: group composition: individual backgrounds: prior knowledge
BC: existing structure requires patience SV: Practical experience important
BC: Being considered (important) SV: it feels like we just started
AOC: recalcitrant individuals
SV: Feeling of independence
SV: we are a bit of an ecosystem: jointly created AOC: degree of availability individual participants
BC: Latent needs of external parties
BC: Degree of enthusiasm external individuals
BC: Degree of matching with external parties
BC: communicating with existing institutions of power
SV: We are farmers going against the prevailing views and old rules SV: not wasting time and energy on individuals that just want a paradisaical garden
BC: Price (expensiveness) of necessary resources): cost of participating
BC: Willingness of participation
SV: We commit ourselves to agriculture
BC: getting subsidies (for new types of structure)
BC: Getting subsidies SV: working on our own terms
AOC: independence through revenue
BC: Available arrangements
BC: required condition of participation
BC: characteristic of market
AOC: not dependent on revenue anymore BC: assumptions of external parties (viewpoints)
AOC: Prior knowledge
SV: performing tangible work
AOC: individual motivation
AOC: Group composition: differences in viewpoints
SV: money second, biodiversity restoration first
AOC: secondary revenue individuals
BC: acquirement of necessary funding BC: degree of dependency through funding (own vs loan)

BC: Conditions of participation in the market
BC: external demand
BC: Degree of newness
AOC: group of doers
BC: Existing structures of power
AOC: strong, substantive direction
BC: Working with external parties
AOC: prior knowledge & degree of confidence
BC: matching with and working with external parties
BC: working with existing structure of power
BC: working with existing power structures
BC: Conditions of subsidized funding
BC: working with existing structures of power
BC: External interest
BC: Existing structures (old)
BC: Existing structures (new)
AOC: individual motivation / background
SV: we need the system and have become fused with the environmental location
BC: Matching with the local environment
BC: demarcation resources
BC: being accepted (working with external parties)
BC: Degree of necessary knowledge



Energiecoöperatie WPN

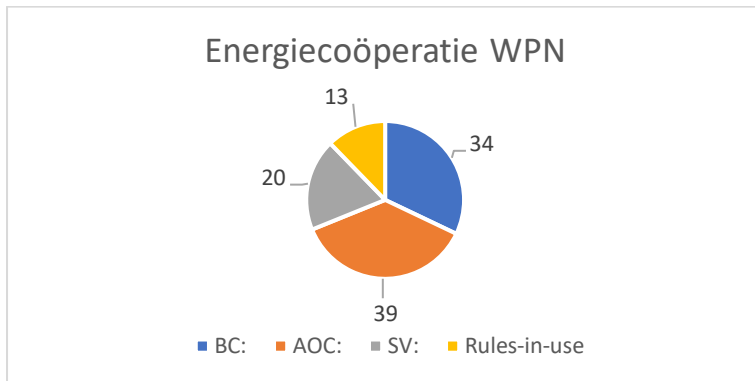
AOC: involvement of individual in strategic process
BC: being allowed to participate
BC: willingness of external parties to cooperate

AOC: no initiator
BC: willingness of external parties to cooperate BC: dependency on viewpoints of external parties
BC: degree of societal awareness on topic: urgency
BC: dependency on funding: lucky break BC: interest of external parties (local government)
AOC: network / position within external structure of power BC: being allowed to participate
AOC: internal tensions about content
AOC: differences in viewpoints within community
SV: we are a community and that must be shown
Rules-in-use: information, aggregation
BC: being allowed to participate
AOC: interests and characteristics of individuals within community
AOC: value attached to name WPN
Rules-in-use: position
AOC: internal pressure to work collectively
SV: Being part of a movement is awesome
BC: working with existing structures (legal)
Rules-in-use position and information
SV: we are not in the board to drink coffee: taking action
AOC: network / position within external structure of power AOC: segment of individuals participating in community is a professional
AOC: passionate and involved participants aware of the possibilities and limitations of influence
AOC: participants that have been in the community for a long time can be dominant Rules-in-use: aggregation
AOC: differences in interest / opinion between individual participants
AOC: dependency on individual participant
SV: (anonymized person) is valuable AOC: dependency on / influence of individual participant
AOC: changes in group composition rules-in-use: aggregation en scope
AOC: dependency on and influence of individual participants
AOC: dependency on individual participants
rules-in-use: information

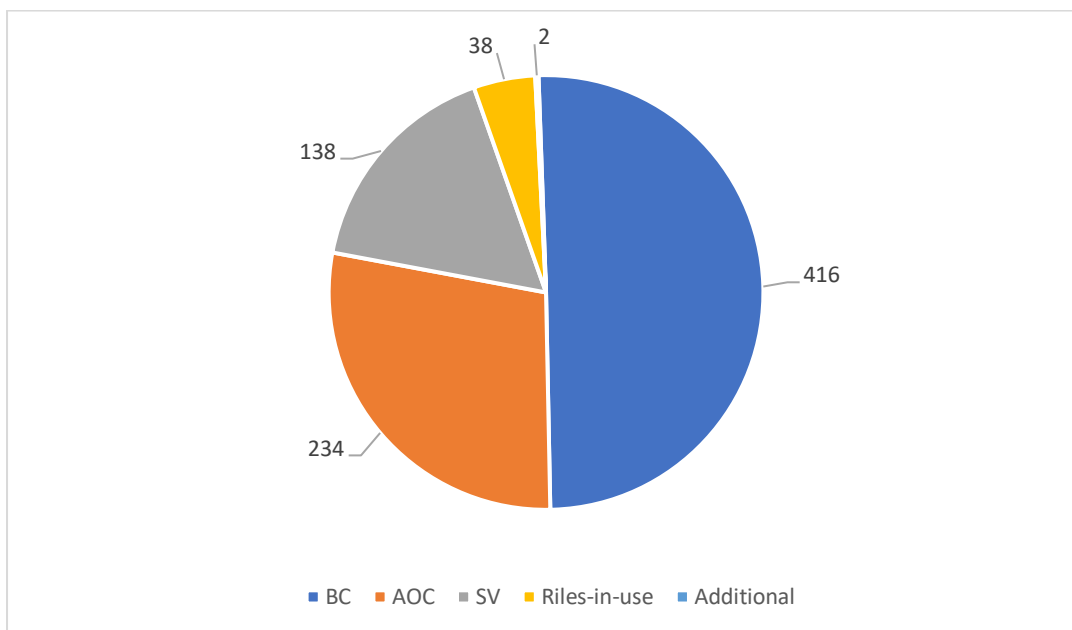
AOC: Board with administrative, substantive and financial background BC: Viewpoints of external parties
AOC: group composition: mix of ideological and “grounded” participants
AOC: substantive knowledge of individual participants
SV: we have been a team for 2-3 years
AOC: degree of personal interests and atmosphere of community (not competitive)
AOC: mutual patience
AOC: Board with administrative, substantive and financial background SV: if this were to happen at my job, I would’ve quit
AOC: working with individuals: pressure & denial
AOC: network / position within external structure of power BC: being allowed to participate: being known
BC: working with existing structures of power (legal)
AOC: dependency on individual participant SV: importance of someone with administrative experience in complex situations, focused on connection and achieving targets Rules-in-use: boundary
AOC: dependency on individual participant SV: importance of someone with administrative experience in complex situations, focused on connection and achieving targets Rules-in-use: boundary
AOC: dependency on individual participant SV: importance of someone with administrative experience in complex situations, focused on connection and achieving targets Rules-in-use: boundary
Rules-in-use: boundary
Rules-in-use: boundary
Rules-in-use: boundary
AOC: differences in opinions
BC: working with external parties (different viewpoints)
SV: informal consultation creates progress
SV: information consultation must be structured and working towards goal
BC: working with external parties (different viewpoints)
AOC: differences in characteristics participants (degree of business-mindset)
SV: organizing together whilst maintaining progress

BC: working besides existing parties addressing similar issues / topics
BC: working with external parties: networking
AOC: degree of internal knowledge (competencies)
SV: taking control allows for progress but requires time and patience
BC: working with existing structures of power: getting subsidies
BC: working with external parties: willingness to cooperate
BC: involvement of external parties (power)
BC: characteristics of external parties (power)
SV: need for supply contract for trust
SV: politics opportunistic
BC: working besides existing parties (different viewpoints): meddling: influence of external parties
SV: loans from provincial money have too high rent
BC: working besides external parties: meddling: influence of external parties
BC: getting subsidies: being allowed to participate
BC: working besides external parties: meddling: influence of external parties
SV: differences in interest in finding joint solutions
BC: availability of funding (subsidies)
BC: structures of power (legal, governmental procedures)
BC: existence of subsidy
BC: availability of funding (subsidies)
AOC: no professional support besides administratively
BC: working with external parties in power: funding
AOC: motivation of individual participants
BC: external funding (subsidies)
Rules-in-use: information
BC: working with external parties (viewpoints and dependency)
AOC / SV : proudness
BC: existing structures (solutions)
BC: working with existing parties (power)
SV: “rust in de tent”: better performance and knowledge sharing
AOC: degree of internal reach ALV (algemene ledenvergadering)
AOC: characteristics of individual participant (motivation)
AOC: characteristics of individual participant
Rules-in-use: boundary

SV: every participant is equally important
BC: working with external parties (government, power)
AOC: interest of individual participant
AOC: interest of individual participant



Total mentions of external variables in 12 transcripts



Appendix IV: Selective coding results

Bommelerwaard

BC:	6	Working together: Creating linkages: dependency External viewpoints: Knowledge and image of initiative Funding: Subsidies, funds Networks: Existing networks Momentum (acceleration)
AOC:	7	Group composition: Background, occupation, previous board members, (in)sufficient members Group characteristics: Critical members Involvement: Initiation of ideas through members
SV:	3	Realizability of solutions allow for setting an example Using energy for activities that are deemed relevant
Rules-in-use	0	

Dirk III

BC:	42	Working together: Differences in viewpoint in collaboration, achieving synergy, differences in systems (structure), degree of hierarchy partner, working with individuals External viewpoints: External support, associations, willingness to cooperate, local culture, political influence Funding: Acquiring subsidies Networks: Connecting with existing parties (power and broad) (patience), Existing structures: Legal, community
AOC:	24	Group composition: Different backgrounds & viewpoints, finding a joint ‘‘language’’ (being equal), spiritual, personal situations, gender Group characteristics: ‘‘Entrepreneurial citizens’’, motivation differs, internal tension, competencies, degree of adaptability
SV:	8	Human values, not becoming to professional, searching for identity
Rules-in-use	7	Position: Ownership and social roles, statutory forces Aggregation: Making decisions democratically Boundary: Competencies, missing position

		Pay-off: Being rewarded
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Food Council AMR

BC:	20	<p>Working together: Jointly changing existing structures of power (mechanics of existing structure: often large chain)</p> <p>External viewpoints: Public image</p> <p>Funding: Availability of internal resources, financial support (external party), financial dependency and its influence</p> <p>Networks: Connection with existing parties, connections between initiative networks, Gap global – local network, regional and political level of relations between food (and its production) and landscape</p>
AOC:	6	<p>Group composition: Degree of internal influence</p> <p>Group characteristics: Uncertainties about strategic process (incl. implementation & outcomes), voluntary (motivation), thoughtful to personal characteristics (complementary attributes)</p>
SV:	11	Being independent, cooperation and sufficient entrepreneurial force required for connection, bridging worlds, taking action, momentum imperative
Rules-in-use	2	Position & Information: “Recording decisions and choices is a process that plays between me and I”.

Fruitmotor

BC:	34	<p>Working together: Matching attributes / characteristics</p> <p>External viewpoints: Association (newness, being an example), local culture (diversity), willingness to cooperate, urgency of external parties in relation to topic, being allowed to participate</p> <p>Funding: Dependency on funding through external parties for realization of outcomes, availability of subsidies</p> <p>Networks: Connecting with external parties, availability of networks</p> <p>Existing structures: Legal, characteristics of industry</p>
AOC:	21	<p>Group composition: Availability (of competencies), age</p> <p>Group characteristics: Activeness, motivation (voluntary, intrinsic), differences in interests and viewpoints</p> <p>Dependency on participants</p> <p>Search for new board member</p>
SV:	8	Alignment through action, inclusion, spending valuable energy
Rules-in-use	4	<p>Aggregation: Members can co-decide</p> <p>Information: Structuring and recording information</p> <p>Scope: Criteria of requirements</p>

Gebiedscoöperatie Rivierenland (GCR)

BC:	52	<p>Working together: Connecting viewpoints, alignment, mutual responsibilities, interests</p> <p>External viewpoints: Degree of knowledge external parties, associations with community (threat, trust), being allowed to participate, urgency on topic, citizen support, local culture, interests, willingness to cooperate</p> <p>Funding: Dependency on external funding</p> <p>Networks: Matching with existing parties</p> <p>Existing structures: Power (governmental structures, limitations of scale)</p> <p>Existing initiatives: Similar initiatives addressing the same topic</p> <p>Dependency on external parties</p>
AOC:	23	<p>Group composition: <i>“GCR is basically nothing because it is just a few people with a few board members”</i></p>

		Group characteristics: Individual characteristics, internal connection, competencies (communication, leadership, cooperativeness), democratic, interests, knowledge
SV:	6	Mutual trust, not making things too complex, sober thinking
Rules-in-use	2	Position: Roles (secretary, board, etc.)

Gloei Peel en Maas

BC:	86	<p>Working together: Willingness to change, frictions</p> <p>External viewpoints: Being allowed to participate, local culture (local societal values), associations (tangibility), being seen</p> <p>Funding: Dependency on resources, external parties (funding) and subsidies, influence of external funding on substantive process (content)</p> <p>Networks: Matching with existing structures, degree of local network availability</p> <p>Existing structures: power, legal (formation)</p> <p>Existing initiatives: Existing initiatives addressing the same topic</p> <p>External events (societal events) (changes in the domain – additional)</p>
AOC:	25	<p>Group composition: Different backgrounds (being local), board with variety of disciplines, different internal viewpoints towards initiative</p> <p>Group characteristics: Required carrying capacity and competencies (connecting), motivation (voluntary), willingness of participants differs over time</p> <p>Dependence on individual members (e.g., chairman)</p>
SV:	22	Never being finished, experiential learning, cross thinkers required, concrete mission/vision/policy, Good PR, using talents
Rules-in-use	7	<p>Aggregation: Voting right all participants</p> <p>Pay-off: “What’s in it for me”</p> <p>Position: Separating roles</p> <p>Boundary: Characteristics (guarding roles)</p>
additional	2	Changes in the domain

GoClean

BC:	39	Working together: Fulfilling external needs, working with differences External viewpoints: Interests and characteristics, willingness to cooperate, requirements for cooperation, societal pressure, being accepted Funding: Cost of participation, governmental funding Networks: Matching with external parties Existing structures: power (characteristics, influenced by prior knowledge) and solutions, dependency on external parties (governmental institutions) Existing initiatives: External parties addressing the same topic
AOC:	14	Group composition: Internal synergy and direction, background (prior knowledge) Group characteristics: Individual differences, motivation (voluntary), necessary capabilities, internal alignment
SV:	1	Different opinions celebrated
Rules-in-use	1	Pay-off: Lack of pay-off led to withdrawal of member involved in the strategic process.

Kleurrijk Groen

BC:	16	External viewpoints: Environmental aspects, knowledge and perception of initiative, local culture, willingness of institution of power Funding: Subsidies Existing initiatives: Similar external initiatives & involvement of government Urgency (momentum)
AOC:	6	Group composition: Diverse, jointly working on one mission Group characteristic: Degree of influence, involvement
SV:	18	Composite groups require joint vision formulation, merging of vision and mission, showing accomplishments, not knowing effects of activities
Rules-in-use	1	Position: Designated “signal function”

Noorden Duurzaam

BC:	37	<p>Working together: Different levels of society (residents, organizations & government), interests and cooperativeness of collaborating party</p> <p>External viewpoints: Associations (being essential), being allowed to participate, urgency on topic, local culture</p> <p>Funding: Subsidy applications, influence of government through subsidizing activities</p> <p>Networks: Being known, regional network culture, connecting with external parties, political landscape</p> <p>Existing structures: power and legal (barriers)</p> <p>Opportunities</p>
AOC:	13	<p>Group composition: Different viewpoints, changing strategy when composition changes, non-political, difference in individuals (pragmatic/theoretical).</p> <p>Group characteristics: Different shared experiences (internal) due to starting point, motivation (voluntary), interest (in politics), temporary engagement through interest (newness)</p>
SV:	19	Internal agreements, strategy formation never finished, without money there is no progress. Connecting supply and demand, rules for cooperation if the organization turns political, thinking out of the box
Rules-in-use	2	<p>Aggregation: Member votes</p> <p>Information: Lack of written reports</p>

Pak An

BC:	13	<p>Working together: willingness to cooperate, forming a connection with parties and important individuals (with interests)</p> <p>External viewpoints: External interest (mutual beneficiality), being known, local culture (regional characteristics)</p> <p>Existing initiatives: Similar external initiatives</p>
AOC:	41	<p>Group composition: Formation through network, no young participants, backgrounds and occupation differs</p> <p>Group characteristics: Motivation (voluntary, availability), professional knowledge and talent, different interests, commitment, internal capabilities</p> <p>Network: Availability, degree of network individual</p>

		Internally dependent on individuals, board and assessment committee
SV:	10	Working on beautiful things, common goals (region progression), not being tied to structures whilst there are structures

Voedselbos Ketelbroek

BC:	37	Working together: Being considered, accepted and allowed to participate External viewpoints: Newness of initiative (knowledge and assumptions), public debate, (latent) interests of external parties, willingness to cooperate Funding: Degree of dependency on and through (on external parties) funding, cost of participation, getting subsidies (for new structures) Networks: Matching with external parties Existing structures: Old and new structures of power
AOC:	15	Group composition: Backgrounds and viewpoints of participants Group characteristics: Degree of (prior) knowledge and confidence, not dependent on revenue (includes participants), motivation Own funding (independence)
SV:	12	Not being rushed by debts (independence): biodiversity restoration first, not wasting time and energy, working on our own terms, being fused with the environmental location

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BC:	34	Working together: Being allowed to participate (being known), willingness of other parties, involvement of external parties External viewpoints: Social awareness of topic (urgency), interests (local government) and influence of external parties Funding: Lucky break, getting subsidies (availability of) Existing structures: legal, governmental procedures Existing initiatives: Initiatives addressing a similar topic
AOC:	39	Group composition: Different viewpoints and interests, administrative, financial and substantive background, ideological Group characteristics: No initiator, internal tensions and pressure, degree of professional knowledge, dominant old-timers, degree of business-mindset, availability of competencies, awareness of possibilities and limitations of individuals influence Network: External influence (power) through position

		Involvement: Individual involvement in strategic process Dependent on individual participants, degree of internal reach
SV:	20	Showing community-ness, being part of a movement, taking action, important capabilities in certain situations, maintaining progress, being equal
Rules-in-use	13	Information: translating decisions into policy, being careful with top-down communication (certainties), structured board meeting aggregation : member voting rights, member influence position: roles and responsibilities boundary: “ managerial experience in complex situations aimed at connection”, being bold but not dominant (partnering), involvement Scope: requirements for informing members outside board