Strategizing in collective value-creating networks

An exploratory empirical research
into entrepreneurial networks

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An exploratory empirical research into entrepreneurial networks

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Preface

Your educational years are as if you are taking a long walk on the beach. Many people came before you, setting similar or different steps as you will do, and many will come after you, creating their own set of steps. With every step, you come closer to reaching your goal. You can try to carefully plan this route, but you only find out what lies in front of you by starting to walk. Now that I am looking back on my steps I first set seven years ago, I must say it was one of the most exciting periods of my life, full of new experience, challenges and (of course) celebrations, and I am looking forward to what lies ahead.

This master thesis: 'Strategizing in collective value-creating networks', is the final academic product to complete my master's program Strategic Management at Radboud University in Nijmegen. About three years ago I finished my bachelor's degree in Facility Management at Saxion University of Applied Sciences. After a year of working and orientating I decided I wanted to gain more knowledge on strategic management in combination with sustainability. Strategic management would be an excellent addition to the already operational knowledge from my previous study, and sustainability because of my personal interest in the topic.

The Ph.D. research of Moniek Kamm provided me with the opportunity to do empirical research during the curious times of the corona pandemic. It caused a period of exclusively working from home and relying on conference meetings, making the process of writing my thesis much more lonesome then I expected beforehand. Luckily two other fellow master students also joined the Ph.D. research, making it a much more enjoyable experience, for which I thank them. To top this off, Moniek Kamm invited us to present our results at the New Business Model Conference 2020, a valuable and interesting experience.

First of all, I would like to express my extreme gratitude to Moniek Kamm for the time, effort, feedback and highly valuable guidance she gave me while writing my thesis. Secondly, I would like to thank Jan Jonker for his feedback and support. Third and finally, I would like to thank my friends, family and girlfriend for their support and companionship during my study for the last years.

<div align="right">
Dirk Brantjes
Utrecht, August 19th, 2020.
</div>

Abstract

In our contemporary society, civilians are taking matters in their own hands to solve societal and ecological problems on a supra-local scale. This scale is where human activities most intensely interact. By collaborating, they create a network that operates in a pluralistic context. They mainly focus on social and ecological value creation and in doing so aim to solve the sustainability-related problems they address. These so-called entrepreneurial networks are autonomous, non-hierarchical, interdependent and spanning different domains. Although these types of networks are not new, much is still unknown on how they strategically operate; making decisions, setting goals and plan activities. In our current society, entrepreneurial networks are occurring more frequently and are becoming a key player in establishing sustainable transitions in different regions and sectors. It is, therefore, necessary to get a better understanding of how these networks strategize and if it is possible to characterize them by the current strategy literature.

This exploratory qualitative research presents a first attempt in analyzing the strategizing process of multi-party, value creating collaborations in which civilians take center stage. Given the nature of the entrepreneurial networks, this research discusses the emergent strategy schools of thought (Mintzberg, Ahlstrand, & Lampel, 2008), emergent generic strategies (Mintzberg & Waters, 1985) and the strategy as practice approach (Whittington, 2007) by which the strategizing process can be characterized. Based on this literature, an existing model is adapted, enabling analysis of four different stages of strategy development as well as major factors that affect these stages. Accordingly, the model is used to analyze eleven cases of entrepreneurial networks, resulting in eleven descriptions of their strategizing process. These are compared for their differences and similarities, from which the main elements are extracted.

Based on the analysis, the strategizing process of entrepreneurial networks can be characterized by the strategy as practice approach. The collaborative strategic plans are developed step-by-step through interaction with the network. They constantly advance based on reflection, which accounts for recursiveness and adaptation, two key practice themes in strategy as practice. Moreover, strategy as practice provides three different modes of association in the socio-economic context that explain the competing demands within the networks. The most occurring mode is imbalanced, to which the networks need to take actions so that the organizational and value-creating demands become interdependent, instead of destructive.

Keywords: Collective value creation, Multiple value creation, Strategy, Strategizing, Entrepreneurial networks

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1 Introduction

Chapter one gives an introduction to the topic and the scope of the research. It also addresses the research question and sub-questions. At the end of chapter one, an outline of the thesis is provided.

Population growth is a major threat to the nine planetary boundaries (Rockström et al., 2009), causing resource depletion, deforestation and a strong increase in demand for energy. The latter is causing an increase in CO_2 accumulation in the earth's atmosphere by burning fossil fuels, resulting in a greenhouse effect that is warming up the globe and changing the climate. Today, these challenges in population growth, food spillage, the energy transition and reduction of CO_2 emission are timely issues that can be seen as wicked problems, with no single one solution (Churchman, 1967). Only collectively, it is possible to overcome these societal and ecological problems (Jonker, Stegeman, & Faber, 2017). In 1987 the World Commission on Environment and Development (WCED) published the report 'Our Common Future', also known as the Brundtland-report. The commission recognized that human resource development in the form of poverty reduction, gender equity and wealth redistribution was crucial to formulate strategies for environmental conservation (Brundtland, 1987).

This call for action by the WCED resulted in the United Nations Framework Convention on Climate Change (UNFCCC). In 1992, 154 countries worldwide (including the Netherlands) signed this convention to prevent dangerous anthropogenic interference with Earth's climate system (United Nations Framework Convention on Climate & Secretariat, 1992). Although this can be seen as a step in the right direction, the framework was non-binding and contained no enforcement mechanisms. In 2015, at the UN Climate Change Conference in Paris, the parties signed the Paris Agreement to enhance the implementation of the UNFCCC. The agreement obliged the parties to determine, plan and regularly report on the contribution that they undertake to mitigate global warming (United Nations, 2015). The Paris Agreement also provided a continuation on the Warsaw International Mechanism for Loss and Damage (United Nations, 2015) which mandates the enhancement of knowledge and understanding, strengthening dialogue, coordination, coherence and synergies amongst relevant stakeholders to deal with the adverse effects of climate change (United Nations, 2015). Accordingly, areas of cooperation and facilitation to enhance understanding, action and support may include resilience and collective action of communities, livelihoods and ecosystems (United Nations, 2015).

Collective action within communities and ecosystems to reduce waste, CO_2 emissions and greenhouse gasses starts with individuals that make formal or informal arrangements to promote climate mitigation or adaptation (Groulx, Brisbois, Lemieux, Winegardner, & Fishback, 2017). Climate change is truly a global phenomenon, but most of the specific actions that lead to climate change and its impacts on nature and society take place at smaller scales (Kates & Wilbanks, 2003). Due to these social and ecological problems, organizations and individuals start to acknowledge the importance of other values, instead of financial gain. To address these values, individuals, communities, organizations, institutions and governments engage in a process of collective action, where they determine and realize their common objectives, engage in collaborative decision-making, goal setting and planning activities on a

regional and supra-local scale. With these collective actions, constituents re-shape current patterns of production and consumption and aim to move to a more sustainable society (de Sousa Jabbour, Jabbour, Foropon, & Godinho Filho, 2018). Currently, such collaborations become increasingly initiated by citizens or civilians, also known as citizen-driven initiatives (CDI). This results in participants' personal choices becoming interwoven with ethical goals and global themes (van Dam, Salverda, & During, 2014).

Several definitions for these types of collaborating constructs with sustainability-oriented goals have been proposed. Clarke and Fuller (2010) use the term multi-organizational cross-sector social partnership (CSSP). According to Clarke & Fuller (2010), CSSP's involve meso-level social interactions among organizations that focus on the formulation and implementation of deliberate collaborative strategic plans. These collaborations have in common that constituents strive to achieve a common goal, whether it is financial, social or, ecological. This definition is similar to that found in Raab and Kenis (2009, p. 198), where they proposed the term entrepreneurial networks, defined as: 'consciously created groups of three or more autonomous, but interdependent organizations that strive to achieve common goals and jointly produce outputs.' Both definitions encompass the element of achieving a common goal, which is sustainability-oriented in the case of these CDIs. This thesis labels collaborative constructs of place-based citizens driven initiatives (CDI) addressing sustainability-oriented goals on a supra-local scale as entrepreneurial networks.

The specific goal orientation of entrepreneurial networks comes from the rising societal issues such as climate change, which causes a shift in what organizations and individuals perceive as valuable. Traditionally, organizations focus on optimizing short-term financial performance, meaning that their value-creating aspects are primarily interpreted from a financial perspective. This results in resource depletion and prioritization of financial shareholders in their strategies. Elkington (1999) broadened the main financial focus on value by introducing the triple bottom line of social, economic and ecological values. This theory encompasses the creation of social and ecological value, both nonmarket values that are key aspects of sustainable organizing (Jonker & van der Linden, 2013). By distinguishing multiple values, entrepreneurial networks' actions can match the aims or needs of multiple stakeholders and shareholders. Areas of collaboration for multiple value creation can include sustainable energy production, making their internal processes circular, counteract food spillages, but also create social value through community building between civilians and organizations (Tate & Bals, 2018). Up until now research on these collaborations has focused on the government perspective on entrepreneurial networks. Consequently, it has been found through a framework for civilian's participation, it has been found that activities of small and informally organized entrepreneurial networks are often overlooked in research (van Dam et al., 2014).

The value-creating aspirations of an organization or collaboration, whether it is social, economic or, ecological, can be interpreted as setting a common goal. To achieve this goal, constituents engage in a process to develop a plan or pattern, creating a unique position for their actions, also known as their

strategy (Mintzberg et al., 2008). A strategy enables an organization to (re)act to internal and external changes through goal setting, decision-making and planning activities (Mintzberg et al., 2008). Moreover, it allows the possibility to analyze the strategizing process of an organization to explain how single or multiple values are determined and created to achieve a common goal. However, in strategy literature, strategy formation is primarily being discussed in the sense of organized, profit-driven organizations in which the current organizational hierarchy defines the strategic development structure. It does not address the strategizing aspects of collaborative constructs of place-based entrepreneurial networks addressing sustainability-oriented goals through (multiple) value creation.

Concerning strategy, strategic management literature generally agrees on distinct components that make up a strategy. The agreement concerns the fact that strategy (i) includes both organizational and environmental aspects (ii) it is complex, (iii) affects the overall welfare of the organization; and (iv) involves issues of both content and process. Based on this agreement, ten schools of thought concerning the nature of strategy can be distinguished (Mintzberg et al., 2008). Accordingly, it is possible to classify organizations in line with the characteristics of the ten schools of thought. Each school of thought has a unique perspective that focuses on one major aspect of the strategy formation process. During the time the ten schools of thought (Mintzberg et al., 2008) were developed, strategy formation in organizations tended to be equated with planning, understood as the systematic formulation and articulation of deliberate premeditated strategies, which were then implemented (Mintzberg & McHugh, 1985). In a longitudinal study conducted in the '80s, the concept of strategy was operationalized into 'intended' and 'realized' strategy. This allowed for a distinction between deliberate strategies and emergent strategies, which resulted in a variety of generic types of strategies (Mintzberg & Waters, 1985). This had fundamental implications for the understanding of strategy: instead of understanding strategy as *a priori*, research focused on emergent strategies and started analyzing strategy as practice. It criticizes deliberateness since strategy can be locally developed and arise from moment-by-moment interactions between actors as well as between actors and the environments of their actions, defined as strategy as practice (Jarzabkowski, 2004).

The shift from deliberate to emergent strategies is especially relevant for the study of entrepreneurial networks. In the Netherlands, van Dam et al. (2014) analyzed two citizens' initiatives in terms of their evolution, their organization and the strategies adopted. She found that their strategies are not always shaped around a clearly defined plan and often emerge in a far more contingent and path-dependent way (van Dam et al., 2014). However, this still does not clarify how strategies in entrepreneurial networks actually form and whether they can be categorized as 'intended' or 'realized' strategy. But as indicated previously, strategizing in terms of an entrepreneurial network is a process of determining and creating multiple values to achieve a common goal. Such a collaborative process can be analyzed according to Clarke and Fuller (2010) by using their process model of collaborative strategic management to help identify and understand the strategizing aspects of entrepreneurial networks.

To conclude, the previous section has shown that there are new types of multi-party, value-creating collaborations in which civilians take center stage. These are labeled in this thesis as entrepreneurial networks. Constituents of entrepreneurial networks engage in a collaborative process where they determine and realize their common objectives, engage in collaborative decision-making, goal setting and planning activities. These new types of collaborations are taking the first steps in moving towards a more sustainable society, counteracting the rising issues in resource depletion, deforestation and a strong increase in demand for energy, preserving the nine planetary boundaries (Rockström et al., 2009). To understand how they do this, this thesis seeks to identify the strategizing aspects of these collaborations.

1.1 Problem statement

As shown above, society has to deal with wicked problems regarding the reduction of waste, CO2 emissions and greenhouse gasses to move to a more sustainable society (de Sousa Jabbour et al., 2018). These problems can only be handled when multiple actors take action. Only collectively, it is possible to overcome societal and ecological problems, by creating social and ecological values (Jonker et al., 2017). Collective value creation research within the field of management has gained traction over the years. Yet, from a management perspective, not much is known about collaborations initiated by civilians to collectively create value. A study from van Dam et al. (2014) used a framework of civilian's participation to study such a collaboration. But even this and other studies have failed to understand civilians as initiators (van Dam et al., 2014). As entrepreneurial networks are becoming more common as a means for multiple value creation to address wicked problems, more research on this topic is needed. As pointed out above it is still unclear how these types of collectives operate and come to decision-making, goal setting, and planning activities related to their multiple value-creating aspirations, that is: how they strategize. Current management literature on strategy formation fails to give an explanation on the strategizing aspects of multi-party, value-creating collaborations in which civilians take center stage; leaving a gap that is addressed in this thesis. The research builds on contemporary strategy literature by discussing the various strategy theories that were touched upon in the introduction. By analyzing the strategizing process of entrepreneurial networks in practice, the research seeks to identify their strategizing aspects and whether contemporary literature can help to recognize and explain this process.

1.2 Research objective and research question

The introduction provided the contemporary context and a brief theoretical overview of strategizing and value-creating aspects of community-based collaborations towards sustainability-related problems. This is later elaborated in the theoretical framework. The introduction also addressed the lack of footholds in strategy literature on these types of collaborations.

The objective of this exploratory research is to get a better understanding of the phenomenon strategizing in collective value creation as investigated in an entrepreneurial network. This phenomenon

embodies three concepts; value creation, collective organizing and strategizing. As strategy is the process of developing a plan or pattern to achieve common goals, it shows a significant relevance for entrepreneurial networks that aim to create (multiple) values. As theoretical footholds are lacking, this thesis primarily focusses on the concept of strategizing and strategy formation, building on traditional strategy literature. The research will analyze the strategizing process of twelve cases of entrepreneurial networks in the Netherlands, which are presented in section 3.3.3. These findings will be compared for similarities and/or distinct differences. Thereafter, the findings are assessed with contemporary strategy literature to help recognize and explain the strategizing process and to see this process can be characterized by contemporary strategy literature. Given the complexity of the problem, underlying theories on value creation and collective organizing will be used to support the research. Given the exploratory nature of this thesis and the factors that influence the phenomenon, the following conceptual framework is developed to support the research:
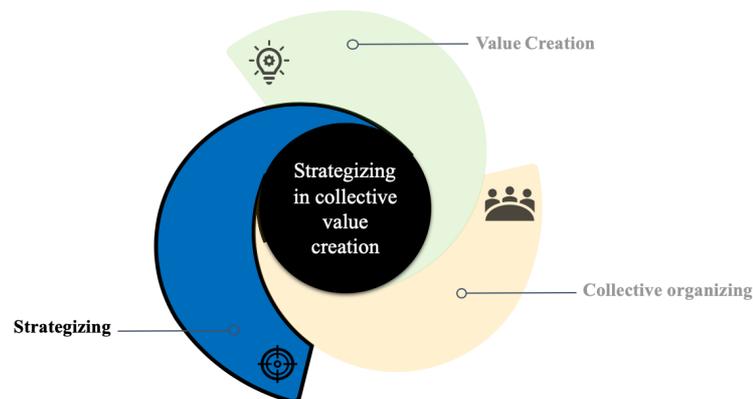
Figure 1: Conceptual model for the research

This research is a first attempt to explain the strategizing process in entrepreneurial networks, how it relates to their value-creating aspirations, and if these strategies can be characterized by contemporary strategy literature. Based on the above, the following research question has been formulated:

Research question:
- *What characterizes the process of strategizing while creating multiple values as investigated in entrepreneurial networks?*

The following sub-questions need to be answered to answer the main research question:
- *What are the differences and similarities in the strategizing process of entrepreneurial networks?*
- *What are the main elements of the strategizing process of entrepreneurial networks?*

1.2.1 Scientific contribution

Collective value-creating multi-actor collaborations emerge as a consequence of a growing societal ambition to establish a more sustainable society. In such collaborations, civilians are taking sustainable matters into their own hands. Not much is known on how constituents in these collaborative constructs

make decisions, set goals, and develop plans. The literature on strategizing and strategy formation in organizations is extensive but research has primarily been conducted in private sector contexts in which profit-maximization is key. This research tests whether these theories are applicable to the new types of organizations. Strategy literature does not address strategizing aspects of multi-party, value-creating collaborations in which civilians take center stage. This thesis addresses this gap by identifying the main strategizing elements of entrepreneurial networks.

1.2.2 Practical relevance

In entrepreneurial networks, civilians collaborate with various other actors to address place-based and sustainability-related problems. Entrepreneurial networks thus serve to strengthen local communities and give them new responsibilities in order to become more sustainable (van Dam et al., 2014). This also contributes to social cohesion. Multiple values are created within collectives, facilitating (sustainable) development on multiple levels: the local, the supra-local and the regional level, ultimately making them less dependent on (governmental) institutions and organizations. As stated in the introduction, one of the general agreements on strategy is that it includes both organizational and environmental aspects. These entrepreneurial networks face various contextual challenges simultaneously; uniting different target groups, interests and value perceptions in a specific regional setting. In practice, this proves to be an organizational challenge in a regional and sustainability-driven context. Providing a better understanding of the strategizing process of entrepreneurial networks it can give insight into contextual challenges and how strategy can contribute to creating multiple values.

1.3 Outline of the paper

The research question stated above is answered in the following five chapters. Chapter two discusses the theoretical framework. The concept of value creation and collective value creation including civilians is explained and literature on strategy as well as strategy formation is addressed in the context of the research topic. The theory discussed in the theoretical framework is the foundation for empirical research. In chapter three, the methodology is illustrated, explaining how the data is gathered and analyzed. Also, it will discuss questions concerning validity, reliability and limitations. In chapter four, the results are presented. The results are compared with the strategy literature from chapter two, the theoretical framework. This is followed up in chapter five, containing the main conclusions and discussion. In the discussion, the strengths and limitations of this research will be discussed. This will also include a statement for the theoretical and practical contributions of the research.

2 Theoretical Framework

In this chapter, the key concepts of the thesis are defined. Besides, it is explained how they relate to one another. This thesis focusses on the strategizing aspects of multi-party, value-creating entrepreneurial networks. As seen in figure 1, the conceptual model of this research, this phenomenon embodies three core concepts: value creation, collective organizing and strategizing. Therefore, to support the research, the literature on value creation and collective organizing is addressed first to create a coherent context in which strategizing will be discussed and researched. The section explains what values are in the context of this thesis and various definitions of collectively organized collaborations for multiple value creation are addressed. This will result in a clear conception to define the cases of this thesis: multi-party, value-creating collaborations in which civilians take center stage.

Thereafter, the theoretical framework concerns literature on strategizing and strategy formation. The theories on the ten schools of thought (Mintzberg et al., 2008), generic strategies (Mintzberg & Waters, 1985) and strategy as practice (Jarzabkowski, 2004) are used to get an indication of the strategizing aspects of entrepreneurial networks. Besides, these theories serve as input to develop a conceptual model based on research by Clarke and Fuller (2010) by which the strategizing process of entrepreneurial networks can be analyzed. The last section of this chapter focuses on capturing the discussed theories on strategizing in collectives that create multiple values.

2.1 Value creation

2.1.1 Values

In everyday usage, the term 'values' is used to refer to preferences, pleasures, likes, interests, moral obligations, desires, wants, goals and needs. The term can be used to define generic subjective, intangible dimensions of the nonmaterial and material world. Values serve as guidelines or requirements to guide behavior and decisions, choices, attitudes, assessments and arguments (O'Brien & Wolf, 2010). This implies that, for example, decisions in entrepreneurial networks are made based on the values they aim to achieve. From an organizational perspective, values are defined by the capacity of something that an organization offers to fulfill a need: 'Value is the capacity of a good, service, or activity to satisfy a need or provide a benefit to a person or legal entity' (Haksever, Chaganti, & Cook, 2004, p. 292). Thus, values can serve either as guidelines or as something that is generated as output through a product, service or, activity. When researching the function of values, it is important to distinguish between the function of values and how values relate to individuals, communities, organizations, institutions and cultures. Values are used to make different decisions, follow different guidelines and produce various products or services. Actions by individuals and groups are based on the values they have and the values they want to create. Accordingly, this makes all forms of organizing a unique value system (Rokeach, 1973).

A value system can be defined as 'an organized set of preferential standards that are used in making selections of objects and actions, resolving conflicts, invoking social sanctions, and coping with

needs or claims for social and psychological defenses of choices made or proposed.' (Williams, 1979, p. 20). In a value system, constituents take actions to reach a preferential standard or to create their own desired value. As indicated previously, organizations tend to approach value creation narrowly, optimizing short-term financial performance, meaning that value creation is primarily interpreted from a financial perspective (Porter & Kramer, 2011), which is captured in their business model (BM) (Osterwalder, Pigneur, Ham, & Clark, 2014). In their value system, value is created through a dominant linear economy leading to resource depletion and prioritization of financial stakeholders in their strategies. The economic value is defined as conventional economic needs, or simply put: what consumers are willing to pay for a service or product (Porter & Kramer, 2011). Organizations entice consumers to buy more products and services, which fuels their economic value creation to keep their businesses running (Jonker, 2012). Of course, this makes sense since organizations aim to stay financially healthy, make a profit and expand the organization in general. The theory of Porter and Kramer (2011) on shared value offers an interesting view on multiple value creation, but it has been criticized as cramped and shortsighted since it is still about business benefits first combined with a little social value creation as 'greenwashing'. From the perspective of Elkington (1999), the relationship between social and economic values is much more complex than suggested in 'shared value creation' (Jonker & van der Linden, 2013).

As previously mentioned, Elkington (1999) broadened the main financial focus on value by introducing the triple bottom line of social, economic and ecological values, causing a shift in the perception of organizations and society on the dominant linear economy in which businesses focus on maximizing economic value creation. This theory encompasses the creation of social and ecological value, both nonmarket values that are key aspects of sustainable organizing (Jonker & van der Linden, 2013). For-profit organizations try to balance these different values through shared value creation (Porter & Kramer, 2011). Shared values can be a combination of economic, ecological and social values. These can be created collectively and simultaneously by which multiple constituents of the collective benefit, that is called multiple, collective and shared value creation. As said, economic value in an organizational context is related to shareholders and can be measured in monetary terms, making them market values. Social and ecological values, on the other hand, are nonmarket values related to stakeholders. These values are expressed through food, time, safety, or energy (Jonker & van der Linden, 2013). It is possible to measure ecological value in terms of their contribution to preserving the planetary boundaries (Rockström et al., 2009). Social values are more challenging to measure, but they refer to individual and societal well-being. Societal well-being is created by contributing or investing in the organization or region it operates in. By following this notion, value-creating activities can be indicated and distinguished in practice. If these values are balanced in a manner that is bearable, equitable and viable for the organization, one can speak of sustainable organizing (Elkington, 1999).

To conclude this section, values can be seen as wants, goals and needs that serve as guidelines for organizational behavior, decision and choices (O'Brien & Wolf, 2010). This indicates that shared

values in a collaboration can influence an organization's strategy and should thus be recognized when studying the concept of strategy. Values can be created or generated as an output through a product, service or activity, which fulfills a certain need (Haksever et al., 2004). When these values are shared and created by individuals, communities, organizations, institutions and cultures, they are referred to as a value system (Rokeach, 1973). Constituents in a value system take actions to influence or alter a current situation into a more desired state. From a management perspective, this means that an organization takes action to create economic value (e.g., revenue) to move towards a more desired state (e.g., staying financially healthy or growth). However, this type of value creation is narrow, where short-term financial performance is optimized, and its negative impacts are neglected. Due to this lackadaisical behavior of profit-driven organizations, governments and institutions towards current societal problems civilians start to collaborate to create ecological and social values. Constituents in such a collaboration take action to create e.g., sustainable energy (ecological value) to move towards a more sustainable society (the desired state). Only collectively, it is possible to create multiple values (Jonker et al., 2017). With the research on strategizing in multiple value-creating collaborations, the triple bottom line theory (Elkington, 1999) poses an opportunity to distinguish the types of values that are created by the cases being studied. The next section will focus on the concept of collective organizing, aiming to define the constructs of place-based collaborations that create multiple values.

2.1.2   Collective organizing for multiple value creation

The cases being studied in this thesis are part of a dissertation at the NSM by M. Kamm and are presented in the methodology section 3.3.3. These specific cases are based on the typology that Kamm, Jonker, and Faber (2018b) presented during the Third International Conference on New Business Models in Sofia, Bulgaria. To establish the typology, the following criteria were used: (i) the organization is operating in a regional context, (ii) their mission is focused on sustainable development, (iii) they work in a pluralistic context where multiple stakeholders are working together, (iv) they focus on shared, multiple and sustainable value creation and (v) pioneer with forms of community-based organizations. Accordingly, these criteria serve as a scope to define the collectively organized collaborations for multiple value creation. Before proceeding to explain different definitions that could fit this typology, it is necessary to elaborate on criteria (i) of the typology, the regional context. There are different interpretations of regional context. Regional is a rather abstract term, as it could include social-political units on the province and municipality level, but also as an area of similar vegetation, geology and historical land use (Martín-Duque et al., 2003). The term local is used to refer to cities, firms and households (Kates & Wilbanks, 2003). Since there is an overlap between the local and regional, the term supra-local is used to refer to the regional and local scale on which the organization is operating. Having explained the criteria by which the multi-party, value-creating collaborations in which civilians take center stage will be defined, the next section will discuss various constructs of collaboration found in the literature.

As explained earlier, collaborations in a for-profit business context are primarily established to create economic value. However, organizations also start to collaborate with governments and across sectors and civil society to address public problems that cannot be successfully addressed alone (Bryson, Crosby, & Stone, 2015). These collaborations between for-profit and non-profit organizations are called cross-sector partnerships which are defined as: 'The linking or sharing of information, resources, activities and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately' (Bryson et al., 2015, p. 648). These cross-sector partnerships are also established as a means to address complex, social and ecological problems. When a collaboration aspires social and ecological values, it is called a cross-sector social partnership (CSSP), a definition that was shortly touched upon in the introduction. It is a collaboration between two or more entities that come together to address complex social and ecological problems that are too extensive to be solved by any organization alone (Clarke & Fuller, 2010). This type of collective organizing is an excellent example of a collaboration to create multiple values. However, this specific type of collaboration is between two formal organizations and not individuals such as civilians.

A collaboration type that does encompass civilians and strives for a better social and green living is the 'Citizens' Driven Initiative' (CDI) (van Dam et al., 2014). This term was also shortly touched upon in chapter one. CDIs depend on self-organization and often span diverse domains taking on various forms. The personal choices of participants are interwoven with ethical goals and global themes. By incorporating personal involvement in CDIs, civilians can alter existing social norms. Civilians embody place-bound ways of organizing appreciation and promotion of the provision of goods and services from their (supra-local) environment as a means to address sustainability (van Dam et al., 2014). They operate in informal and formal contexts using Handshake coordination mechanisms (Borgen & Hegrenes, 2005). It refers to processes relying on informal codes of conduct that are based on trust, common value and norms and reciprocity. This is often applied in non-hierarchical organizations, where participants are highly motivated (van Dam et al., 2014).

Sol, Beers, and Wals (2013) use a different term to define multiple value-creating collectives: multi-actor innovation network. These multiple actors are, for instance, farmers, scientists and students that come together to find answers to existing social, economic and ecological problems. By using the term multi-actor they want to stress the importance of diversity, consisting of people who represent themselves and/or an organization and/or a network (Sol et al., 2013). They act on a regional scale, where human activities most intensely interact (Graymore, Sipe, & Rickson, 2010).

The above-mentioned definitions provide insight into how the typology of Kamm et al. (2018b) can be defined. But as was pointed out in the introduction, this thesis labels collaborative constructs of place-based CDIs addressing sustainability-oriented goals as entrepreneurial networks, defined as: 'consciously created groups of three or more autonomous, but interdependent organizations that strive to achieve common goals and jointly produce outputs.' (Raab & Kenis, 2009, p. 198). In this definition, an organization is understood as an individual actor or civilian that undertakes collective actions with

other various organizational forms from different realms of society to address problems related to sustainable development. Actors in entrepreneurial networks engage in creative and unconventional modes of organization to promote and/or coordinate joint projects, goods and services while contributing various means and resources (Raab & Kenis, 2009). The entrepreneurial networks are characterized by their non-hierarchical structure (van Dam et al., 2014). As they work on problems related to sustainable development, they create social and ecological value.

To conclude, the definitions for a value-creating network Raab and Kenis (2009) and Sol et al. (2013) and the definition of a CDI (van Dam et al., 2014) closely relate to one another. They fit the context for this thesis since they are in line with the criteria from the typology of Kamm, Jonker, and Faber (2018a), making them all suitable to define the cases. This thesis will continue to use the term entrepreneurial network when referring to constructs of place-based citizens driven initiatives (CDI) addressing sustainability-oriented goals on a supra-local scale. This goal is achieved by creating shared, multiple and sustainable value while they pioneer with forms of community-based organizations.

2.2 Strategy and strategy formation

So far, this thesis has focused on providing a definition for the type of organization this research studies and what is meant by its multiple value-creating aspects. It is still unclear how these types of collectives operate and come to decision-making, goal setting, and planning activities related to their multiple value-creating aspirations, that is: how they strategize. This thesis aims to address this gap by analyzing the strategizing process of entrepreneurial networks in practice. Before proceeding to examine how this process can be recognized and analyzed, it is important to address the contemporary strategy literature to identify concepts and approaches that can provide a first indication and orientation in explaining the strategizing process of entrepreneurial networks. The addressed theories will serve three purposes in this thesis: (i) to orientate and explore the extent in which current strategy literature explains the strategizing process of entrepreneurial networks, (ii) pointing out relevant aspects of these theories that can be recognized or identified in researching the process of strategizing of entrepreneurial networks in practice and (iii) to indicate how the strategizing process of entrepreneurial networks can be characterized after the analysis.

Before addressing these strategizing theories, there are general requirements that are of importance for strategy formation to occur in entrepreneurial networks. In earlier research on regional networks, Kamm, Faber, and Jonker (2015) used the five preconditions by Hamel (1998) that must be met for a strategy to emerge: (1) New voices; bringing in new insights and material into the strategy process to shed light on unconventional strategies. This implies that strategy formation must be a pluralistic process. (2) New conversations; creating new dialogues about strategy between new people. In established organizations, strategic deliberations and decisions are usually taken by a smalls group, leaving little left to learn. (3) New passions; using these passions for the search for new wealth-creating strategies. (4) New perspectives; to have a new conceptual lens that allows individuals to reevaluate

their industry, capabilities, needs and so on contribute to the process of strategy formation. (5) New experiments; usually by engaging in a series of small, risk-avoiding experiments to maximize learning about what will work, and which will not. Since this thesis uses cases that follow the typology discussed at the beginning of section 2.1.2, the criteria of Hamel (1998) are met.

2.2.1 Strategy schools

Mintzberg et al. (2008) developed ten schools of thought, which is a framework that explains approaches to *defining* strategy. The ten strategy schools (Mintzberg et al., 2008) all frame strategy as a process of developing a plan or pattern and have various characteristics on which they can be distinguished and identified. They can be either be deliberate or emergent, descriptive or prescriptive and if leadership or the environment is more important in the school of thought. It is important to note that the environment does not refer to sustainability practices, but to the environment that influences the organization in general. It addresses *how* strategy evolves, *why* it evolves and *by whom* the strategizing process is managed (Mintzberg et al., 2008) as these are important aspects to understand an organization's strategic process (Whittington, 2007). Given that strategies in CDI's are not always shaped around a clearly defined plan and often emerge in a far more contingent way, this thesis will investigate the emergent and descriptive schools of strategy, as they study the strategy process as it evolves. An overview of the addressed strategy schools and its characteristics is presented in section 2.2.4.

The phenomenon of emergent strategy has often been studied as what it is, and not as to understand what conditions create the opportunity for emergent strategies to evolve. Hamel (1998) sought out to make linkages between the rules of strategy emergence, which leads to strategy innovation, followed up by industry revolution ending in the creation of new value. There is a distinction within the schools of thought on how the strategy *should* be formed and schools that describe how strategy *is* formed (Mintzberg et al., 2008). The latter are: (1) the entrepreneurial school, (2) the cognitive school, (3) the learning school, (4) the power school, (5) the cultural school, (6) the environmental school, and (7) the configurational school. Out of these seven schools of thought, four frame strategy as something that emerges as a pattern that is realized which was not expressly intended (Mintzberg et al., 2008). Since strategy in the entrepreneurial school is a deliberate approach, this school is left out of the theoretical framework. The configurational school is a combination of multiple schools, where strategy could be deliberate or emergent, depending on the context. Accordingly, this school will be included in the theoretical framework. This leaves five schools of thought that indicate the strategizing aspects of entrepreneurial networks: (1) the learning school, (2) the power school, (3) the cultural school, (4) the environmental school and (5) the configurational school. Each school of thought is discussed below in order of occurrence in the book Strategy Safari (Mintzberg et al., 2008).

The learning school states that an organization learns from its actions. During those actions, it gradually adapts as a pattern through learning that can be seen as a strategy. In the learning school, organizations set goals through the strategic intent by which the collective is created. Given that entrepreneurial networks are novel forms of collective value creation, they are destined to go through a

learning process (Mintzberg et al., 2008). Nevertheless, for a person or organization to learn from any situation, they need to be able to reflect. This reflection eventually leads to drawing new conclusions and acting upon them. In literature, this is also called organizational sense-making in a learning organization (Mintzberg et al., 2008). Learning in an organization is a dynamic process that builds on the principles that to learn, you need to fail. This leads to the semi-frequent adjustment of strategy based on the gained knowledge and insights. The organization continuously learns first-hand by re-examination of their actions. Knowledge is created and shared throughout the whole collective. Whenever a situation occurs in which an individual does not know how to proceed, it looks outside of their knowledge boundaries (Aalbers, Dolfsma, & Leenders, 2016).

The power school characterizes strategy formation as an overall process of influence, emphasizing the use of politics and power. Particular individuals negotiate the strategies that are beneficial for themselves and the goals they want to achieve, which is why it is important to know by whom the strategizing process is managed. Based on their goals the strategy changes occasionally. As noted earlier, an entrepreneurial network is characterized by its non-hierarchical organizational form (van Dam et al., 2014). There is no clear power base in the network. However, there are still noteworthy concepts within the power school that perceive strategy as a means of influencing (political) agendas. This is either at the micro level, within the organization, or at the macro level, outside the organization (Mintzberg et al., 2008). Influencing on the macro level comes from the concept of collective strategy (Astley & Fombrun, 1983). This concept lays the foundation of strategic alliances for the benefit of collaborative advantage. This collaborative advantage makes society stronger because it gets more people working together in locally-based communities that create value (van Dam et al., 2014). Thus, macro power can be seen as a benefit for entrepreneurial networks.

The cultural school poses that shared beliefs, passions and visions form an organization as a community. The basis for the social interaction in the community is the strategy formation. Individuals in the community all participate in strategy formation by working together to achieve their common goals based on their shared values (Mintzberg et al., 2008. The shared beliefs, passions and visions are guidelines, making the goals subordinates of the network. Through these intentions, they are part of the community. This is similar to an entrepreneurial network since its constituents are also brought together by shared values to achieve common (sustainability-oriented) goals (Raab & Kenis, 2009). Change in this school of thought to achieve their goals happens occasionally, only when the collective feels the need to change. Collective value creation helps to build and sustain the culture in an entrepreneurial network. Therefore, the cultural school can be seen as an applicable viewpoint on how an entrepreneurial network develops and stabilizes over time.

The environmental school places the environment in which an organization operates at the center stage of strategy development. Organizations shape themselves and their strategies in a reactive process as a response to their environment. It is a similar train of thought as the learning school, but the learning school conceives environments as complex places for collective learning from experiences. In contrast,

the environmental school assumes that an organization is formed in response to a certain environment (Mintzberg et al., 2008). This idea stems from the population ecology approach which doubts adaptation by an organization through a learning process. Thus, goals are set at an early stage of development and are afterward only influenced as a reaction to environmental factors. This implies that the strategy of an entrepreneurial network is a result of choices in the early stage of development, making these choices key in depending on their long-term survival. The environmental factors decide how and how often strategies change. Generally, this change is occasional.

The configuration school is a combination of all the strategy schools. Depending on the situation an organization is in, it should choose the most appropriate process of strategy development. It chooses a singular most fitting school, depending on the current context it is in. This benefits the stability of the organization, which is considered to be an important factor in the configuration school (Mintzberg et al., 2008). Since this school assumes adaptation based on a change of situation, context is leading in setting goals and -possibly- changing the strategy. These changes in the strategy are at most occurring occasionally (Mintzberg et al., 2008). In this school, there are seven organizational configurations of structure and power, each with its understanding of strategy formation (Mintzberg et al., 2008). These configurations can be defined as constellations of organizational elements that are connected through a unifying theme. Out of these seven configurations, the adhocracy organization (Mintzberg et al., 2008) poses the most promising to understand strategy formation in entrepreneurial networks. It operates in small effective teams, coordinated by mutual adjustment to achieve their common goal (Mintzberg et al., 2008). However, stability is key for the configurational school. It is debatable if entrepreneurial networks are stable forms of organizations since they are still at a (relatively) early stage of development.

In summary, it has been shown that this review of the discussed strategy schools of thought has given a slight indication of how the strategizing process in an entrepreneurial network could be defined (Mintzberg et al., 2008). At first sight, the learning school appears to be most promising to define the strategizing process of an entrepreneurial network. However, these schools are all based on research conducted in for-profit organizations, making it currently too far-reaching to use the schools to interpret the strategizing process of the cases. It has become clear that *how* strategy evolves, *why* strategy evolves and *by whom* the strategizing process is managed are key aspects to *define* strategizing in an entrepreneurial network. The schools also address how strategic goals are set in an organization, as according to Mintzberg et al. (2008) is achieved by engaging in a process of developing a plan or pattern, creating a unique position for an organization's actions. Therefore, when analyzing a strategizing process, these aspects must be identified or recognized before it is possible to define this process. An overview of the schools and their corresponding aspects is presented in table 1 in section 2.2.4.

2.2.2 Generic strategies

Having discussed applicable strategy schools of thought (Mintzberg et al., 2008) to define the strategizing process of entrepreneurial networks and by which aspects they can be recognized, this section will now move on to address generic strategies (Mintzberg & Waters, 1985). It is possible to

identify these strategies within organizations to provide insight in their intentions, choices and patterns in goal setting, decision-making and planning activities (Mintzberg & McHugh, 1985; Mintzberg & Waters, 1985). These real-world strategies are spread out along the continuum between deliberate and emergent strategies. As previously mentioned, it is assumed that entrepreneurial networks rely on emergent strategizing. Below the strategies that, based on strategy literature, are most likely to be implemented by entrepreneurial networks. According to the nature of the generic strategy, they are added to the table with strategy schools (Mintzberg et al., 2008) presented in section 2.2.4. Each generic strategy is discussed below in order of occurrence in the literature (Mintzberg & Waters, 1985).

Ideological strategies (Mintzberg & Waters, 1985) originate from shared beliefs. The intentions exist in a collective vision of all actors, similar to the line of reasoning of the cultural school. The actors identify with this vision to such an extent that they pursue it as an ideology. Since ideology is somewhat overt, the intentions can usually be identified. This generic strategy is quite deliberate, which contrasts the assumption that entrepreneurial networks have a rather emergent strategy. But given that entrepreneurial networks are established to solve wicked problems through multiple value creation, their visions are somewhat like ideologies. The purpose of ideology is to change the environment or to insulate the organization from it (Mintzberg & McHugh, 1985). In an organizational context, it makes sense to deem this strategy type as deliberate. But in new ways of value creation, an ideology might lead to emergent strategy formation.

Unconnected strategies (Mintzberg & Waters, 1985) originate in enclaves. It is perhaps the most straightforward strategy. One part of the organization, because it is only loosely coupled to the rest, can realize an own pattern of actions. This means that within the organization everyone is 'doing its own thing', where individual actors form a configuration of different strategies in the collective, depended on their context. It can thus be linked to the configurational school. Since this type of strategy does not come from central leadership it seems that they are relatively emergent for the collective (Mintzberg & McHugh, 1985). But from an individual point of view, it depends on the prior existence of intentions. Identifying these intentions is tricky in any context since it cannot be tested what is articulated was truly intended.

Consensus strategies (Mintzberg & Waters, 1985) originate in consensus: through mutual adjustment among different actors, as they learn from their responses to the environment and each other (Mintzberg & McHugh, 1985). This way they find a common and probably unexpected pattern in strategy formation that works for the organization, making it emergent. Convergence is thus not driven by central management or even prior intentions. It evolves from multiple individual actions. But certain actors can also actively promote their ideas to gain consensus by negotiating with colleagues, relating to the use of politics in the power school.

Imposed strategies (Mintzberg & Waters, 1985) originate from the environment, which places them within the environmental school. The environment can (in)directly force an organization into a stream or pattern of actions, regardless of safeguards. Restrictions and taking away options are examples

of influences that are imposed by the environment. Many planned strategies are in the end determined by external forces. In these strategies, organizations need to make compromises for them to be achievable.

The Grassroots Model (Mintzberg & McHugh, 1985) originates from an evolved compromise in strategies. It balances on the one hand the demands of individual projects, and on the other, the need for a certain order. The Grassroots Model consists of six main components: (1) strategies grow initially like weeds in a garden, meaning that sometimes it is important to let them emerge and not overmanage them. (2) All the people in an organizational form can learn and contribute to the strategy. (3) These individual strategies can become organizational when they grow in the collective, meaning that it pervades in the behavior of the actors. (4) Proliferation may need to be managed but does not have to be. It can be spread through collective action when working towards new values. (5) New strategies often emerge in periods of divergence that punctuate converged prevalent strategies. (6) To manage this, they need to be recognized in their emergence and not to be preconceived or intervened.

As with the strategy schools, these four generic strategies and the Grassroots Model come from an organizational perspective where the primary goal is to create economic value. Each strategy possesses different approaches to strategizing and strategy formation. Identification of the generic types of strategy can serve to explain an organization's intentions, choices and patterns in goal setting, decision-making and planning activities. Accordingly, these generic strategies indicate how entrepreneurial networks strategize (Mintzberg & McHugh, 1985; Mintzberg & Waters, 1985). However, due to the novel state of entrepreneurial networks, it is also possible that the theory of strategy as practice (Whittington, 2002) can be used to explain the strategizing process of entrepreneurial networks. Strategy as practice will be addressed in the next section.

2.2.3   Strategy as practice

The 'as practice' approach has entered the strategy literature recommending that the focus should be on strategists in real-life situations (Whittington, 2002). It suggests that strategy is not something that an organization has, but something that the organization and his actors do (Cook & Brown, 1999). It shifts attention away from a 'mere' focus on the effects of strategies on performance alone to a more comprehensive analysis of what actually takes place.

Following the study of van Dam et al. (2014), it can be assumed in this thesis that entrepreneurial networks are 'learning by doing', which indicates that civilians engage in a continuous process of developing and reflecting on collective plans, goals and actions. This closely relates to the learning school (Mintzberg et al., 2008), strategy formation in adhocracy, the Grassroots Model (Mintzberg & McHugh, 1985) and to strategy as practice (Whittington, 2002). All these theories observe strategy as something that emerges and grows within an organization through interaction between constituents. The constant development and reflection can be seen as recursive and adaptive processes, two core elements that underpin the strategic management literature. On one hand, organizations always need to adapt to the changing environment, but on the other, organizations must have basic stability to function

efficiently (Mintzberg et al., 2008). 'Practice' implies that repetitive performance is needed to become practiced. It is a type of self-reinforcing learning that looks like exploitative learning theories. The recursive learning process provides embedded repertoires on which an organization builds its identity. This can either be seen as a competitive advantage, but also as hindering in situations where the organization needs to reconfigure quickly (Whittington, 2007). Since differentiation is important in even moderate dynamic environments, recursiveness is problematic in strategy practice. However, this differs in social contexts.

Change in the strategy process arises from the interaction between embedded levels of context, from a socio-economic context to the industrial context (Jarzabkowski, 2004). The socio-economic context has plural social institutions (e.g. communities or entrepreneurial networks) that coexist among each other. Actors make choices in using or joining these networks which is a deliberate adaptation to current internal systems and environmental conditions (Jarzabkowski, 2004), which can be seen as a strategic action by individual actors. In an entrepreneurial network, the knowledge of constituents develops through interaction with the practical activities of that network (Cook & Brown, 1999). Therefore, the social nature of an entrepreneurial network constitutes an adaptive learning opportunity for everyone involved. Thus, it would make sense that the strategy as practice theory could explain the strategizing process of entrepreneurial networks. However, large and stable networks appear liable to engage in recursive practice due to limited external networks and few crises or problems (Jarzabkowski, 2004). Accordingly, if an entrepreneurial network becomes large and stable, they must be aware that their recursive practices could hinder them in situations where the organization needs to reconfigure quickly. In a converse situation of a smaller network in a dynamic environment, which is more likely in the context of the entrepreneurial networks, an adaptive practice is promoted.

As said, strategy changes depending on the context in which it is discussed. Therefore, a strategy can also be analyzed from a pluralist context, the context in which an entrepreneurial network operates in. However, pluralism in organizations is seldom addressed in the strategy literature. Contemporary strategy literature mainly addresses for-profit organizations with a distinctive focus. Strategy development in pluralistic contexts, however, is highly fragmented by competing demands. The fragmentation is due to divergent and sometimes even clashing interests within the organization. It is thus of importance that managers in pluralistic organizations strive towards an ideal state of interdependence (Jarzabkowski & Fenton, 2006). Jarzabkowski and Fenton (2006) introduced three different modes of association between strategizing and organizing: (i) the interdependence mode, (ii) the imbalanced mode and (iii) the destructive mode. The interdependence mode is conceptualized as an ideal state in which organizing and strategizing are mutually reinforcing, creating organizing practices tailored to the demand of different strategic goals. On the other extreme, you have the destructive mode of association between organizing and strategizing which is occasioned by extreme pluralism in both domains. This happens when multiple strategic objectives cannot be aligned, and actions conflict with strategic objectives. This pulls the organization in too many different directions while not being able to

resolve multiple, sometimes opposing, demands. In between the interdependence and destructive modes is the imbalanced mode. It is a more subtle form of pluralism that becomes threatening for organizations without managerial recognition for its roots or consequences. The imbalanced mode occurs when strategic objectives are blocked by organizing practices. These modes have implications for practitioners operating in a pluralistic context. Jarzabkowski and Fenton (2006) mention that research on strategy and strategy formation needs to shift away from current dominant perspectives on strategy and organizations in general and move towards more social and dynamic and pluralistic views of collaborations and actions. Gathering empirical findings on pluralistic strategy practices and the different modes of association in entrepreneurial networks may provide insight into their strategizing process and behavior.

2.2.4 Characteristics of strategy for entrepreneurial networks

Based on the literature that is discussed, different types and approaches of strategizing can be derived that fit the nature of entrepreneurial networks and give indications of explaining their strategizing process. The strategy schools (Mintzberg et al., 2008) are used as a framework to explain different approaches in defining strategizing in entrepreneurial networks. The schools give an indication of *how* strategizing evolves, *why* it evolves and *by whom* the strategizing process is managed. Next to that, the generic strategies give insight in the intentions, choices and patterns in goal setting, decision-making and planning activities (Mintzberg & McHugh, 1985; Mintzberg & Waters, 1985) and can be recognized in practice. These generic types of strategies correspond with the different schools of thought that were discussed. An overview is given in table 1: Strategy schools and types for strategizing in collective value creation, adapted from Kamm et al. (2015). Also, the strategy as practice theory serves as a suitable explanation for the strategizing process of entrepreneurial networks. The pluralistic context of entrepreneurial networks allows for assessing the different modes of association (Jarzabkowski & Fenton, 2006). However, it is too far-reaching to assume that these theories fully explicate the strategizing process of the cases. Therefore, aspects of the discussed literature on strategy are used in an attempt to develop a conceptual model by which the strategizing process of entrepreneurial networks can be analyzed in practice. This is addressed in the next section. After the analysis, it is determined if contemporary strategy literature can characterize the strategizing process of entrepreneurial networks.

Table 1: Strategy schools and types for strategizing in collective value creation, adapted from Kamm et al. (2015).

Strategy school	Learning school	Power school	Cultural school	Environmental school	Configuration school
As what is Strategy perceived?	Strategy is learning	Strategy is having influence	Strategy is creating collectivity	Strategy comes from a reaction to changes in the environment	Strategy is dependent on the context in which it evolves
Who strategizes and makes decisions?	Anyone who anticipates on the strategy	The central manager or the network	The overall collective	The environment determines what happens to the organization	Depending on the context

How are goals set?	Through strategic intent for the collective	Through political power and individual goals	As subordinates of the network	Based on population ecology	Depending on the context
How to manage strategizing and plan activities?	By recognizing and stimulating positive developments, and recognize and counteract on contra productive developments	The one having power is directive	Anticipating that the network will maintain stability	By anticipating on the environment the network is in	Depending on the context
When and how often can the strategizing process occur?	Anytime, whenever anyone anticipates, semi-frequently	Anytime when influence is needed, occasionally	Only when the collective feels the need to change, occasionally	That depends on the environment, occasionally	Only when it is perceived as necessary, occasionally
Interesting approaches and or types of strategy	The Grassroots Model and Learning Organization	Collective strategies and collaborative advantages in consensus strategies	Ideological strategies	Imposed strategies	The organizational configurations of structure and power, and unconnected strategies

2.3 A process model of collaborative strategic management

The previous section of this thesis has focused on contemporary strategy literature developed from research within the context of formal, profit-driven organizations. As stated earlier, strategizing is a process of developing a plan or pattern, creating a unique position for an organization's actions (Mintzberg et al., 2008). Accordingly, it is possible to analyze this process as streams of decision-making, goal setting and planning activities. The following section will discuss the beforementioned process model for collaborative strategy by Clarke and Fuller (2010), by which a collaborative strategizing process can be analyzed.

The research of Clarke and Fuller (2010) presents an integrative conceptual model consisting of five stages for cross-sectoral collaborative strategic management in CSSP. They used their model to study two cases on collaborative regional sustainable development partnerships and strategies, but acknowledge that future research is necessary to determine the applicability of the model to collaborative situations (Clarke & Fuller, 2010). As explained in section 2.1.2, this type of collaboration is somewhat similar to an entrepreneurial network but deviates since a CSSP is deliberately initiated by public and private partners. Further, the authors set the requirement for the model to be applicable, the partnership must formulate a deliberate collaborative plan as part of their collaborative strategic management. This limits the use of the model in this research since strategies in entrepreneurial networks often emerge in a far more contingent and path-dependent way (van Dam et al., 2014). Therefore, the model must be adapted for the context of this thesis.

According to Clarke and Fuller, a collaborative strategy is a joint effort to determine a vision and 'long-term collaborative goals for addressing a given social problem, along with the adaptation of both organizational and collective courses of action and the allocation of resources to carry out these courses of action' (Clarke & Fuller, 2010, p. 86). In the model, both the collaborative and the individual partner-organization level for the formulation and implementation of collaborative strategic plans are addressed. A conceptual adaptation of the process model was presented by Kamm et al. (2018a) at the Eighteenth International Conference on Knowledge, Culture, and Change in Organizations in Konstanz, Germany. Their research explored how strategy formation evolves in local and regional communities addressing wicked problems related to sustainable development, making it more applicable for this research. This model, as seen in figure 2: Collaborative strategy process (adapted from Clarke and Fuller, 2010). Below, an explanation of the stages is given.
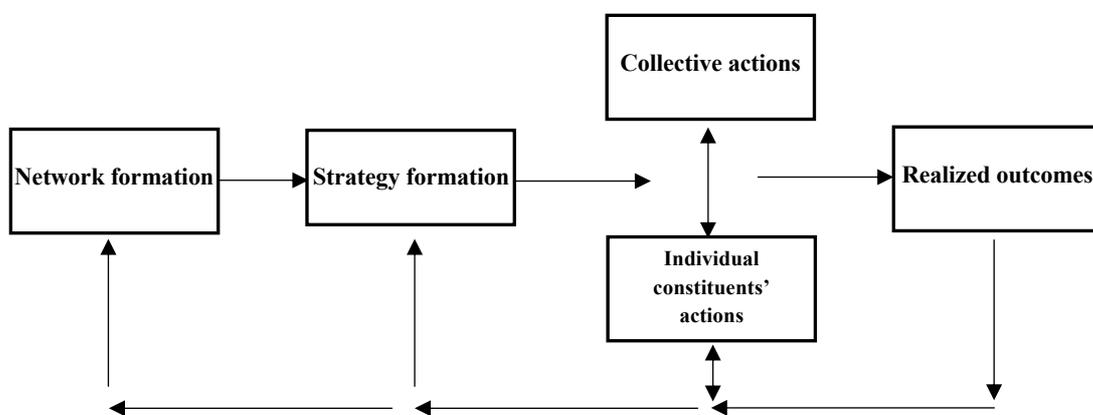
Figure 2: Collaborative strategy process (adapted from Clarke & Fuller, 2010)

The first stage is the formation of the network. This is depending on the context such as situational considerations related to the social and ecological problems that are treated (Clarke & Fuller, 2010). Before constituents engage in the formation of the network, the preconditions for a strategy to emerge must already be met (Hamel, 1998). Otherwise, the entrepreneurial network would not engage in the next stage of strategy formation. The second stage in the process model is formulating a collaborative strategic plan. Key tasks in this strategic plan are creating a common vision, mission and value statement to create a unique positioning for the network (Kamm et al., 2018a). To make this concrete, collaborative objectives need to be set. To come to these objectives, collective and individual actions manifest simultaneously, which is the third stage in the model.

Implementing activities describe strategic objectives that relate to ecological, economic and social values (Ginter & Duncan, 1990). In these activities, partners collaborate with both participating and nonparticipating stakeholders. Following the notion of Haksever et al. (2004), the output of these activities can be interpreted as value creation. This implies that value-creating activities are part of the strategizing process of entrepreneurial networks and will contribute to achieving their desired outcome. It is important to distinguish between the long-term strategic planning strategy and short-term projects (Tietjen & Jørgensen, 2016). Collective actions address long-term strategic objectives, while individual

constituents address organizational-specific objectives. The latter are short-term projects that contribute by giving direction to the vision of the collaboration. It must be noted that there is a continuous interaction between the two. If this interaction is not recognized, it may lead to misunderstandings between constituents participating. This interaction has also been pointed out by Jarzabkowski and Fenton (2006), noting that strategic development can fragment due to divergent and sometimes even clashing interests within an organization. Analyzing this interaction may provide insight into an organization's strategic behavior. A possible solution is given by emphasizing professionalism in strategic planning (Tietjen & Jørgensen, 2016). Overall the activities allow for reflection and evaluation, which can lead to an adjustment of the long-term vision.

The fourth and final stage is the realized outcomes which are the results of the actions taken by individuals and the network. According to Clarke and Fuller (2010, pp. 90-91) these outcomes can be divided into six types: (1) plan-centric, which are documented in the collaborative strategic plan, meaning what the collaborating parties want to achieve. In the case of an entrepreneurial network, this relates to achieving the sustainability-oriented goals of the constituents through (multiple) value creation. (2) process-centric, which are outcomes that led to alterations and adaptations to the formation, design and implementation process of the strategy. (3) partner-centric outcomes are related to the learning process and changes in organizational behavior. (4), outside stakeholder-centric outcomes involve changes in the inter-organizational relationships. (5) person-centric outcomes relate to the individuals and (6) environmental-centric outcomes that are unexpected and relate to ecological, economic and social environments that go beyond the context of the focal issues that are addressed by the collaboration. Additionally, the model features feedback loops. These are added to allow for corrective action, overlapping activities and cyclical decision-making (Clarke & Fuller, 2010). Organizations thus may require adaptations in actors, goals and actions of the network. The feedback loops are added to address validity issues in linear process models (Mintzberg, 1990).

2.3.1 Conceptual process model to analyze strategizing in entrepreneurial networks

Thus far, the model seems applicable to analyze strategizing in entrepreneurial networks. However, entrepreneurial networks bring the dimension of personal involvement and (multiple) value creation to the collaboration. So, the adapted process model to analyze strategizing in entrepreneurial networks should encompass the dimension of personal involvement and value creation to fit the context of this research. The contemporary strategy literature indicated how the strategy schools of thought (Mintzberg et al., 2008), types of generic strategies (Mintzberg & Waters, 1985) and the modes of association from the strategy as practice theory (Jarzabkowski & Fenton, 2006) could characterize the strategizing process of entrepreneurial networks. As seen in table 1, to explain how strategy is defined in an entrepreneurial network, it must become clear *how* strategy evolves, *why* it evolves and by *whom* the strategizing process is managed. In their strategizing process, it is possible to recognize strategic-oriented choices as patterns in the decision-making, goal setting and planning activities of an entrepreneurial network. Following these patterns, this research tries to identify different types of generic strategies to explain the strategic

behavior of entrepreneurial networks. As found in the literature on collective organizing and value creation, the shared values of the collective serve to set a common desired goal, which is achieved through value-creating activities. The literature on strategizing and collaborative strategy is synthesized by using the adaptation of the process model of Clarke and Fuller (2010), as presented by Kamm et al. (2018a). The conceptual model (figure 3) provides an opportunity to gain practical insight by analyzing the strategizing process in entrepreneurial networks.

The conceptual model is divided into four interrelated stages. Following these stages, it is possible to deconstruct and analyze the strategizing process and observe patterns in a decision stream (Mintzberg, 1978). Each stage can be approached differently, depending on the problem, goals and planning-activities of the network. The stages of the conceptual model are: (1) Problem, (2) Goal, (3), Activities and their Output, and (4) Outcomes. Since the main interest of this thesis is how entrepreneurial networks strategize, it does not include the initial stage of network formation. An explanation of the stages including its most important aspects by which they can be observed and identified is given below the model.
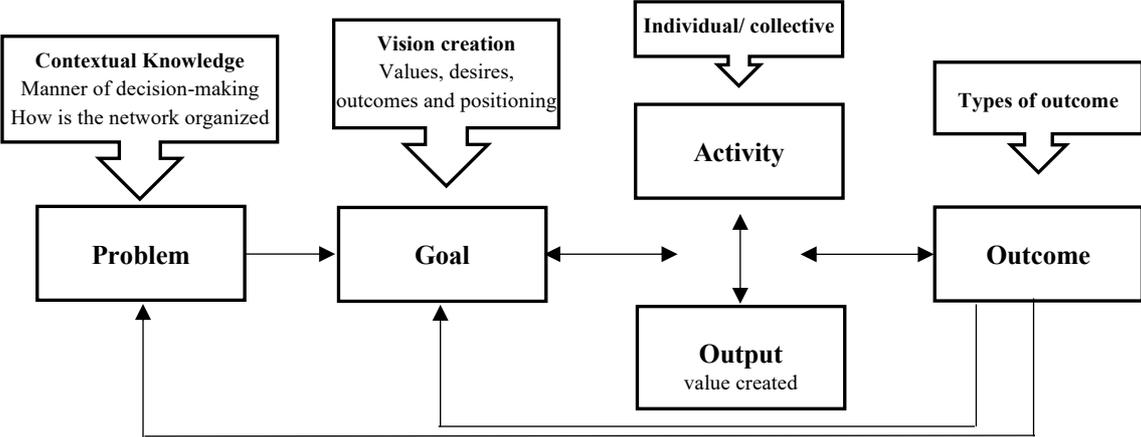
Figure 3: Conceptual process model to analyze strategizing in entrepreneurial networks

(1) The problem stage is where the network engages in defining one or more problems they want to address. Deciding on a problem is depended on the contextual knowledge, that is how a network is organized and structured (e.g. their legal entity), and who strategizes, related to the manner of decision-making in an organization (Mintzberg et al., 2008). Clarifying these aspects helps to prevent misunderstandings when deciding on the problem that the network wants to address (Owen, Moseley, & Courtney, 2007). This is of the essence for a coherent strategizing process. It indicates how and *by whom* the strategizing process is managed. Both are imperative to solve the problem at hand.

(2) The goal stage is used to translate what the network has envisioned to achieve as a collective. Their shared vision serves as a guideline in their decision-making process steering them to develop a plan to reach their common goal(s) (O'Brien & Wolf, 2010). In this stage the network develops its collaborative strategic plan (Clarke & Fuller, 2010), in which strategic decisions and considerations are made to develop a common vision, mission and value statement to create a unique positioning for the network (Kamm et al., 2018a). Besides, parts of the collaborative strategic plan can be revised or

adapted, and intermediate goals can be set. These strategic decisions, considerations and revisions give an indication of *how* and *why* the strategy evolves. The strategizing process is influenced by the scope of the goal. If there is a collaborative strategic plan, it may influence the strategy as such that it changes. From the literature, it can be derived that these changes can occur frequently or occasionally depending on the type of strategy and strategy perception (Mintzberg et al., 2008).

(3) The activities and output stage together are the third stage. The activities in the process can be either taken by the collective, by a part of the collective, or by individual constituents, depending on the objective (Clarke & Fuller, 2010). Based on the goal that is envisioned, the entrepreneurial network plans long-term activities normally executed by (part of) the collective, or short-term activities done by individual civilians. This refers back to the interaction between long-term strategic objectives and organizational-specific objectives, which can be recognized to prevent diverging goal orientations (Jarzabkowski & Fenton, 2006). In turn, this produces output for the long- or short-term, which according to Haksever et al. (2004), is the creation of value. Therefore, the output of the activities in the strategizing process of entrepreneurial networks is analyzed as the value the collaboration creates, indicating the multiple value-creating aspects of entrepreneurial networks. In this thesis, these values are distinguished based on the triple bottom line theory (Elkington, 1999) and can be assessed as market and nonmarket values, as discussed in section 2.1.1. Before an activity takes place, the scale and scope of the activity need to be determined for coherent fulfillment. Also, the desired outcomes should be clear for the constituents in the network to avoid conflict (Waddell & Brown, 1997).

(4) The outcome stage is the fourth and final stage in the model. It relates to the outcome of the realized strategizing process of the network. As discussed above, Clarke and Fuller (2010) suggest six different types of outcomes. These suggestions are valuable for analyzing the strategizing process since it facilitates the anticipation of various outcomes in advance. It also gives an explanation of *how* and *why* the strategy evolves. It is assumed that plan-centric outcomes are a translation of the sustainability-oriented goals through the (multiple) value creation of an entrepreneurial network. When the outcomes are realized, networks can adapt their goals and problem definition. Therefore, the feedback loops below the model are added.

2.4 Capturing strategizing in entrepreneurial networks that create multiple values

To conclude this chapter, this last section captures the discussed literature on strategizing in entrepreneurial networks that create multiple values. Entrepreneurial networks are a new form of organizing that strategize in collective value creation to achieve their sustainability-oriented goals. The literature on collective organizing and value creation provided context on how they are organized and what types of values they create, but heir strategizing aspects cannot be captured by the current literature on strategizing. Since addressing sustainability-related goals through multiple value creation requires plans and patterns for an organization's actions, it is interesting to explore the strategizing aspects of entrepreneurial networks that contribute to achieving their goals.

The literature has provided insights into the value-creating aspects of entrepreneurial networks. Values can be seen as wants, goals and needs, serving as guidelines for behavior, decision and choices (O'Brien & Wolf, 2010). Values can be created as output through a product service or activity (Haksever et al., 2004). Research has shown (Jonker et al., 2017; van Dam et al., 2014) that social and ecological values are drivers for an entrepreneurial network's actions, in which civilians play a central role and participate. Using the triple bottom line theory, economic, social and ecological values created by entrepreneurial networks can be distinguished and identified (Elkington, 1999).

The contemporary strategy literature indicates how to explain the strategizing process of entrepreneurial networks. The strategy schools indicate how strategy is *defined* in organizations (Mintzberg et al., 2008). According to this literature, strategizing can be interpreted as a process to develop a plan or a pattern to achieve the set objective. Also, organizations are likely to adopt a distinct generic strategy that can be *identified* based on patterns in goal setting, decision-making and planning activities (Mintzberg & Waters, 1985). Next to that, the strategy as practice theory (Whittington, 2002) provides a viable indication of how an entrepreneurial network strategizes. In its pluralistic context, different modes of association can be identified, which contribute to explaining their strategic behavior (Jarzabkowski & Fenton, 2006). The adapted model for collaborative strategizing based on the research of Clarke and Fuller (2010) (Kamm et al., 2018a) provides the opportunity to gain practical insights on the different stages of a strategizing process in multiple value creation. This model is visualized in figure 3 and lists the important aspects for each stage that can be identified in empirical testing.

3 Research Methodology

This chapter discusses the methodology for this research. The empirical research in this thesis aims to answer the question: *What characterizes the process of strategizing while creating multiple values as investigated in entrepreneurial networks?* To do so, first, the following two sub-questions must be answered: (1) *What are the differences and similarities in the strategizing process of entrepreneurial networks?* (2) *What are the main elements of the strategizing process of entrepreneurial networks?* The chapter starts by discussing the research objective, followed by the research design, case descriptions, data collection methods and data analysis. The last paragraph discusses the validity, reliability and limitations of the research methodology.

3.1 Research objective

Entrepreneurial networks are a new type of organization that are becoming more common as a means to address societal problems such as resource depletion, deforestation and a strong increase in demand for energy. However, contemporary strategy literature does not address strategizing aspects of multi-party, value-creating collaborations in which civilians take center stage, leaving a gap that is addressed in this thesis. Since addressing sustainability-related goals through multiple value creation requires plans and patterns for an organization's actions, this research aims to get a better understanding of the strategizing process of entrepreneurial networks in the Netherlands. In doing so, an attempt is made to explore how these new types of collaborations strategize while creating multiple values. As not much is known about the phenomenon of strategizing in multiple value creation, this research is exploratory (Sekaran & Bougie, 2016) and conducted using a qualitative research approach. Qualitative research is defined as research that emphasizes meaning and experiences to develop concepts that help us understand social phenomena in their natural context (Boeije, 2016).

3.2 Research design

The qualitative research approach is appropriate in this thesis since it is often used when answering a 'what' question. The qualitative research method is supported by a variety of tools and techniques to develop an understanding of how social phenomena are perceived by people within their given context (Bleijenbergh, 2015). By doing so, I aim to achieve the research objective: get a better understanding of the strategizing process of entrepreneurial networks in the Netherlands. As this research is exploratory, elements of the grounded theory methodology (GTM) (Strauss & Corbin, 1997) were used. The GTM enables the researcher to seek out the strategizing process of entrepreneurial networks by going back and forth between analysis and data collection because each informs and advances the other (Boeije, 2016).

A case study is a suitable design for this research since it can be used to understand a complex phenomenon and investigate in-depth to possibly find underlying patterns and processes (Yin, 2014). Since this thesis focusses on twelve cases, a multiple comparative case-study design is applied. This allows the researcher to first examine and analyze the strategizing process of each of the cases

individually with the adapted process model for collaborative strategizing. This will result in twelve descriptions of the strategizing process of the cases. Thereafter, the results of all the cases are compared to clarify whether these findings are similar or different across cases, providing an answer for sub-question one. Based on this comparison, a generalized strategizing process of entrepreneurial networks in The Netherlands is developed, including its most relevant and noteworthy aspects. This will answer sub-question two. Subsequently, the generalized strategizing process is compared to the strategy literature from the theoretical framework (section 2.2) to determine if and to what extend findings from the case study research parallel findings from theory, eventually answering the main research question of this thesis. These results are shared with the respondents during a feedback session to check whether I interpreted the data correctly.

3.3 Cases for the analysis

For this research, the cases are entrepreneurial networks in the Netherlands. As mentioned, data has already been gathered on twelve entrepreneurial networks for the Ph.D. study of M. Kamm. As listed in section 2.1.2, the criteria for the cases from which the data has been gathered are based on the typology presented during the Third International Conference on New Business Models in Sofia, Bulgaria (Kamm et al., 2018b). In these case,s it has been established that they all meet the requirements of Hamel (1998) for a strategy to emerge. A description of the cases is included in the research, which can be found in Appendix C: Analysis and fragments of the focus interviews. The following cases have been analyzed:

Tabel 2: Cases for the analysis

1.	Fruitmotor	7.	Cooperatie Bommelerwaar
2.	Energiecoöperatie WPN	8.	Dirk III
3.	Voedselbos Ketelbroek	9.	Gebiedscooperatie Rivierenland
4.	Go Clean de Liemers	10.	Stichting Pak an
5.	Food council Metropool Regio Amsterdam (MRA)	11.	Gloei Peel en Maas (Gloei)
6.	Netwerk Kleurrijk Groen	12.	Noorden Duurzaam

3.4 Methods of data collection

In a multiple case study research, empirical data is usually gathered through interviews, observations and/or document analysis. Using a multitude of methods for data collection is called triangulation and allows for a more in-depth analysis of the phenomena being studied (Bleijenbergh, 2015). In her Ph.D., M. Kamm is developing a process model for strategic decision-making for entrepreneurial networks and gathered data on the twelve cases listed above. Since her research focusses on strategy formation, the data is sufficient for studying the strategizing process of entrepreneurial networks. Therefore, this research uses secondary data and document analysis as methods for data collection. An overview of all the used data can be found in appendix A: Overview of used data per case.

3.4.1 Secondary data

Using secondary data is an efficient way to do research (Verhoeven, 2011). It saves time since the data collection has already been done. This thesis will make use of verbatim transcripts gathered by M. Kamm. In-depth interviews were held to gain knowledge of the phenomena of entrepreneurial networks and their strategic decision-making processes. By using a topic list, semi-structured focus interviews were conducted with governing actors of the cases. The topic list was based on a document that M. Kamm made which captured important strategic decisions taken by the cases being interviewed, making them suitable to explore a strategizing process. This type of method allowed for new questions to emerge during the interview, but still provides some consistency across interviews with the different cases (Myers, 2013). I gained access to this data by using a secure knowledge-sharing environment provided by Saxion UAS.

3.4.2 Document analysis

Next to the secondary data analysis, documents are used to analyze the strategizing process. Existing documents of the entrepreneurial networks are sources of knowledge and information. Different types of documents were gathered by M. Kamm about the entrepreneurial networks, such as statutes, reports, websites and project information. These types of documentation gave an insight into decision-making, goal setting and planning activities. However, the availability of these documents highly differs between the cases as seen in appendix A: Overview of used data per case, making it difficult to use for comparison. It does provide additional insight into how the cases operate, make decisions, set goals and plan activities. It also provided an opportunity for triangulation in the analysis, which strengthens the reliability of the research (Bleijenbergh, 2015). This will be further elaborated in section 3.6. As with the secondary data, I gained access to these documents through the secure knowledge-sharing environment from Saxion UAS.

3.5 Data analysis

The data collected by M. Kamm from the focus interviews are analyzed by using an axial coding technique. Coding originates from the GTM and is the most important tool which can be used to analyze data (Boeije, 2016). Within this technique, the main concept and themes are deducted from theory which is explained in the theoretical framework. The concept is operationalized in a template of sensitizing concepts, dimensions and indicators. Since the codes for the concept are derived from the theoretical framework, they are called constructed codes (Boeije, 2016).

The main sources of secondary data were the focus interviews that were conducted with governing actors of the entrepreneurial networks; accordingly, these were coded. All focus group interviews were coded systematically in collaboration with two other Strategic Management master students, Stefanie Hillenaar and Julia van de Warenburg, and with the close cooperation of M. Kamm, who gathered the data. Initially, all transcripts were coded individually by one of the researchers, using the same dimensions. This was done by reading the interviews and connecting the dimensions to sections

in the verbatim transcripts. Next, the coded transcripts were evaluated by one of the other two researchers and discussed to come to a consensus about the interpretation. This accounts for the interrater reliability of the research (Boeije, 2016). Thereafter, I identified the indicators of the discussed dimensions. These indicators were interpreted as a whole to represent the earlier mentioned dimensions, meaning; the combined indicators of one dimension represent that dimension.

3.6 Operationalization of the research concept

The main interest of this thesis is the strategizing aspects of entrepreneurial networks. Therefore, the concept of strategizing is operationalized according to the stages of the conceptual process model for collaborative strategizing (figure 3). Using this operationalization, the qualitative concept can be deconstructed and analyzed within the data. The stages of the model represent the dimensions of strategizing: (1) Problem, (2) Goal, (3) Activities and Output, and (4) Outcome. As explicated in section 2.3.1, each stage has important aspects that were derived from literature by which they can be analyzed. These aspects are the indicators of that dimension. By assessing the indicators of the dimensions on the presence or absence, and how they are incorporated by the cases, it is possible to create a description of each case's strategizing process. An overview of the research concept 'strategizing' with its corresponding dimensions and indicators can be found in appendix B: Operationalization of the research concept.

3.7 Limitations

Like all research, this one has its limitations. Qualitative research can be criticized based on its reliability, validity and its methods. A disadvantage of a multiple case-study design is that it often requires extensive resources and time (Yin, 2014). To tackle this disadvantage, I combined both document analysis and secondary data from the research of M. Kamm, which resulted in a triangulation of analysis methods. Triangulation is valuable for qualitative research since it gives different perspectives on strategizing in multiple value creation. Since every method has its flaws, the quality of a study was improved by using multiple methods (Boeije, 2016). Having multiple cases will produce stronger and more robust findings since it does not rely solely on one unique case (Yin, 2014), and provides the possibility to generalize the findings.

Validity determines whether a research does actually measure what it intended to measure (Boeije, 2016). To do so, the concepts of the study must be clear. Various definitions of value and collectively organized collaborations for multiple value creation were addressed to create a coherent context in which strategizing is being researched in this thesis. Reliability refers to consistent results over time (Boeije, 2016), meaning that by using the same methods to reproduce the research, the outcomes would not differ from each other. As discussed above, secondary data was used in the analysis. The secondary data consists of transcribed semi-structured interviews. The transcripts enhance the quality of the data, making it possible to analyze the exact conversations. By using focus groups, M. Kamm verified the gathered data with the respondents, accounting for the interpretive validity. To

account for my interpretive validity, I used the same dimensions as Stefanie Hillenaar and Julia van de Warenburg to compare my results with theirs, which is called research triangulation (Verhoeven, 2011). This will provide sufficient interrater reliability of the research (Boeije, 2016).

The use of secondary data also has its limitations. Often researchers can only access the data and not the respondents who provided the data. However, since M. Kamm is still working on her Ph.D., she is still in contact with the respondents. This means it would have been possible to gather more data from specific cases if this was deemed necessary during the analysis. This could have contributed to the quality of the research since it would be more specific to this research objective. This thesis focusses on the overall strategizing process of the entrepreneurial networks, whilst the research of M. Kamm focusses on specific strategic decisions in given points in time. Additional interviews would be beneficial to gain clarification on the overall strategizing process. Although this would make sense to do, I was limited to accessing these information sources. Due to the spread of the COVID-19 virus spreading in the Netherlands, the government has forbidden meetings above three people during the major part of the research period (NOS Nieuws, 2020). The respondents of the entrepreneurial networks were and still are currently busy in sustaining the initiatives, which made it difficult to access them in the spring of 2020. However, due to the large amount of knowledge M. Kamm possesses of the cases, she provided me with additional explanations to better understand the contexts in which the entrepreneurial networks operate. Next to that, she already gathered a large amount of data, which sufficed to conduct the research. Also, all university facilities were closed which made it difficult to access library data. Although these consequences of COVID-19 posed some barriers for the research, these were overcome by making use of videoconferencing and data sharing through the educational environment provided by Saxion UAS.

4 Research Analysis and Interpretation of the Results

To answer the research questions of this thesis, the following structure was used in the analysis: First, based on the data, each case is analyzed separately by using the conceptual model that was developed in section 2.3.1 and its corresponding operationalization (see appendix B). From this analysis, eleven descriptions of strategizing processes in entrepreneurial networks are developed and presented. This is done in no particular order. Secondly, these descriptions were compared to distinguish the differences or similarities in their strategizing to create multiple values. Thirdly, based on the comparison, a generalized strategizing process of entrepreneurial networks is distilled. And fourth and finally, after the cross-case analysis the results were compared with the strategy schools (Mintzberg et al., 2008), generic strategies (Mintzberg & Waters, 1985) and the literature on strategy as practice (Whittington, 2002) as discussed in section 2.2, to see if the strategizing process can be characterized by the literature.

4.1 Research analysis

As seen in figure 3: Conceptual model for strategizing in collective value creation, the stages from the conceptual model contain aspects listed in the arrows above. These aspects were found in literature and are important for the specific stages in the strategizing process. Each focus interview from the cases has been coded based on the dimensions and indicators that can be found in appendix B: Operationalization of the research concept. After coding the data, descriptions of the cases and their strategizing process per stage are created. Besides, to justify the descriptions of the strategizing process, a table with fragments of the focus interviews per dimension is displayed. These fragments represent the interpretation of the indicators from the operationalization of the research concept, and how they represent the corresponding dimension. The full descriptions and fragments can be found in appendix C: Analysis and fragments from the cases. The analysis below is a summary of the full description of the cases. It discusses the aspects that influence the strategizing process of entrepreneurial networks and the most noteworthy findings. The value-creating activities are captured in a table in appendix D: Activities and output of the cases. These short-term activities create value that contributes to the long-term strategic goal the networks want to achieve. In the description below, the activities for organizational development are discussed. Next to that, the Outcomes created by the networks are captured in a table which can be found in appendix E: Overview of generated Outcomes per case.

4.1.1 Fruitmotor

Problem stage: The initiative is a counter-voice against the linear food system that is negatively impacting farmers, agriculture soil, biodiversity and the quality of fruit. The network addresses this problem by rethinking and acting on its negative impacts by making the regional fruit cultivation more sustainable. To do so, the initiators started a chain cooperative, which means that all chain partners – cultivators, processors, sales partners and consumers can become a member of the cooperative and get a vote in the decision-making process (Fruitmotor, 2020b). However, they find it challenging to attract initiating members that actively participate. Currently, Fruitmotor is transforming from a flash

cooperative to become a full cooperative. A flash cooperative is a pre-mature legal entity of a full cooperative in which the initiators have full governing control and can use the first two years to structure and formally organize the cooperative. The change allows for members to get a vote in the decision-making, planning and goal setting activities of the network, but also possess challenges. The current board members form a very coherent team, making it difficult to attract a new board member to create a more balanced governing structure to address the problems in the fruit cultivation system. Furthermore, Fruitmotor has a clear procedure and communication plan for their stakeholder collaborations.

Goal stage: The Fuitmotor positions itself as a mission-driven cooperative with Big Hairy Audacious Goals. In their case, this mission is improving the Betuwe region through reinvestment in biodiversity with the goal to transition towards a sustainable circular food system. From their perspective, this can only be done by pioneering with their chain cooperative, whilst having a shared perception of what is of value within their network. They want to achieve their mission while also being able to financially sustain themselves. However, the network clearly makes the strategic decision to distinguish itself from profit-driven organizations by prioritizing ecological and social objectives, instead of financial objectives.

Activity and output stage: The activities of the Fruitmotor focus on achieving their mission and on community building, which creates social and ecological value. An overview of the value-creating activities can be found in appendix D. As mentioned, Fruitmotor currently undergoes an organizational transformation to further develop the network. Also, the network is engaging in new types of partnerships to build an active long-term relationship with, trying to attract more participating members. By joining so-called hub-networks they increase their reach and accelerate their growth. Their activities are characterized by a step-by-step approach where the board and stakeholders learn about the impact and output the activities generate before planning new activities. These activities produce a significant amount of operational output that contributes to their organizational development and achieving their set goal.

Outcome stage: The desired long-term outcome of Fruitmotor is creating a sustainable circular food system and is trying to achieve this by making the regional fruit cultivation system in the Betuwe circular and more sustainable. This desired outcome is categorized as plan-centric, as it is documented in their collaborative strategic plan (Fruitmotor, 2020a). However, this has not yet been achieved. Next to that, they create partner-centric, outside stakeholder-centric and process-centric outcomes (see appendix E).

4.1.2 Energiecoöperatie Windpower Nijmegen (WPN)

Problem stage: Energiecoöperatie WPN is an energy cooperative founded in 2013 in the Nijmegen area for and by civilians (Windpark-Nijmegen-Betuwe, 2020). Energiecoöperatie WPN is one of the many energy coops in the Netherlands where civilians deliberately create local and sustainable initiatives to ache a transition towards sustainable energy production. This combats the problem addressed by the network: the increasing pollution from traditional energy production by the rising demand for energy.

With the support from the municipality of Nijmegen, they established a small wind turbine park. Different membership varieties were introduced: donors, members, and shareholders. In 2017, the board initiated operational and organizational changes they deemed necessary: creating clarity in organizational structure and responsibilities, while simultaneously engaging the community to initiate and contribute to new actions via working groups. During this process, the board considers it is important that all procedures are governed professionally and follow procedures according to the statutes. For decisions on e.g. a new name for the cooperative and new project such as a solar park, strict regulations are followed.

Goal stage: Energiecoöperatie WPN has the goal to contribute to community-based sustainable energy production. The keys to achieving this goal are collaboration and sustainability. The board of Energiecoöperatie WPN formulates the main strategic goal as generating sustainable energy (wind and solar), which is further effectuated by the current 2020 planning of a solar park, educational activities and supporting neighborhood energy projects through the cooperation's knowledge and experience on organizing sustainable energy projects. Working groups prepare proposals for such projects. The board ensures that only proposals that are in line with the statutes (their common vision) are presented in general meetings, following fixed procedures for selection and presentation of proposals.

Activities and output stage: The wind park of Energiecoöperatie WPN generates sustainable energy. Next to that, they are currently setting up a solar park project as an autonomous project that is supported by the cooperative WPN. However, the realization is obstructed, and legal procedures are running. An overview of their value-creating activities can be found in appendix D. To bring more clarity to the structure, the cooperative took action to develop the organization and unbundled the different organizational constructs. The cooperative was renamed by general vote into Energiecoöperatie Windpower Nijmegen (WPN). The former name is continued as the name and website of the autonomous wind park project in which Energicoöperatie WPN is the main partner. Also, a new website was launched to bring more clarity to the general public about the mission, vision and the role of the cooperative (WPN, 2020).

Outcome stage: The main strategic goal of contributing to a community-based sustainable energy production by creating an energy transition has been and is being realized by their major energy projects, the wind- and solar park. These can be seen as plan-centric outcomes generated by the network, documented in their collaborative strategic plan (WPN, 2019). Next to that, process-centric, partner-centric and outside stakeholder-centric outcomes have been realized (see appendix E).

4.1.3 Voedselbos Ketelbroek

Problem stage: Voedselbos Ketelbroek is a 2.4-hectare food forest located near Nijmegen. The field was purchased in 2009 and has been transformed into an experimental food forest. As mentioned before, the current food system causes problems by negatively impacting agriculture soil and biodiversity. Therefore, the initiative is founded with the idea to provide insight on how food production and nature can fit together into one system. In the first three years, the two initiators operated in silence since they

wanted to take time for the forest to grow. During that time, Voedselbos Ketelbroek operated as a partnership. After going public, the initiative got more interest from different stakeholders. It was decided by the two initiators to formally set up a foundation, a legal entity without members. This leaves the two initiating board members with full governing and authorization control in the decisions of Voedselbos Ketelbroek.

Goal stage: The goal of Voedselbos Ketelbroek is to establish a transition in agriculture towards a more sustainable and nature-friendly system. As stated in their statutes, they focus on reframing agrarian's perception that owns at least three to five hectares of land. The initiators position themselves as passive entrepreneurs to develop Voedselbos Ketelbroek. With their shared ideology to balance agriculture and nature in the forest, they develop the concept by pioneering with a step-by-step approach. A strategic collaborative plan is lacking. After going public, the board took the strategic decision to separate the foundation with its activities on the land from the agricultural partnership so they could still operate independently. The network expands by attracting people that share the same vision or want to learn and gain knowledge about their approach.

Activities and Output stage: In the first three years, the founders of Voedselbos Ketelbroek focused on growing the land to provide proof for a combined system of nature and agriculture to create ecological value. Their value-creating activities are listed in appendix D. After formally setting up the foundation, their story and knowledge were shared through the forest-garden-network-list. However, they retained themselves from giving tours since the system is too vulnerable for many visitors. These tours also surpassed their mission, as they want to focus on changing farmers' perspective, and not the perspective of consumers. The foundation has been funded through private investment and the founders are not deliberately pursuing economic value creation. Also, since the system is self-providing, they have close to zero costs to maintain the land.

Outcome stage: The desired outcome of Voedselbos Ketelbroek is transitioning the current agriculture system into a more sustainable and nature-friendly system. To achieve this, they set an example from which other farmers and civilians can learn. However, this is not documented in a collaborative strategic plan. In the process, they generate process-centric, partner-centric and outside stakeholder-centric outcomes (see appendix E).

4.1.4 Stichting GoClean de Liemers (GoClean)

Problem stage: GoClean is a data-driven national community established as a foundation in 2016, that puts effort in combating the litter problem in the Netherlands by making it litter-free. Together with volunteers of the network, called ambassadors, they organize cleanup walks throughout the Netherlands. To make their organization and activities more concrete they attracted a more business-minded board member. With the new board member's experience, they wrote a business plan. In this plan, they were able to better frame the organization and give more focus to their activities and procedures. This is still developing step-by-step. Also, it was decided to set up a private company next to the foundation to provide an income for the board, so that they could work full-time on the development of the foundation.

In the foundation and partnership, the board members have full governing and authorization control in the decisions of GoClean.

Goal stage: GoClean was founded with the idea to educate people on littering, while simultaneously cleaning up the litter (GoClean, 2020). Their business plan gave more focus on what they want to achieve. So, next to the cleanup walks, GoClean has decided to reformulate their goal; reshaping the vision of the government and municipalities on littering with their data. Instead of putting waste bins everywhere, municipalities can work together with their civilians and organize targeted interventions. Next to that, GoClean sets the goal to grow its community to create more support in preventing littering. The board is still in debate on whether they want to focus more on goals related to network building or reshaping the vision of the municipalities.

Activities and Output stage: As mentioned, the activities of the foundation GoClean focus on educating, cleaning and gathering data on litter. Ambassadors organize cleanup walks in their area with other civilians, creating social value for participants and the well-being of the region. See appendix D for their value-creating activities. GoClean undertakes motivational community-building activities to develop the organization and provides targeted information to convince their network of their 'new way' of cleaning. In the future, they want to include new functions to the app that gives users even more information, but financial resources are currently lacking. They retain from corporate funding as they want to change perceptions, and not get funding from large organizations.

Outcome stage: The desired outcome of GoClean is to change the waste system to prevent littering. This is achieved by planning and organizing activities that create social and ecological values. The outcome can be categorized as plan-centric since, according to the board, it is documented in their long-term collaborative strategic plan, but not yet achieved. Also, process-centric, partner-centric and outside stakeholder-centric outcomes are realized (see appendix E).

4.1.5 Food Council Metropool Regio Amsterdam (MRA)

Problem stage: Food council Metropool Regio Amsterdam (MRA*)* is a collaboration between civilians, entrepreneurs and organizations that occupy themselves with food in and around the city of Amsterdam, founded in 2016. The two initiators that represent the board want to change the traditional food system causing a problem because of its harmful impact on the environment. However, the network is informal and does not have any legal entity, making it challenging to legitimize themselves. Currently, after considerations and discussions trough two plenary sessions with their network, they are in the phase of setting up a flash-cooperative that will focus on setting up value-creating projects and where its members get voting rights. Their members will be bottom-up initiatives from their network, which they will connect with top-down institutions. In their words, this is utterly against the conventional way of working.

Goal stage: The initial idea was to have a platform that would function as a passive intermediary between supra-local initiatives and partners in the food systems. This platform would serve as a regional network to achieve its goal of contributing to a transition in the traditional food system. At the start,

there was no plan on how to reach this objective, how to implement it and how to organize it. After the two plenary sessions about the future of the network, it became clear that the initiators needed to become more consistent with their actions and strategies with a more active approach. In the new legal entity, Food Council MRA will still have the goal to connect with bottom-up initiatives and green entrepreneurs that share their mission, while continuously setting up projects with them. It gives the initiatives a voice as a counterweight to the vested interests and power structures of traditional agriculture actors.

Activities and Output stage: Food Council MRA wants to function as an intermediary in their network to connect civilians that could collaborate. They characterize their activities as cross-sectoral and cross-disciplinary across different portfolios in the food system. Food Council wants to organize 'new markets' together with its network to strengthen the opportunities for city agriculture and sustainable and healthy food in the MRA. However, given the many stakeholders of the markets in Amsterdam and its complex nature, they have not yet been able to establish this. Food Council highly values its independence. Therefore, they do not want to attract outside funding and subsidies. Nonetheless, the board is aware of the necessity of financing to sustain the network, attracting participating members and maintaining communication channels. Also, setting up the legal entity is prioritized, which sets their 'new markets' back. For their value-creating activities see appendix D.

Outcome stage: The desired outcome of Food Council MRA is a regional network that contributes to a transition towards a sustainable food system. It is still unclear how they want to achieve this since a concrete collaborative plan and legal entity is lacking. Also, process-centric, partner-centric and outside stakeholder-centric outcomes are realized (see appendix E).

4.1.6 Netwerk Kleurrijk Groen

Problem stage: Netwerk Kleurrijk Groen is an initiative established in 2017 by the director of Bureau Wijland in Nijmegen. The project Kleurrijk Groen is aimed at moving towards a more sustainable society by connecting nature and sustainability to civilians. The network addresses the problem that often people in difficult socio-economic positions do not know how to address or contribute to sustainability-related issues. In their opinion, this sustainable society can only be accomplished by a diverse group of members. Netwerk Kleurrijk Groen has eleven like-minded members that function as ambassadors with a key-position within smaller cultural migrant networks or sustainable networks in Nijmegen. Bureau Wijland functions as coordinator and accompaniment for the network, providing some form of structure and organization. All board members of Netwerk Kleurrijk Groen are in some way personally involved with the themes of the network. Through meetings, the board and the ambassadors decide on how to achieve their vision, mission and objectives.

Goal stage: The goal of Kleurrijk Groen is to move towards a more sustainable and inclusive society (Bureau-Wijland, 2020). They achieve their goal through their mission: involve diverse cultural communities in sustainability and to improve contact between nature and environmental organizations and these communities. In other words, broadening society's perception of sustainability. The learning program of the network offered a dynamic approach for the board and the ambassadors to create a shared

perspective on the mission and vision of the network. Currently, the network is in the phase where they develop strategic plans on how ambassadors can create ownership of the initiatives in their communities.

Activities and Output stage: The network provides an opportunity for a multi-cultural group to come together and socialize through its sustainability orientated activities. Some examples of operational activities they undertake are festival Di-Vers and Kleurrijk Cooking. The festival had the function of building a bridge between the city and nature, which contributes to achieving their goal. The focus was on doing this with people from as many different backgrounds as they could find. The board grows the network through their learning program, in which they create ambassadors. From a higher perspective, they want to change the nature and environment sector by making it more intercultural. Other activities are aimed at sustainable energy use and waste management (see appendix D).

Outcome stage: The desired outcome of Netwerk Kleurrijk Groen is a more sustainable and inclusive society. This is achieved by creating a bridge between the sustainability network and cultural migrant networks. Up until now, there has not been a deliberate strategic plan for the collaboration, but more a step-by-step approach to see which activities could be an effective way to reach their outcome. Also, process-centric, outside stakeholder-centric and personal-centric outcomes are realized (see appendix E).

4.1.7 Coöperatie Bommelerwaar

Problem stage: Coöperatie Bommelerwaar is a cooperative in the Bommelerwaard area that was founded in 2016 (Bommelerwaar, 2020). The initial idea was a cooperative with many varieties of initiatives to counter different societal problems, which are listed in their statutes. The board consists of five board members, including the two initiators. Nowadays the cooperative focuses on sustainable energy production. By setting up wind and solar projects, members of the cooperative can contribute to making the area more sustainable. In return, they get financially favorable and clean energy. The board promoted the cooperative as a non-hierarchical organization where members get a vote. This is proven by incorporating the members in the decision-making on and evaluation of their yearly plans.

Goal stage: The initial idea was to have a regional cooperative that serves a wide variety of sustainable initiatives. As posed in the statutes, the goal is to make the Bommelerwaard and her cores energy neutral, self-sufficient in basic needs, financially independent, socially connected, waste-free, nature-inclusive, water-safe and life-course resistant. This goal aspires to a system change in multiple sectors. The board felt that to reach these objectives they need to have a strong foundation with a clear focus. Therefore, the board made the strategic decision that sustainable energy production is its core business. Other topics of interest are creating a shared vision for a new windmill park. There is a deliberate communication plan to involve all the villages in the Bommelerwaard area.

Activities and Outcome stage: Cooperative Bommelerwaar is mainly creating value through its sustainable energy production. As seen above, the cooperative has a very broad goal to establish multiple system changes but choose to focus first on sustainable energy production. Their activities are aimed at convincing members and entrepreneurs to put up solar panels so that they can provide the members with

sustainable energy. Currently the board is developing a plan to build a windmill park that can provide 10.000 households with sustainable energy, which is in their words necessary for the cooperative as an entrepreneur. See appendix D for an overview of their value-creating activities.

Outcome stage: The board says that they write yearly plans in which they decide what they focus on and want to achieve that year. This is done together with the members of the cooperative and annually evaluated. The outcomes from these plans can be seen as plan-centric since they are part of the short-term documented collaborative plan. Their multiple system change aspirations are seen as their long-term documented collaborative plan (Bommelerwaar, 2016). In addition, process-centric and partner-centric outcomes are realized (see appendix E).

4.1.8 Dirk III

Problem stage: Dirk III was a foundation that was founded in 2013. It has been liquidated in 2018. The foundation was a regional initiative in the Rivierenland area that aimed at restructuring collaborations between the government, businesses, civilians, universities and financial institutes to establish a more sustainable region. Dirk III was founded and would function as a catalyst or impetus. The idea was that after gaining traction with the local government and people from the area, they wanted to formally set up a cooperative. From the perspective of Dirk III, the government and municipality curtailed them. Accordingly, the foundation was not able to recognize or seize breakthrough opportunities. This was also due to the lack of critical ability to organize opportunities by the board since they were still financially dependent on other employers.

Goal stage: The goal of Dirk III was to function as an impetus for sustainable area development in the Rivierenland area, creating a new playing field (Rivierenland-in-verbinding, 2020). Their vision was an inclusive and circular society in this area. In their words, they were developing something new that was not plannable in time or objectives but rather perceived as pioneering. Each board member was responsible for their projects that joined the foundation for support. This resulted in many fragmented initiatives in the network, without any form of structure, coordination and planning. The glue between the initiatives was a shared perspective on change in the area. However, the board ascertained that they were not sharing the same vision on how to do this.

Activities and Output stage: The activities within Dirk III were focused on creating an inclusive and circular society in the Rivierenland area. Real value creation failed to happen since the activities did not generate any solid output for the foundation. Dirk III concentrated on setting up as many 'promising' initiatives as possible but did not follow up on that. Dirk III resulted in a variety of cooperatives and organizations that create economic, social and ecological value without a link to the foundation. Gebiedscoöperatie Rivierenland is one of them. These cooperatives adopted new business models to for example produce and sell green energy or the creation of a regional investment fund. Eventually, Dirk III was not able to sustain its function as impetus due to conflicting interests in the board and lacking financial support, meaning that economic value creation was relatively understated.

Outcome stage: As mentioned, from Dirk III multiple cooperative's emerged that create economic, social and ecological value. This outcome can clearly be labeled as process-centric, partner-centric and outside stakeholder-centric outcomes. Any form of plan-centric outcome lack since an unclear strategic focus caused difficulties in operationalizing and strategic goals (see appendix E).

4.1.9   Gebiedscooperatie Rivierenland (GCR)

Problem stage: GCR is a cooperative founded in 2014 as an overarching organization of diverse citizen initiatives that act on sustainable and social related problems. However, GCR has only been developing since the beginning of 2017. The statutes of GCR are mostly based on Dirk III, with a few adjustments relating to the difference in the legal entity. Learning from experience the board decided that the cooperative needed to become a professional organization with an adequate structure, communication plan and governance structure. Therefore, they used the first years to develop and set up a formal agreement including objectives, functioning as a license to operate. To be successful, there was a need for mutual trust in governing. After this was established between the current board, the cooperative focused on affiliating horizontally and vertically with stakeholders and existing initiatives in the region. As mentioned in the interview, the focus was on forerunners for which the GCR would function as a representative and advocate. The cooperative facilitates them in their development but does not interfere in their daily operations, leaving them autonomous.

Goal stage: The goal of GCR is to create a sustainable transition in their region. They do so by stimulating the regional circular economy, that goes together with social and ecological value creation, to improve prosperity and well-being in Rivierenland (Gebiedscooperatie-Rivierenland, 2020). Since collaborations are the main focus of GCR, the board insists that having a shared vision of what is of value is crucial. This vision is that civilians want to be emphatically involved in the transition towards a sustainable society, which is a social necessity, and economic opportunity. They share these values as a manifestation to develop the network. They are aware that if they make it to complex, people will not participate. Therefore, they see all stakeholders as equivalents with whom they need to build up trust.

Activities and Output stage: GCR facilitates initiatives in the network with their development. They share knowledge, organize (social) meetings and provide access to local funding. The cooperative does this together with a large bank, Rabobank, and organized masterclasses on how to effectively gain access to local funds. Next to that, they organize learning projects on what multiple value creation entails. In these projects, they share knowledge to develop a common vision on value and to set a common sustainable objective. See appendix D for their value-creating activities.

Outcome stage: The desired outcome of GCR is a sustainable transition in their region developed bottom-up by initiating civilians. The cooperative wants to achieve this through knowledge sharing and creating a shared vision in their network. This objective is documented in the long-term collaborative strategic plan (Gebiedscooperatie-Rivierenland, 2014), making it a plan-centric outcome they want to achieve. Also, process-centric, partner-centric outcomes are created and outside stakeholder-centric is aspired (see appendix E).

4.1.10 Stichting Pak An

Stichting Pak An is an independent foundation that is founded in 2016 by Grolsch and De Feestfabriek. The idea for the foundation is developed through corporate social responsibility. Their main goal is to support initiatives that contribute to the future of the region. *Unfortunately, Stichting Pak An was unable to attend the final focus interview before the analysis for this thesis was completed. Therefore, this case is left out of the research.*

4.1.11 Gloei Peel en Maas (Gloei)

Problem stage: Gloei was initiated in 2013 as a cooperative network by the municipality of Peel en Maas to enhance public and private involvement in sustainable regional development, combating the increasing societal and sustainable problems (Gloei, 2020). However, at the end of May 2020, the network was liquidated. The network was the formalized progress of initial, unstructured public consultations. The municipality aimed to establish a network on a reciprocal basis in which constituents mutually contribute and benefit. Constituents consisted of people from business, social organizations, entrepreneurs, government and involved citizens. Initially set up as a loosely coupled network or a 'mesh', Gloei was forced to adopt a legal status and became a social cooperative. Due to several conflicts, in for example multiple autonomous projects and the lack of structure, the number of active members of Gloei had diminished. This countered the strategic goal of creating an involved community.

Goal stage: Gloei was initiated with the goal to create a meeting-platform for addressing three core values of the municipality of Peel en Maas: diversity, sustainability, and governance; based on the central belief of reciprocity. Next to that, the development of the network as a form of organizing was also set as a strategic goal. By enhancing the network, Gloei ensured private involvement in public causes related to sustainable development. After the flourishing start in 2013, from 2016 on different interests and different goal orientations within the community diffuse goal orientation and a matching strategic prioritization. Therefore, the interim board added additional goals in 2017: bringing the focus on the community back to the main goal set in 2013. Simultaneously a consultation of the community was organized. The decision to involve the community in prioritizing strategic goals was to gain input from the network, creating a shared perspective on the future of Gloei.

Activities and Output stage: From 2013 till 2016, the main activities of Gloei focused on supporting initiatives in the region that created social and ecological value. These projects were back up by the municipality and by attracting private investors. Other projects from Gloei were also governed by working groups; however, arrangements of reciprocity were interpreted differently. From 2017 onwards, the activities of Gloei were mainly focused on reorganizing the network. Their activities were mainly directed at solving immediate operational problems. During this process, discussion about conflicting interests of Gloei members within autonomous projects continued. (See appendix D).

Outcome stage: To establish an organization that could live up to its long-term strategic goals, the interim board set itself several tasks. A new board was installed in December 2016, however, ongoing discussion within the network and with stakeholders lead to an internal investigation in 2019,

initiated by the municipality. The plan-centric outcome to establish a collaborative community was not met. Also, process-centric, partner-centric and outside stakeholder-centric outcomes were realized (see appendix E). However, an unclear strategic focus caused difficulties in operationalizing and strategizing goals.

4.1.12 Noorden Duurzaam

Problem stage: Noorden Duurzaam is a union with organizations and civilians as members that want to participate in sustainable and social development to counter the rising problems in e.g. resource depletion and CO_2 accumulation. The union is founded in 2013 and mainly operates in the provinces Friesland and Groningen in the Netherlands. It functions as a platform to start new collaborations for sustainable innovations and accelerates the scaling of these innovations. Since 2017 it operates with an organizational structure called table democracy, which was voted for at one of their general meetings. This structure was needed since sustainable and social development knows many levels, such as civilians, organizations, municipalities and government. The tables are independent and do not fall under the board of the union. However, they get voting rights through their financial contribution to the union. The amount of the fee is based on various measures, to make it equal. In return, the union provides accompaniment, methods and web services to develop the tables.

Goal stage: The main goal of Noorden Duurzaam is to establish a sustainable transition in the regional economy. The board does so by transitioning governance systems to facilitate members in their collaborations and generate a bigger market share for sustainable products and services in the region (Noorden-Duurzaam, 2020). From their perspective, this can only be done through pioneering and changing the process design and coordination mechanisms of the themes the network operates in. Since a sustainable transition is a broad concept, the board says it is still unclear how to make the union concrete. Although the network is very well organized and documented, members of the network each have their interpretation of the mission of the network, making it challenging to define the role of Noorden Duurzaam. Currently, the board is in the phase where they debate their position with the tables, and how they can contribute to the so-called interspace. The board sees the tables as a means to a higher purpose, the sustainable transition, which all starts with a shared intention. The board acknowledges that they have some form of a yearly strategic plan, but this often changes when the composition of the core team modifies.

Activities and Output stage: As mentioned earlier, the board still finds it difficult to make their activities concrete. At their general meeting in 2017, it was decided that the union would have a facilitating role for the tables. The board developed different tools to help the tables in practice. The activities of the tables vary, but they operate under the requirement that they contribute to a sustainable transition. Next to that, writing subsidy applications and convincing the municipalities of the importance of Noorden Duurzaam takes up most of the daily practice of the board. Accordingly, they respond to topicalities related to sustainability when they are called upon. See appendix D for their value-creating activities.

Outcome stage: The desired outcome of Noorden Duurzaam is a sustainable transition in their region (Noorden-Duurzaam, 2013). To do so, Noorden Duurzaam operates in the interspace between entrepreneurial networks and other stakeholders such as municipalities. They make an effort to connect the tables with each other and stakeholders to collaborate. This outcome can be seen as plan-centric but is not yet realized. Also, they also create process-centric, partner-centric and outside stakeholder-centric outcomes (see appendix E).

4.2 The differences and similarities in the strategizing process of entrepreneurial networks

As mentioned at the beginning of this chapter, the cases were compared to distinguish differences and similarities in their strategizing process. As with the individual case analysis, this chapter is divided into the subsections that correspond with the stages of the conceptual model for strategizing. This analysis is an answer to sub-question (1): *What are the differences and similarities in the strategizing process of entrepreneurial networks?*

4.2.1 Problem

The problem stage is the first stage in the conceptual model and contains three aspects to analyze this stage. These are: (1) what the problem is the network addresses, (2) how strategic decisions are taken in the network (manner of decision-making) and (3) how is the network is organized and structured. All the cases address problems in their given sector or region that are negatively impacting the earth's environment. These problems are widespread, such as resource depletion, loss of biodiversity, strong demand in energy and accumulation of CO_2 emissions. The discussed definition of an entrepreneurial network in section 2.1.2 Types of collectives for value creation, indicated how the network is structured and who strategizes. In addition, the legal entity that the cases choose determines part of the structure and manner of decision-making; who strategizes and *by whom* this process is managed. The legal entities present in the cases were the union, the (flash) cooperative and the foundation. The main difference in these legal entities is that the foundation does not have any members and the board has full governing and authorization control in the decisions the network makes. In a (flash) cooperative and a union, the network does have members that participate in the decision-making of the network. Lastly, the (flash) cooperative is the only legal entity in which there is an economic interest. Also, one case is a project that falls under a consultancy bureau and provides insight into their manner of decision-making. Another case is still in the process of obtaining a legal entity.

It has been found that there is a need for the critical ability to organize within a network to decide on a problem they want to address. This was experienced first-hand by the boards of Dirk III and Gloei, where different interests and problem orientations within the community culminated in conflict. This led to a fragmented network that resulted in the liquidation of both the initiatives. Learning from experience with Dirk III, the board of GCR set up an adequate structure, communication plan and governance structure to prevent fragmentation in their network. The board countered further ambiguity

by initiating operational and organizational changes they deemed necessary to create clarity in organizational structure and responsibilities.

Other cases struggled more with the process of constructing their ideas as a formal organization. The cooperative Bommelerwaar obtained a legal entity without first having a clear focus. Therefore, they started with a very broad scope of what problem they want to address. This wide scope let to an emerging conflict as board members developed different views on the scope and actions of the cooperative, resulting in a reorganization. In contrast to Bommelerwaar, Food Council MRA has already been active for three years but is still in the process of obtaining a legal entity, finding it difficult to legitimize themselves. Accordingly, the board chooses to take on a more active role. Food Council MRA transforming to become a (flash) cooperation with concrete actions and projects to actively address their common problem, instead of functioning as a passive platform. Next to Food Council MRA, other cases also coped with complications related to focus and identity, relating to the critical ability to organize. Noorden Duurzaam and Dirk III are interpreted and treated as think tanks as they choose to address systems change and do not engage in organizing concrete actions as a community.

In the developmental Problem stage, four cases explicitly mention that mutual trust is an important aspect. It is key for maintaining and sustaining the collaboration and to be able to collectively formulate problems that the network wants to address. But also, to attract new active and passive members to set up a self-sustaining entrepreneurial network. As seen in the analysis, the lack of mutual trust can result in leaving board members, a conflict between autonomous working groups of the network or, even liquidation.

To conclude, the main differences and similarities in the Problem stage of the strategizing process of entrepreneurial networks concern the problem they address, the manner of decision-making and how the network is organized and structured. It is found that mutual trust and a shared perception of the problem the network wants to address are critical in this stage. These provide a guideline to formulate the strategic goal the network wants to achieve. All the cases originate from a need to create social or ecological value, which is not already provided and organized by someone else in a given area. Therefore, addressing strategic problems should contribute to achieving the desired value creation. Next to that, the network must have the ability to set up a coherent structure to organize these decisions. The legal entity plays an important role in this stage since it has consequences for the decision-making process of the board and its members, but also the strategizing process in terms of control and accountability.

4.2.2   Goal

Stage two in the model is the Goal stage. This stage includes three aspects by which it can be analyzed: (1) setting goals for the network by creating a clear mission and vision, (2) what values and beliefs are shared by constituents in the network and (3) which strategic decisions are made to realize their set goals and desired output to create their unique positioning. These aspects come together in the networks' collaborative strategic plan. As concluded in the theoretical framework, the scope in which the cases

operate is on a supra-local level. However, all cases state that their ultimate goal is to establish a system change within the sector or system they operate in. The cases feel that there is a clear need for these transitions since the current systems have a significant impact on natural resources and climate change. From the perspective of three networks, a transition can only be established by pioneering new ways of collaboration. Another two cases from the analysis call this objective more somewhat ideologic.

While it is in all cases (somewhat) clear what the initiators of the networks want to achieve, four of the cases do not yet have a strategic collaborative plan. An additional four more cases mention these plans were, and sometimes still are, not concrete. Bommelerwaar, Dirk III, GCR, Gloei and Noorden Duurzaam were initially set up with a broad scope to serve as many initiatives as possible that contribute to sustainability. In these cases, the initiatives they served were widespread led by individuals or autonomous working groups that did not align with the overall goal orientation of the network, which led to conflict. Fragmentation was due to a lack of structure and coordination, which is prevented in other cases by establishing a collaborative strategic plan and governance structure. Gloei made an effort to react by installing the interim board with the goal to bring back focus to the community. Consecutive interim boards aimed to establish a solid financial basis and consulted the community for a coherent organizational structure. However, these efforts ultimately were in vain as conflicts remained unsolved.

All the cases recognize the dilemma in their goal to grow in members while simultaneously needing to provide clear coordination and organizational structure. To cope with this dilemma, Energiecoöperatie WPN, Kleurrijk Groen, GoClean and GCR benefited from their inhouse experience in the goal setting stage and knowing how to create a unique position for themselves. Energiecoöperatie WPN was able to set up strict and fixed procedures for project proposals and voting policies. Kleurrijk Groen benefits as a project from Bureau Wijland, by providing structural support and having experience in communication, coordination and designing the structure of the network. GoClean was also able to capture their structure and coordination in a business plan, provided through the experience of a new board member. As mentioned in the Problem stage, GCR was able to use the experience from Dirk III to set up an adequate organizational structure, communication plan and governance construction. With these actions, GCR was able to pose their values as a manifestation with a clear positioning in the interspace between bottom-up initiatives and top-down organizations and institutes.

Voedselbos Ketelbroek, Food Council MRA and Noorden Duurzaam also take on a similar positioning. However, their positioning led to an identity crisis for the latter two as it became unclear which role the network and its board served for its members. Food Council MRA organically developed their idea to fill in the gap in their market to serve as an active cooperative to bring together its members and stakeholders. As for Noorden Duurzaam, they do have some form of strategic collaborative plan, but this has become subject to change as the core team of the network fluctuates.

The cases Fruitmotor and Voedselbos Ketelbroek have a similar scope as they both engage more with institutional actors in the agricultural sector. But they both have a different approach to achieving their goals. Fruitmotor is deliberately working together with the stakeholders from the chain cooperative

and use commerce to sustain themselves. Voedselbos Ketelbroek is not financially dependent and uses the food forest to prove their concept of nature and agriculture in one system. It sets an example for the agricultural businesses in the Netherlands without being harmful to the environment. Both cases try to establish their transition in the food system by changing the perception of the vested interests and power structures of traditional agricultural actors.

To conclude, the main differences and similarities in the Goal stage of the strategizing process of entrepreneurial networks concerns their approach to (1) establishing their collaborative goals for value creation and organizational development, (2) creating a shared perspective to achieve these goals which lead to (3) their unique positioning. The interpretation of these approaches underlies strategic decisions made by the entrepreneurial network and indicates *how* and *why* their strategy evolves. All the cases deem it crucial to create a shared perception of their values to achieve their goals. However, how this is established differs. Four cases do not yet have a collaborative strategic plan and four more cases mention that these plans were and sometimes still are not concrete. This translates into different goal orientations, which led to two liquidations, indicating *why* strategy evolves. As seen from the other three cases, the strategic collaborative plan can prevent fragmentation since it creates a solid foundation for the shared perception on the goal(s) they want to achieve, with a clear structure, coordination and governance. Accordingly, it creates a unique position for the network from which they operate. However, it must be noted that these collaborative plans developed organically with a step-by-step approach, indicating *how* the strategy of the cases evolves.

4.2.3 Activities and Output

The third stage of the model is the Activities and Output stage. This stage describes the different actions initiated by (part of) the network to achieve collaborative goals. It is a translation of the strategic goal(s) set in the previous stage into action. There are two types of activities in the cases, either (1) generating value to achieve their long-term goal, or (2) activities as a means for organizational development. Given that six out of the eleven entrepreneurial networks are organized around providing a platform to facilitate collaborative initiatives to achieve their long-term goal, these mostly focus on organizational development instead of value-creating activities. Initially, this is done by attracting new active and passive members, providing coordination and setting up the coherent network structure for facilitation. In four of these facilitating cases, the coordination and coherent structure is established democratically with members of the network. The other five cases from the analysis primarily focus on value-creating activities to achieve their long-term goal, but logically also undertake organizational activities to develop their network.

The Fruitmotor and Voedselbos Ketelbroek are attracting new members/ partners by joining so-called hub-networks, in which they come in contact with other like-minded individuals and networks. GoClean and Kleurrijk Groen use a construction in which they recruit ambassadors whom all have access to smaller networks or communities, creating their own hub-network. Energiecoöperatie WPN, GCR, Bommelerwaar and Gloei all created a boost of their network by supporting or initiating

sustainable energy projects. These cooperatives each organize this differently, and their projects are formulated in various ways. E.g., constituents can become part owner through investment, initiate their own sustainable energy projects with the network or be a consumer of sustainable energy production. These cooperatives regionalized sustainable energy production while simultaneously stimulating the regional economy. They deliberately chose a physical action (energy production); showing that collective action results in concrete values, to get the attention of the general public and/or governmental bodies and become an established organization. From thereon, these energy-producing cooperatives develop to serve multiple initiatives. Since a mix of long-term goals and physical projects can blur the focus of the members of the entrepreneurial network, GCR unbundled its sustainable energy production activities from the cooperative.

With the cooperative, GCR undertakes activities that shape a shared perception of value and how it is created. These 'perception shaping activities' is something all of the cases from the analysis do. By informing and educating inside and outside the network, constituents of the networks contribute to other value-creating actions by individuals or organizations. The reason why constituents of the cases do this is that they are aware that they cannot establish transitions on their own. By educating others they are more likely to eventually achieve their goal of transitioning a system or sector. Next to organizational and educational practices, the entrepreneurial networks also have activities that create a more direct observable short-term value. The boards explain that members of the network prefer an active organization in which they can decide themselves to be active or passive.

Based on the descriptive analyses of the cases, an overview is made of the value-creating activities per case and what type of value it creates. Since all cases are primarily involved in ecological value creation, the overview also displays how these types of activities relate to preserving the planetary boundaries (Rockström et al., 2009). Next to that, an extra column gives insight into the intended long-term value creation of the cases (see appendix D: Activities and output of the cases).

To conclude, the main differences and similarities in the Activities and Output stage of the strategizing process of entrepreneurial networks concern activities related to (1) organizational development and (2) activities related to creating multiple values. In practice, these activities are intertwined and more unruly. Both value creation and organizational development are crucial for sustaining the network and to achieve a set goal. These activities inevitably occur simultaneously as the network establishes itself. It is a direct result of multiple goal orientations from the previous stage. From the analysis, it is found that factors for organizational development are similar in the cases. Key aspects are attracting participating members, providing coordination and setting up and maintaining the coherent network structure. Overall it is found that by being active as a network with actions that create a physical output (such as energy from wind turbines or food), members will be more likely to actively participate. Nonetheless, all the entrepreneurial networks involve their members in structuring the organization. This is either through plenary sessions or through the mandatory general meetings. As for the value creation of the cases, they all mention that they are primarily involved in ecological value creation, which is

validated through their actions. Ecological value creation is often combined with social value creation by providing an opportunity to collaborate with others, socialize within the network or improving the well-being of the region. Economic value creation has posed a dilemma. As all the cases want to operate independently, they also need financial sources to sustain themselves. Therefore, the networks that do get involved with outside funding need to be aware of the consequences since it could influence their strategic decisions and goal orientation. To avoid conflict, clear agreements must be made as the interference of stakeholders, such as governmental bodies, might lead to an internal debate on the network, what it wants to achieve, and how it operates, which in turn may result in conflict.

4.2.4   Outcome

The fourth and final stage of the model is the Outcomes generated by the entrepreneurial networks. This stage distinguishes six types of outcomes that are based on the literature of Clarke and Fuller (2010). From these outcomes, the entrepreneurial networks can learn and adapt. Therefore, this final stage includes feedback loops to the problem and goal stages of the model.

From the analysis, it has become clear that four types of outcomes occur most frequently in the cases. These are: (1) plan-centric outcomes, (2) process-centric outcomes, (3) partner-centric outcomes and (4) outside stakeholder-centric outcomes. An overview of all the generated outcomes with a short analysis can be found in appendix E: Overview of generated outcomes per case. They are addressed in this section below.

In the Problem stage of the model, the cases decide on the problem they want to address and translate that by setting a goal in the second stage. Outcomes related to these achievements are characterized as plan-centric, in which three cases made concrete in their long-term deliberate documented collaborative strategic plan. Four more do have a collaborative strategic plan, but have widespread goals, making it difficult to come to concrete actions. Lastly, four cases do not yet have a collaborative strategic plan. These cases are still unaware of how they want to establish the transitional goal they want to achieve. What characterizes the development or adaptations for these implicit or explicit plans of all the cases is their step-by-step approach. Three of the cases express themselves as pioneers, following an ideology, the other cases characterize their organizational and strategic development as step-by-step or through organic growth. This means that based on their previous actions, they evaluate before making their next decision, resulting in process-centric outcomes. The plans are evaluated in the collaborative network to assess if the plans are aligned with the shared perception of the network and the goal it wants to achieve. In addition, the cases sometimes have to make strategic responses to the environment due to changing policies or new decision-makers. All the cases mention that to achieve a transitional goal, they need to reshape the perspectives of others. They, as an individual network, are not able to establish a desired transition on their own. Therefore, partner-centric outcomes are realized. These outcomes relate to learning and changes in the organizational behavior or structure of individual or multiple partners. The cases take this one step further by aspiring outside stakeholder-centric outcomes. These outcomes involve changes in the inter-organizational relationships between the

collaboration and non-participating stakeholders. This is achieved by getting in contact with as many stakeholders as possible to spread the vision and mission of the entrepreneurial network. These partner-centric and outside stakeholder-centric outcomes are ambiguous because it could be argued that they are part of the collaborative plan of the networks, making them plan-centric outcomes. But since this is not always deliberate, this is not adapted.

To conclude, the main differences and similarities in the Outcome stage of the strategizing process of entrepreneurial networks are the (1) type of outcomes generated and (2) how the cases generate this outcome. The analysis showed that the three cases that do have a collaborative strategic plan can realize plan-centric outcomes through the output of their value-creating activities. Two more cases also established plan-centric outcomes after making their collaborative plan more concrete. The cases that did not make this plan concrete, or do not have a collaborative plan are not able to realize specific plan-centric outcomes because of the broad definitions of their goals. As all the cases want to establish a transition, the networks generate partner-centric and outside stakeholder-centric outcomes so that they gain support to achieve their goals. Most often, process-centric outcomes are generated as all the cases take on an adaptive step-by-step approach, by which they learn from their decision-making, goal setting and planning activities. When looking at the process model (figure 3: conceptual model for strategizing in collective value creation), the initial feedback loops are justified as input to evaluate the problem and goal stage.

4.3 The main elements of the strategizing process of entrepreneurial networks

The adapted conceptual process model for strategizing in entrepreneurial networks has been used to analyze eleven cases in practice for this research. As a result, eleven descriptions of strategizing in entrepreneurial networks were developed. Based on the similarities and differences the most important findings from the stages of the model were reviewed. This analysis served as input to create a general view on the overall strategizing process of entrepreneurial networks and answers sub-question two of this thesis: (2) *What are the main elements of the strategizing process of entrepreneurial networks?*

One of the key findings from the analysis is that there is a lot of interaction between the stages of strategizing. Different strategic goals are set for organizational development and value creation causing multiple strategic processes to occur simultaneously. In the initial problem stage, constituents of the entrepreneurial network decide on which problem they want to address. This always comes from a desire to create economic, ecological and social value. Key in this stage is the contextual knowledge (Mintzberg et al., 2008), which is knowledge of how a network is organized and structured and the manner of decision-making. How the network is structured is often decided through the chosen legal entity. Based on that decision, the roles in the network and the decision-making procedures are captured. Constituents in the network must have the ability to set up a coherent organization around the problem they want to solve and which goal they want to achieve. The five cases that lack this ability, or only possess this ability to some extent, are either liquidated or still struggle with construing their idea as a

formal organization with concrete actions. Therefore, it is crucial in this stage that the constituents in the network share the same perception on the problem the network is trying to resolve, why it is initiated and how it operates.

This is also a clear finding from the second stage; the Goal stage in which different goal orientations inevitably occur simultaneously. All the cases set the goal to achieve (some aspect of) a regional sustainable transition. To achieve this goal, the network must develop in itself, which includes creating an organizational structure, a shared perspective and creating a unique position from which the network operates. As a result, the network is becoming more occupied with operational goals related to organizational development than the set long-term sustainable goals to solve the problem the network address. Entrepreneurial networks deal in different ways with this goal diversion since they vary in the way they operate. The three cases that struggle the least with different goal diversions all have deliberate collaborative strategic plans, indicating that this plan is necessary to prevent fragmentation. However, as another means to prevent goal diversion, all the cases mention that they set community-building objectives. This allows for strategic plans to grow or to be adapted while all members can be involved. The ongoing back-and-forth movement between sustainable transition goals and network development goals also expresses itself in the third stage; the Activities and Output stage.

In terms of network development, all the cases are very similar. Their activities focus on attracting participating members, providing coordination and setting up the network structure, making addressing organizational goals initially key aspects of the activity stage. Next to that, it is found that an active network with physical activities is more likely to attract and maintain participating members. These activities are aimed at achieving their long-term goal towards a transition through economic, ecological or, social value creation. Fundamental are the latter two, whereas economic value creation is pursued to sustain the network. Economic value creation is subject to challenging strategic decisions since all the cases express the will to operate independently with the collective but need (outside) funding to be able to continue the network. This poses a dilemma that can result in conflict. The cases that withhold from structural financial agreements do so because they fear that the (outside) funder(s) may meddle and interfere in their decision-making and goal orientation. To prevent diffusion of goal orientations based on finances, most of the cases make clear structural agreements with the constituents of the network on annual accountability. One other important aspect of this stage are the collective and individual activities. From literature it is derived that activities in the network can either be collective or individual. However, in practice, it is more unruly and differs per case. In all the cases there are collective activities and activities that are carried out by part of the network. However, the distinction between the factors 'collective or individual activities' are redundant for the current analysis of the general strategizing process.

The last stage, the Outcome stage provides insight into the emergent and adaptive character of the entrepreneurial networks. Only three out of the eleven cases were so far able to produce some plan-centric outcomes based on their short- and long-term collaborative strategic plan. Two more cases also

established plan-centric outcomes after making their collaborative plan more concrete. This outcome is a result of their value-creating activities. It indicates that a collaborative plan is necessary to achieve their set goals. All the cases produced process-centric outcomes as they learned step-by-step from their decisions, goal setting and planning activities. The cases also acknowledge that they need others to be able to reach their goals, making their activities and outcomes aimed at partner-centric and outside stakeholder-centric outcomes. This is occurring regularly in the analysis and is used as input for adaptation of the Problem and Goal stage. The feedback loops are being used to formulate more concrete strategic collaborative plans, which in turn results in more plan-centric outcomes.

4.4 Comparison to the strategy literature

Based on the deconstructed analysis of the stages from the strategizing process of entrepreneurial networks, it is possible to compare the empirical findings to the contemporary strategy literature. This section will be split up into two parts. The first section compares the findings to the strategy schools of thought (Mintzberg et al., 2008) and generic strategies (Mintzberg & Waters, 1985). The second section compares the findings to the strategy as practice approach (Jarzabkowski, 2004).

4.4.1 The strategy schools and generic strategies in entrepreneurial networks

As seen in table 1: Strategy schools and types for strategizing in collective value creation, there are five different schools of thought and five generic strategies that indicated how the strategizing process of entrepreneurial networks can be characterized. The schools of thought are approaches to *defining* the strategizing process based on *how* strategy evolves, *why* it evolves and *by whom* the strategizing process is managed (Mintzberg et al., 2008). The generic strategies are *identified* in the strategizing process of entrepreneurial networks to indicate their intentions, choices and patterns in decision-making, goal setting and planning activities (Mintzberg & McHugh, 1985; Mintzberg & Waters, 1985). The generic strategies fit within specific strategy schools based on their content.

The learning school seemed to be the most applicable school of thought to characterize the strategizing process of entrepreneurial networks. The analysis showed that entrepreneurial networks are a novel type of organization, which according to Mintzberg et al. (2008), is destined to go through a learning process. But for an organization to be able to learn, they need to have the ability to evaluate their own actions. All cases evaluate their actions and delve into the accountability of their realized values. These community-building activities contribute to developing or adapting strategic plans. These plans grow step-by-step indicating *how* their strategies evolve. Also, democratic decision-making, and mandatory general meetings in eight of the eleven cases indicates that the strategizing process is managed by all the constituents that want to be involved. It allows the members of the network to a more or less extent to influence the goal setting of the network based on their own experience. The learning school of thought becomes extremely evident in the outcome stage, where the most produced outcome is process-centric. This means that their strategizing process evolves through learning. This is also fitting

to the approach of the Grassroots Model (Mintzberg & McHugh, 1985). The feedback loops in the strategizing process account for the adaptation of the strategic plans and goals based on experience.

The power school only seems an applicable school of thought for the cases in which different strategic goal orientations cannot be aligned. Constituents can start to actively promote their ideas to gain consensus, also known as the generic consensus strategy (Mintzberg & McHugh, 1985). This strategy was applied to some extent in the liquidated cases but resulted in conflict. So, from a generalizing point of view, the strategic orientation within entrepreneurial networks cannot be characterized by the power school. Entrepreneurial networks are characterized by their non-hierarchical organizational structure without a clear power base. Eight out of eleven cases each have their own democratic decision-making to set collaborative goals. This indicates that individual constituents cannot negotiate the strategies that are purely beneficial for themselves. This school does however contain the concept of macro-power, in which the entrepreneurial networks can use their combined effort to influence other organizations to achieve their set goals. But because this is a relatively small part of the school it is negligible.

The cultural school sees an organization as a community with shared beliefs, passions and visions. From the analysis, it is found that entrepreneurial networks highly rely on shared beliefs and visions to achieve their set common goal. In the cultural school, strategy evolves through the overall collective. Accordingly, strategizing is managed through the anticipation that the network will maintain stability and discourages necessary change. The generalized strategizing process of entrepreneurial networks displays it as highly dynamic where several strategic processes are managed simultaneously. Perhaps this will change over time when an entrepreneurial network becomes more consistent with their actions and strategies in a more stable environment. So, the cultural school may be an applicable characterization, but certainly not in the current phases of the cases. The noteworthy approach in this school is the generic ideology strategy, which is based on shared visions. Two cases confirmed that their goal to transition an entire system somewhat ideologically. However, this generic strategy is not open to change (Mintzberg & Waters, 1985) whereas entrepreneurial networks make use of the feedback loops presented in the model. Therefore, it cannot fully characterize the strategizing process of entrepreneurial networks.

The environmental school places the environment of the organization at the center stage of strategy development. Strategizing in this school is a reactive process to the environment in which early-stage choices determine the long-term survival of the network. While it is clear from the analysis that entrepreneurial networks need to adapt to their environment and make strategic decisions related to outside stakeholders, it is still indistinct what consequences they will have in the long-term. Three cases from the analysis characterize their strategizing as pioneering, which can be interpreted as going against the conventional reactive approach to the environment. Therefore, it cannot be stated that the environmental school and an imposed strategy by the environment can fully characterize the strategizing process of entrepreneurial networks.

The configurational school is a combination of all the strategy schools. As described above, multiple schools of thought have some relation to the strategizing process of the cases. The school assumes adaptation based on the change of situation where context is leading in any category. By being able to adapt, an organization should choose the most appropriate process of strategy development that benefits the stability of an organization and helps them in the way the organization wants to be heading in. However, this school assumes adaptation of a single school at a time and not aspects of a multitude of schools simultaneously. The school states that organizations within the configurational school undergo life cycles by transforming their strategies (Mintzberg et al., 2008). Such a life cycle has only been found in three of the cases from the analysis, and even then, they did not fully adapt to a singular strategy school. Within this school of thought, there is one constellation of organizational elements that fit with the organizational model of entrepreneurial networks based on the above analyses. This is the adhocracy organization (Mintzberg et al., 2008). The adhocracy organization works with effective teams that can be coordinated by mutual adjustment. The analysis shows that nine cases work with (semi) autonomous groups, where each can go their own way to realize their objectives. But this was under the requirement that they contribute to the overall goal(s) of the collectives. This is interpreted as an unconnected strategy, but difficult to recognize since this thesis uses the focus interviews with the governing board (often including the initiators) to analyze the strategizing process. In these focus interviews, there is little to no information about the autonomous groups. Also, the adhocracy organization benefits from a strong power base of expertise, which is generally lacking in the cases that are analyzed. In the next section, the strategy as practice approach is discussed to see whether it can characterize the strategizing process of entrepreneurial networks.

4.4.2 Strategy as practice in entrepreneurial networks

Strategy as practice was discussed in section 2.2.3. As mentioned, it suggests that strategy is not something an organization has, but something that the organization and its actors do (Cook & Brown, 1999). Strategy as practice perceives strategizing as something that emerges and grows within the organization and between its actors. From the comparison above, it becomes evident that the strategizing process of the cases mostly relates to the learning school, which is to some extent a similar concept as strategy as practice. However, the strategy as practice approach gives a more comprehensive, in-depth analysis of what actually takes place in strategy formulation, planning and implementation. Constituents in the cases create a common understanding of the problem they are trying to resolve by creating a shared perception of the goal they want to achieve. In eight out of eleven cases there is no separate collaborative strategic plan, but more an implicit strategy that is developed or adapted step-by-step through the interaction of constituents in the network and strategically responding to environmental factors such as policy changes. All the cases, also those with collaborative strategic plans, constantly develop their organization and practices based on reflection, which accounts for the two core elements of strategy, recursiveness and adaptation. To facilitate this, the cases build a coherent structure together with the community. Practice implies that there is a form of repetitive performance to become practiced.

The conceptual model provides insight into the self-reinforcing learning of the cases through the feedback loops that are in place, as explained in the main findings of the Outcome stage. Actions are evaluated and acted upon, resulting in the organic growth of a strategy in the network.

This is especially clear within the socio-economic context the cases operate in, compared to the traditional industrial context. The cases make use of hub-networks and/or collaborate with other coexisting social institutions. This is interpreted as a deliberate strategic action or choice by the entrepreneurial network to strengthen their community and learn from each other. Since entrepreneurial networks are pluralistic organizations, their strategy is highly fragmented (Jarzabkowski & Fenton, 2006). The first three stages of the strategizing process show that the cases are constantly moving back and forward between achieving their strategic goal(s) for value creation and organizational development goal(s) to set up a coherent organization. With the analysis, it is possible to identify the three modes of association between strategizing and organizing (Jarzabkowski & Fenton, 2006). The modes are interdependence, imbalanced and destructive.

It has been found that all of the cases from the analysis start in an imbalanced mode of association. The cases are continually in a catch-up cycle as they adjust either strategizing or organizing practices in response to unintended consequences. This becomes clear from the Goal stage and Activities and Output stage. In the imbalanced mode the cases prioritize organizing practices such as setting up the legal entity of the network above other strategic goals that address the problem they are trying to solve. On the other hand, strategizing practices could be too homogeneous, neglecting the interests of constituents of the network. Both have occurred in the cases. Two cases mention they were labeled and treated as think tanks, rather than acting communities. This is interpreted as addressing systems change, a long-term and complex process which attracts a small, visionary part of the community engaged in experimenting with place-based governance systems. Another case was caught up in organizing the network, that they neglected the broad statutes in which they described their vision. Their broad scope initially led to renounce certain strategic goals. However, through corrective action and a coherent organizational structure, they are now moving towards a more interdependence mode. Their organizing practices are consistent with the identities and interests of the constituents and strategizing practices enable a response to different strategic goals. As mentioned before, fragmentation and diverging goal prioritization can be prevented through a documented collaborative strategic plan. The cases that developed such a plan showed fewer difficulties in balancing the strategizing and organizing goals in their network. Unfortunately, two cases also went into a destructive mode of association, resulting in the liquidation of the entrepreneurial networks. Diverging strategic objectives resulted in varying strategic approaches by different actors within these cases. This became a source of fragmentation as each group or individual increasingly became engaged in realizing their own projects. In one case this led to conflict and accusations of self-interest. However, some autonomous projects from these cases survived, and thrive, benefitting from experiences with the initial network.

To conclude, it is evident that all the cases from the analysis develop their strategies in practice and can be analyzed using the four stages of strategizing from the conceptual model. The factors above in the model and the actions the networks undertake are in line with the emerging character of a strategy as practice approach. Also, from the analysis, it is possible to identify different strategic modes of association for the entrepreneurial networks. The most occurring mode is the imbalanced mode. But as the entrepreneurial networks become more consistent with their actions and strategies in a more stable environment, some cases start to obtain a more interdependent mode of association in which strategizing while creating multiple values and organizing practices for the development of the network are aligned. If entrepreneurial networks fail to acknowledge this tension, it will lead them towards a destructive mode of association. The pluralistic context is justified by the definition of an entrepreneurial network given in section 2.1.2.

5   Conclusion and Discussion

This chapter presents the research process, findings and conclusion of this thesis, answering the main research question. Next to that, it gives reflective criticism and limitations of the research, as well as a reflection on the contribution to the field of research that this thesis offers. Lastly, it provides suggestions for future research.

5.1 Research question and intentions

This thesis examined the strategizing process of entrepreneurial networks that create multiple values in the Netherlands. In doing so it tries to address the gap in strategy literature of multi-party, value-creating collaborations in which civilians take center stage. The main research question of the research is: *What characterizes the process of strategizing while creating multiple values as investigated in entrepreneurial networks?* To answer this question, exploratory empirical research was necessary to describe the strategizing process of entrepreneurial networks. To do this, two supporting sub-questions were formulated: *What are the differences and similarities in the strategizing process of entrepreneurial networks?* And: *What are the main elements of the strategizing process of entrepreneurial networks?* The previous chapter answered the two sub-questions and provided the foundation for answering the main research question.

5.2 Research process and findings

This section reflects on the research process and findings of this thesis. It also addresses the theory and methodology used in the research process.

To answer the main research question, three vital concepts of strategizing while creating multiple values were investigated: multiple value creation, collective organizing for multiple value creation and strategizing. The thesis approached these concepts by extensive literature research by first determining what values are, how they are created and how they can be distinguished. It was found that multiple value creation is not new in management literature, but that it generally comes second to economic value creation. Thereafter, multiple definitions of multi-party collaborations with sustainable objectives were addressed to define the cases of the research to the five general properties discussed in section 2.1.2. To determine how these cases make decisions, set goals and plan activities while creating multiple values, it was decided to analyze their strategizing process. Accordingly, contemporary strategy literature was addressed to identify whether or not it contained viable theories on strategizing in these types of organizations. The framework of the strategy schools (Mintzberg et al., 2008) generic strategies (Mintzberg & Waters, 1985) and the strategy as practice theory (Whittington, 2007) posed promising approaches to characterize the strategizing process of entrepreneurial networks. But without any empirical evidence on the strategizing process of entrepreneurial networks, it was too far-reaching to use these theories to indicate the strategizing aspects of the cases. An adapted model, based on the research of Clarke and Fuller (2010), the strategizing process of the cases were analyzed in practice.

The model was used to conduct an exploratory comparative case study in which the strategizing process of eleven entrepreneurial networks and their (multiple) value-creating activities were described. In this research design, the following steps were undertaken: (i) individual case analysis, (ii) case comparison for differences and similarities, (iii) determining the main elements of the strategizing process of entrepreneurial networks, (iv) comparison with the strategy literature. The same operationalization was maintained throughout the analysis to compare the cases for their similarities and difference. However, the availability and extensiveness of the data differed between the cases, sometimes resulting in diverging descriptions. The descriptions of the generalized strategizing process of entrepreneurial networks were developed, providing insight into the decision-making, goal setting and planning activities of these types of organizations. Accordingly, the generalized findings enabled the possibility to compare them with the strategy literature, to determine if it can be characterized by it.

5.3 Conclusion

The section above described the research process and how the study was conducted to come to the answer to the main research question of this thesis: *What characterizes the process of strategizing while creating multiple values as investigated in entrepreneurial networks?* This question is answered in the section below.

First of all, the adapted conceptual model for strategizing in collective value creation has proven to be appropriate to deconstruct and analyze the stages of the strategizing process of entrepreneurial networks for the purpose of this thesis. The aspects that were found in literature to analyze the stages provided relevant information to explain how entrepreneurial networks strategize while creating multiple values. The multiple value-creating aspirations served as a guideline for the cases to address the problems they want to solve. In their strategizing process, competing demands for value creation and organizational development occurred simultaneously. It was found that this tension can be managed by translating the goal(s) of the network in a collaborative strategic plan. The three cases that had a collaborative plan were more successful in executing value-creating activities to realize plan-centric outcomes: achieving their collaborative goal. Also, to prevent ambiguity, the constituents of the cases engaged in knowledge sharing and community building activities so that the perceptions on values within the networks are aligned. Furthermore, process-centric outcomes were prevalent, confirming the assumption that the networks learn from their decision-making, goal setting and planning activities, developing their strategizing process step-by-step to achieve their sustainability-oriented plan-centric outcomes.

Secondly, this thesis used three different theories to see if they could characterize the analyzed strategizing process of entrepreneurial networks. As was already assumed in the theoretical framework, the learning school from the strategy schools of thought (Mintzberg et al., 2008) provided the most resemblance in defining the strategizing process of the cases. This is confirmed by the analysis since the cases learn from evaluating their actions, which leads to adaptations of Problem and Goal formulation

in the strategizing process. However, when looking at aspects as to *how* strategy evolves, *why* it evolves and by *whom* this process is managed, the learning school becomes less obvious to define the studied phenomenon. The analysis showed that the cases blend multiple aspects of different schools, resulting in a mix of strategy schools to define the strategizing process of entrepreneurial networks. Therefore, it is concluded that contemporary literature on the strategy schools (Mintzberg et al., 2008), developed from research on for-profit driven organizations, cannot be used to characterize the strategizing process of new types of pluriform organizations as entrepreneurial networks. Moreover, if this process were to be characterized by a strategy school, a new type of school (e.g., multiple value school) should be developed. In this school, strategy evolves through collective organizing and knowledge sharing. This process is managed by the collective network by shared intent, learning from prior experience and prioritizing nonmarket values. Their strategy serves as a means to create multiple values, instead of economic value for growth or profit. Their strategy would be perceived as a collective effort of the network counteract on to the vested interests and power structures and establish transitions towards a more sustainable society.

Thirdly, the direct decision-making, goal setting and planning activities provide an opportunity to characterize the strategizing process with one of the generic strategies posed by Mintzberg and Waters (1985). It has been found that the ideologic strategy somewhat resembles with the strategic thinking of the cases. The set goals are often related to transitioning and established through shared intentions and common goals. However, in such a strategy, change is unlikely. This contradicts with the pluralistic context and dynamic environment the cases operate in. Furthermore, as with the strategy schools, a multitude of aspects from different generic strategies was found in the strategizing process of entrepreneurial networks. It indicates that either multiple strategies or a combination of strategies is pursued in these new types of organizations. Therefore, it is concluded that this research fails to characterize the decision-making, goal setting and planning activities of entrepreneurial networks by one generic strategy alone. However, as a multitude of aspects of different generic strategies are present in the cases, it can be concluded that these generic strategies are developing and evolving due to diverging strategic behavior of these new types of organizations and should, therefore, be reevaluated.

Fourth and finally, the strategy schools and generic strategies cannot characterize the strategizing process of entrepreneurial networks. The analysis revealed that this process evolves in practice. Moreover, the network is constantly evolving and developing as constituents reflect on their actions and outcomes. These recursive and adaptive approaches are two core elements of the strategy as practice theory, concluding that it is the most suiting theory to characterize the strategizing process of entrepreneurial networks. Furthermore, it has been found that entrepreneurial networks often have to manage different competing demands, that occur inevitably. Different goal orientations towards organizational development and value creation cause that most of the cases are in an imbalanced mode of association. This is seen as a direct result of the lack of a concrete collaborative strategic plan and a coherent organizational structure, as the cases that are in a more interdependence mode of association

took corrective action to resolve these issues. It indicates that the value creation of entrepreneurial networks to achieve their set goal is depending on the organizational abilities and strategic decision-making of its constituents. Based on the analysis and results discussed above it has been confirmed that strategizing in entrepreneurial networks is something they do, not something they have. Accordingly, from this research, it can be concluded that the strategy as practice theory is the most suitable to characterize the process of strategizing while creating multiple values as investigated in entrepreneurial networks.

5.4 Limitations and reflection

The contribution of this research includes a better understanding of how entrepreneurial networks operate and come to decision-making, goal setting and planning activities while creating multiple values, that is: how they strategize. However, some limitations and reflections are worth noting, based on theoretical, methodological and practical approaches.

First of all, a reflection on the literature from the theoretical framework and its limitations. The contemporary strategy literature on which this thesis build comes from studies done in the context of established and profit-driven enterprises. The strategy research to date tends to focus on financial value, rather than the multiple value-creating collaborations addressed in this thesis. Due to the lack of footholds in strategy literature on these types of organizations, the choice was made to use contemporary strategy literature in this research to test whether these theories were appropriate to characterize the strategizing process of entrepreneurial networks. The fundamental theories used within this thesis came from the authors Mintzberg et al. (2008), Mintzberg and Waters (1985), Whittington (2007). These were discussed as it was assumed that they would be most likely to characterize the strategizing process of entrepreneurial networks. However, other authors have also developed theories and frameworks that could classify or explain a strategy. Porter (1998), for instance, poses four generic strategies by which an organization can gain a competitive advantage. It would be possible to identify these strategies in the cases to explain how e.g., entrepreneurial networks leverage their multiple value creation aspirations for their growth. However, this would result in an explanation of how the cases operate in contrast to other organizations, not to gain insight on strategizing within entrepreneurial networks. Furthermore, it comes from a perspective where businesses want to outplay their competition to get the biggest share of the pie. Entrepreneurial networks operate with the intention to move to a more sustainable society, where economic value is seen as a means, not as a goal. As for the theory on shared value creation (Porter & Kramer, 2011), it depicts additional value creation for the benefit of society as a means for organizational growth and greater innovation and enhanced competitiveness. It would be possible to use this theory to explain why the cases create multiple values, but it is short-sighted to characterize the strategizing process of entrepreneurial network as shared value creation.

As for the used theories on value creation, the triple bottom line theory by Elkington (1999) has been used to distinguish the different values created by the cases from the analysis. However, he recalled

his theory in 2018 to do some fine-tuning (Elkington, 2018). Initially, the triple bottom line theory was designed to provoke deeper thinking about capitalism. However, it got adopted as an accounting tool to balance the different values, creating a trade-off mentality. Not only is this adaptation of the framework short-sighted, but it is also complex to measure the triple bottom line (Sridhar & Jones, 2013). It must, therefore, be acknowledged that this theory only provides the opportunity to distinguish the values that the cases create but cannot account for the extent in which it is created. Therefore, the research of Rockström et al. (2009) on the nine planetary boundaries is also used in this thesis to indicate how the ecological value-creating activities of the cases contribute to moving towards a more sustainable society.

Secondly, with regards to the methodology of this thesis, the research model, research design and data analysis are discussed. The model used to analyze the cases is adapted from a study that researched collaborations set up by profit-driven organizations (Clarke & Fuller, 2010). This limits its use since entrepreneurial networks operate in a pluralistic context and are not initiated by public and private collaborators. Another option would be to use the general model of strategy decision process by Mintzberg, Raisinghani, and Théorêt (1976) to analyze the cases. Their research suggests seven useful patterns of strategic decisions to explain strategic behavior. This model could have provided more insight into the specific strategic decisions of entrepreneurial networks concerning their value-creating aspirations, and not characterizing their strategizing process. However, this model is also developed from research in profit-driven organizations with large structures, many formal procedures and multiple decision-makers. Entrepreneurial networks are still relatively small organizations, making it a complex model to analyze their strategizing process with. Also, it does not reflect on the iterative aspects of decision-making (Mintzberg et al., 1976). As was found through the adapted model of Clarke and Fuller (2010), the cases adapt their strategizing process based on reflection, indicating that it is an iterative process that would not have been identified with the model of Mintzberg et al. (1976). Furthermore, these models do not take sociological aspects into account. These aspects could provide more insight into the social interactions between constituents and provide additional information on how values are shared, and common goals are set.

The research design to conduct this thesis was a comparative case study in which secondary data was analyzed. This design has consequences for the outcomes of the study. The secondary data that was analyzed consisted of interviews that were held with the governing board of the cases. This poses a major drawback since these respondents could be biased towards the decision-making, goal setting and planning activities of the network. These constituents are per definition part of these activities but leaves me only to assume that the network as a whole can influence this process. Furthermore, the topic of the focus interviews was one singular important strategic decision situation at a specific point in time. These situations differed per case, posing a challenge to compare their complete strategizing process. To gain a more complete indication of *how* strategy evolves, *why* it evolves and *by whom* this process is managed, other research methods could have been used. Instead of using secondary data, primary data could have been gathered specifically on the stages of the research model, resulting in more structured

data to analyze the strategizing process. Besides, a survey among non-governing constituents could be used to corroborate or contradict the data from the (focus) interviews. This would strengthen the outcomes of this research since it gives a more comprehensive view of the phenomenon.

The data was analyzed by using a coding technique, from which eleven descriptions of the strategizing process of the cases were produced. Large amounts of data on the cases were compressed to present the most relevant findings. This only gave slight indications in explaining what the strategizing process of entrepreneurial networks entails. The results describe the phenomenon and not an explanation for why entrepreneurial networks make specific strategic choices while creating multiple values. It is a first impression in understanding the strategizing process of entrepreneurial networks. This was also something mentioned in the feedback session with the cases. Respondents of the focus interviews acknowledged that they recognize themselves in the descriptions and analysis but would rather gain more practical insight that they can use in future strategic decisions. More in-depth research into one or two cases could provide more specific information on e.g., why strategic decisions are made, which activities are more effective for reaching their goals and how actions are evaluated with constituents to adapt their goals.

Thirdly, a reflective criticism is that Stichting Pak An was unable to participate in a focus interview, resulting in the exclusion of this research. Therefore, less data was available to analyze. Although all cases are unique organizations, Stichting Pak An differs in its own for the network was initiated by two leading enterprises. Input from Stichting Pak An could have provided more diversified data on the strategizing process of entrepreneurial networks.

And fourth and finally, this thesis answers the main research question: *What characterizes the process of strategizing while creating multiple values as investigated in entrepreneurial networks?* This process is characterized by the strategy as practice theory. It contributes to enhancing the understanding of collective actions to deal with the adverse effects of climate change, supporting the mandate of the United Nations (2015). However, the theory and aspects on which this conclusion is based come from research in a business context. Other aspects that do not necessarily arise from a management perspective, such as sociological factors and place-basedness, are clearly of importance and need to be taken into account when researching collaborations that create multiple values and put civilians at center stage, providing multiple opportunities for future research.

5.5 Contributions of the research

In the introduction of this research, I mentioned that there are very few researches from a management perspective on civilians that collaborate to create multiple values. This is evident from the fact that there is no one clear definition for these types of organizations. Also, nearly all strategy literature still dates back to the sixties, where strategy tended to be equated with planning and the systematic formulation and articulation of a deliberate premeditated strategy in the context of profit-driven organizations. The research tested whether these are applicable to entrepreneurial networks, which they are not. The adapted

process model for collaborative strategy contributes to the research on the topics of multiple value creation, strategizing and new types of organizations that are initiated by civilians. It strengthens the strategy literature by providing new insights on how these types of organizations strategize indicates what types of strategies are adopted. It contributes to enhancing the understanding of collective actions to deal with the adverse effects of climate change, supporting the mandate of the United Nations (2015). In return, it may convince governments and municipalities to collaborate with these initiatives and support them in making society more sustainable. Furthermore, entrepreneurial networks face various contextual challenges simultaneously; uniting different target groups, interests and value perceptions in a specific regional setting. In practice, this has proven to be an organizational challenge in their specific regional and sustainability-driven context. This research provides insight into defining contextual challenges that entrepreneurial networks might face.

5.6 Suggestions for future research

This research is exploratory and gives a first insight into the strategizing process of entrepreneurial networks. To gain a more structured insight into this process, future research should focus more in-depth on how these organizations operate to give an explanation of how the strategizing process functions within these types of networks. Within this research, the perspective of (non) participating members should be taken into account to give a more inclusive view on how entrepreneurial networks come to decision-making, goal setting and planning activities. This is also mentioned in the feedback sessions with the interviewees, where they stated that they would like to gain more practical insights that they can include in their operations and strategic goal setting. Also, as mentioned earlier, aspects such as sociological factors and place-basedness, are clearly of importance in the strategizing process of entrepreneurial networks. Future research could study for e.g., the social interactions between constituents in entrepreneurial networks to see whether if and how this influences decision-making, goal setting and planning activities. Next to that, it would be beneficial for this field of research to analyze similar cases in other countries. Different cultures, policies and legal entities could influence the way entrepreneurial networks in other countries operate. Eventually, by doing more research on this topic, civilians that set up an entrepreneurial network might be able to make more informed decisions towards moving to their set objectives.

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Appendix A: Overview of used data per case

Below in the table, an overview is given on the analyzed data per case. This data has been gathered for the Ph.D. research of M. Kamm and made available through the educational environment provided by Saxion UAS.

Case		Documents	Focus group
1.	**The Fruitmotor**	Statutes, website and media	With the board
2.	**Energiecoöperatie Windpower Nijmegen**	Statutes, website and media	With two board members
3.	**Voedselbos Ketelbroek**	Statutes, website and media	With the owners
4.	**Stg Go Clean de Liemers**	Policy plan, year plan 2019, media and website	With the board
5.	**Food Council MRA**	Statutes, website, media, articles and an internal report	With the board
6.	**Netwerk Kleurijk Groen**	Project proposal, website and media	With the steering committee
7.	**Cooperatie Bommelerwaar**	Statutes, website, media and internal report	With an incomplete board due to internal conflict (2/6)
8.	**Dirk III**	Website, media and policy documents	With the board
9.	**Gebiedscooperatie Rivierenland**	Statutes, website, media and policy documents	With incomplete board (two of four board members)
10.	**Stg Pak An**	N/a	N/a
11.	**Gloei Peel en Maas**	Project proposal, website, media and internal report	With the (2017) interim board
12.	**Noorden Duurzaam**	Website, media and project evaluations	With the board

Appendix B: Operationalization of the research concept

Sensitizing concept	Dimensions	Indicators
Strategizing	1. Problem	**1.** The problem the network wants to address **2.** Manner of decision-making: how are strategic decisions made in the network **2.** Organization of the network: relating to how the network is organized and structured and who does what.
	2. Goal	**1.** Goal setting: by creating a clear mission and vision for the network **2.** Having shared values and beliefs **3.** Strategic decisions: what type of decisions and considerations are made, related to long-term projects to achieve the set goals, mission and vision and creating a unique positioning
	3. Activity and output	**1.** Individual activities: activities done by single individuals for the benefit of the network **2.** Collective activities: activities done by (a part of) the collective for the benefit of the network **3.** Economic value: financial goals, monetary values, anything that is related to money **4.** Ecological value: value in preserving the planetary boundaries (Rockström et al., 2009) **5.** Social value: individual and societal well-being and contributing or investing in the network or region **6.** Operational decisions: related to organizational development
	4. Outcome	**1.** Plan-centric, which were documented in the collaborative strategic plan. **2.** Process-centric, which are outcomes that led to alterations and adaptations to the formation, design and implementation process. **3.** Partner-centric outcomes are related to the learning process and changes in organizational behavior. **4.** Outside stakeholder-centric outcomes involve changes in the inter-organizational relationships. **5.** Person-centric outcomes relate to the individuals **6.** Environmental-centric outcomes that are unexpected and relate to ecological, economic and social environments that go beyond the context of the focal issues that are addressed by the collaboration.

Appendix C: Analysis and fragments of the focus interviews

Fruitmotor

Problem stage: Fruitmotor is a food chain cooperative in the Betuwe. The main goal of Fruitmotor is to establish a transition towards a circular agriculture system. The network gives residual fruit new value by creating sustainable ciders and selling these commercially. Constituents of the network provide the fruit, for which they get a fair price. This money is used to make fruit cultivation more sustainable and to reinvest in biodiversity in the entire region. By investing, the natural environment of the bee is enhanced. Pollinators are important insects for the Betuwe area that heavily relies on fruit production. The initiative is a counter-voice against the linear food system that is negatively impacting farmers, agriculture soil, biodiversity and the quality of fruit. The network addresses this problem by rethinking and acting on its negative impacts by making the regional fruit cultivation more sustainable. As they mention, they had an idea that they wanted to experiment with. But for it to work and to sustain the cooperative, the board chose to become more commercial To do so, the initiators started a chain cooperative, which means that all chain partners – cultivators, processors, sales partners and consumers can become a member of the cooperative and get a vote in the decision-making process (Fruitmotor, 2020b). However, they find it challenging to attract initiating members that actively participate. Currently, Fruitmotor is undergoing the transformation of a flash cooperative to become a full cooperative. A flash cooperative is a pre-mature legal entity of a full cooperative in which the initiators have full governing control and can use the first two years to structure and formally organize the cooperative. The change allows for members to get a vote in the decision-making, planning and goal setting activities of the network, but also possess challenges. The current board members form a very coherent team, making it difficult to attract a new board member to create a more balanced governing structure to address the problems in the fruit cultivation system. The Fruitmotor has a clear procedure and communication plan for their stakeholder collaborations.

Goal stage: Fruitmotor positions itself as a mission-driven cooperative with Big Hairy Audacious Goals. In their case, this mission is improving the Betuwe region through reinvestment in biodiversity intending to transition towards a sustainable circular food system (Fruitmotor, 2020b). Their decisions depend on whether the action will contribute to achieving that mission. From their perspective, this can only be done by pioneering whilst having a shared perception of what is of value within the network. The Betuwe area is known for its restraint, making this shared perception essential when Fruitmotor becomes a full cooperative with voting members. They want to achieve their mission while also being able to financially sustain themselves. However, the network clearly distinguishes from commercial organizations by prioritizing ecological and social objectives, instead of financial objectives.

Activity and output stage: The activities of the Fruitmotor focus on achieving their mission and on community building, which creates social and ecological value. As mentioned, Fruitmotor currently undergoes an organizational transformation to further develop the network. In addition, the network is

engaging in new types of partnerships to build an active long-term relationship. By joining so-called hub-networks they increase their reach and accelerate their growth. The partnerships will function as a connection within the region to spread a common vision. Social value is created by the network since it improves the societal well-being by connecting the inhabitants in the region. Another initiative for social value creation is providing job opportunities in the food chain for people with poor job prospects. In the network of the Fruitmotor, the board plans activities relating to achieving their goal, focusing on creating ecological and economic value as output. They produce a significant amount of operational output to achieve their set goals. Fruit cultivators of the network provide the residual fruits, from which other constituents of the network make juices and ciders. Profits generated by selling juices and ciders are invested in sustainifying fruit cultivation and enhancing biodiversity. These activities are characterized by a step-by-step approach where the board learns about the impact and output the activity generates before planning new activities. These activities produce a significant amount of operational output that contributes to their organizational development and achieving their set goal.

 Outcome stage: The desired outcome of Fruitmotor is creating a sustainable circular food chain and is trying to achieve this by making the regional fruit cultivation system in the Betuwe circular and more sustainable. This is achieved by planning and performing activities that generate multiple values for distinct constituents and stakeholders. The desired outcome is categorized as plan-centric, as it is documented in their collaborative strategic plan (Fruitmotor, 2020a). However, to achieve this they focus on creating partner-centric and outside stakeholder-centric outcomes where the Fruitmotor is changing the food system. The board of Fruitmotor undergoes process-centric outcomes as they learn and adapt the strategy design and implementation process.

Case:	Fruitmotor		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network.	Fruitmotor is a food cooperative in the Betuwe area that pays a fair price for residual fruit. They use their money to reinvest in biodiversity in the region. The idea comes from an analysis of the food system in the Betuwe, which wanted to try out. It was set up by the three civilians, forming the board. It currently undergoes the change from flash cooperative to full cooperative. However, the current board fears that new board members will not share their vision. Next to that it will disturb the power balance.	Website Fruitmotor: https://www.defruitmotor.nl 'That is the community now or becoming. And everything that has backs it up with structure and governance. It always follows the mission. This means we do not have set guidelines on how things should go.' 'First you become a flash cooperative, where you as a board are the only members.' 'What can we improve? How are we going to do it? Such as shorter chains. We thought, we are just going to try.' 'We would love to have a new board member. But they all find it very difficult. A lot is going on and we know something about everything. It is difficult to come in-between that.' 'You could also say that we are just two people on a mountain.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	Fruitmotor is a mission-driven cooperative with big hairy audacious goals. Their mission is improving the Betuwe region	Website Fruitmotor: https://www.defruitmotor.nl 'Everything we do and decide eventually comes from the mission-driven organization.'

			through reinvestment in biodiversity. In this way they transition the linear food system. They do this by pioneering with their cooperative. Since the Betuwe area is known for its restraint, shared values are essential according to the board. Therefore, they take strategic decisions to prioritize ecological and social objectives, instead of financial objectives	'Having little parts of that big cooperative, that support it. And through that stimulating the regional economy. That is a Big Hairy Audacious Goal we have.' 'We want those core values that we stand for to maintain. Else way the things that you do loose meaning. That is also what you see in the cooperative.' 'We are part of our own spirit of time. That is pioneering (…). We are front runners' 'There was never discussion about our nature. After (…) passing away, we discussed what we were going to do. Just sell ciders? No, we want to keep those core values in place.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development		The activities of Fruitmotor focus on community building and achieving their mission of a biodiverse Betuwe area. These activities create social and ecological value. To attract more participating members the network joins so-called hub networks to accelerate their growth. Social value is also created by placing people with poor job prospects in the food system. In this food system, the Fruitmotor creates economic value through selling ciders from the residual apples.	Website Fruitmotor: https://www.defruitmotor.nl 'I would like to have more partners like that, to fill it in on the level of circularity. That it all fits together.' 'You try to scale up and accelerate to join those networks. To get somewhere quick without leaving the community. That goes cooperative. They also create multiple values.' 'We went on a pretty commercial side path, because else way we would not exist anymore after 2 years.' 'We are now connected to Werkzaak. And people with poor job prospects. We participate in a couple of their projects.'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric		The desired outcome of Fruitmotor is to establish a sustainable and fair food chain in the Betuwe area. This outcome is deliberately documented in the collaborative strategic plan. In their development, Fruitmotor underwent adaptations to become more commercial, making it process-centric outcomes. Also, by collaborating and educating vested stakeholders in the food system they generate partner-centric and outside-centric outcomes.	Website Fruitmotor: https://www.defruitmotor.nl 'The dot on the horizon, we already know that for a long time. We want the Betuwe Bee landscape, to have that finished. So have a structure for the bee landscape.' 'You have to do something in the full range; in the food system, regional, and together.' 'What do we stand for? That mission. That is a very clear framework.' 'We have a small circle of experiments on organizations, actors that stand for that. But next to that, you have the impact from the region. Obtaining that knowledge themselves. Institutes that start to think differently and how to work sustainable in practice.'

Energiecoöperatie Windpower Nijmegen (WPN)

Problem stage: Energiecoöperatie WPN is an energy cooperative founded in 2013 in the Nijmegen area for and by civilians (Windpark-Nijmegen-Betuwe, 2020). Energiecooperatie WPN is one of many energy coops in the Netherlands where civilians deliberately create local and sustainable energy initiatives to achieve a transition towards sustainable energy production. This combats the problem addressed by the network: the increasing pollution from traditional energy production by the rising demand for energy. The municipality of Nijmegen supported the initiators with establishing a

cooperative community and establishing a small wind turbine park. In the early years, there was operational focus on planning, financing and building the wind turbines. For this, several organizational constructs were initiated that are linked to the cooperative: a project organization that coordinated the building and maintaining the wind turbines, a shareholder construction for crowdfunding through investing in wind turbines, and a foundation that invests in projects in the surrounding part of the city. Different membership varieties were introduced: donors, members, and shareholders. This construct proved prosperous in realizing 4 of 5 planned wind turbines. Having realized this goal, from 2016 onwards the new cooperative board initiated a process to reassess strategic and operational goals. Within and outside the cooperative there was unclarity about the positions and roles of the different organizational constructs such as the cooperative and the project organization. This was a result of the project organization running the wind turbines taking center stage, while the board considered the wind turbines to be operational output of the community. During 2017 it became clear to the board in place that the amalgamation of organizational constructs hindered the cooperative in functioning as a community. The board initiated the operational and organizational changes they deemed necessary: creating clarity in organizational structure and responsibilities, while simultaneously engaging the community to initiate and contribute to new actions via working groups. During this process, the board considers it is important that all procedures are governed professionally and follow procedures according to the statutes. For decisions on e.g. a new name for the cooperative and new project such as a solar park, strict regulations are followed.

Goal stage: Energiecoöperatie WPN has the goal to contribute to local energy production. The key aspects in this goal are collaboration and sustainability. The board of Energiecoöperatie WPN formulates the main strategic goal as generating sustainable energy (wind and solar), which is further effectuated by the current 2020 planning of a solar park, educational activities and supporting neighborhood energy projects through the cooperation's knowledge and experience on organizing sustainable energy projects. To involve the network in expanding the educational activities and initiating neighborhood projects and possibly other projects, working groups have been initiated. Working groups prepare proposals for projects. The board ensures that only proposals that are in line with the statutes (their common vision) are presented in general meetings, following fixed procedures for selection and presentation of proposals. In general meetings, all cooperation members have an equal vote in establishing in what manner projects and activities are continued or initiated. This voting follows a strict and fixed procedure.

Activity and output stage: The activities of Energiecoöperatie WPN focus mainly on creating ecological and social values. The wind park generates sustainable energy. Next to that, they are currently setting up a solar park project as an autonomous project that is supported by the cooperative Energiecoöperatie WPN. However, the realization is obstructed. Legal procedures are running, and the board expects to launch a crowdfunding project in the autumn of 2020, creating economic value. Other economic value creation relates to organizational practices, where the cooperative explicated the

different memberships of the community in donors, members with unspecified shares and members with a specified (wind) shares. Donors and cooperative members obtain positions, e.g. donors cannot vote but they are invited to general meetings. To bring more clarity to the structure, the cooperative unbundled the different organizational constructs. The cooperative was renamed by general vote into Energiecoöperatie Windpower Nijmegen (WPN). The former name is continued as the name and website of the autonomous wind park project in which Energicoöperatie WPN is the main partner. Also, a new website was launched to bring more clarity to the general public about the mission, vision and the role of the cooperative (WPN, 2020). Currently the cooperative is starting to create social value through educational and neighborhood projects to contribute to the well-being of the area.

Outcome stage: The main strategic goal of contributing to a community-based sustainable energy production by creating an energy transition has been and is being realized by their major energy projects, the wind- and solar park. These can be seen as plan-centric outcomes generated by the network documented in their collaborative strategic plan (WPN, 2019). To realize strategic goals that are in demand of the collaborative community members, operational procedures have been explicated and updated, meaning the network underwent process-centric outcomes. As a result, the relationship with partners like the project organization that run the wind turbines has changed, which is characterized as partner- and outside stakeholder-centric outcomes. The board has succeeded in putting the community visibly in control of the cooperative. They have done so by implementing and living up to a clear governance structure and meticulous procedures that put the community and not its projects at center stage.

Case:	Energiecoöperatie WPN		
Dimensions	Indicators	Description	Fragment
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	WPN is an energy cooperative founded for and by civilians. In the early years there was focus on planning, financing and building the wind turbines. Having realized this goal, the cooperative reassessed strategic goals. Due to amalgamation of organizational constructs, the cooperative was hindered in functioning as a community. Therefore, they wanted to bring more clarity in the organizational structure and responsibilities. These decisions followed the procedures according to the statutes	Website WPN: https://www.windparknijmegenbetuwe.nl 'It is mainly focused on sustainable energy. It was even somewhat limited to generating energy, which is later broadened with education' 'In recent years we have put a lot of time and energy into unbundling, getting responsibilities clear and the different roles. The cooperative had to get a clearer profile' 'That was put up onto the agenda by 25 people, to discuss the process of the reorganization. So, we had to discuss it. And we came to an agreement.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	WPN has the goal to contribute to the local energy transitions. Key words are collaboration and sustainability. They involve the network through working groups that prepare proposals for projects. Only projects in line with the statutes are presented in	Website WNB: https://www.windparknijmegenbetuwe.nl 'We are mainly aimed at content, anyway on connection and unity. But with an eye for own responsibility. Everything we do and decide eventually comes from the mission-driven organization.' 'With broadening, we now have neighborhood projects and education. And with development in projects like the

		general meetings, in which all members have an equal vote.	solar park. We want to make concrete what we are going to do in 2020.' 'But you also have to steer those working groups. And that costs money. So yes, you have to present that to the members. We have the coordination and have to pay from that budget. But you have to be clear.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The activities of WPN focus mainly on ecological and social value. The wind power produces sustainable energy. Next to that, they are setting up a solar park. They sell of the energy to members of the cooperative. The educational and neighborhood projects contribute to the well-being of the area, creating social value.	Website WNB: https://www.windparknijmegenbetuwe.nl 'We are mainly talking about wind, solar, education and neighborhood projects, in particular based on the knowledge of the cooperative.' 'We could play a role in education. We have a few volunteers that organize tours for schools at the windmill park.' 'We are on the move and we are at the forefront of the energy transition and we need to make people aware of what is coming next.' 'The visibility, those windmills. That is of course a concrete output. And members are very proud of that.'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The main strategic goal of contributing to a community-based sustainable energy production has been realized by their windmill park. WPN unbundled to give more clarity between the community, and the project organization. This altered the relationships with partners and stakeholders.	Website WNB: https://www.windparknijmegenbetuwe.nl 'It is mainly aimed at sustainable energy. It was even somewhat limited to generating energy (…). In our experience we involve members in producing energy.' The profile of the cooperative became more blurred. (…). The last few years we spent a lot of time and energy to unbundle it. Different responsibilities and different roles. The cooperative needs a clearer profile. (…) So unbundling, that it becomes clear what the collaborative plans are. What roles everyone has.'

Voedselbos Ketelbroek

Problem stage: Voedselbos Ketelbroek is a 2.4-hectare food forest located near Nijmegen. The field was purchased in 2009 and has been transformed into an experimental food forest. As mentioned before, the current food system causes problems by negatively impacting agriculture soil and biodiversity. Therefore, the initiative is founded with the idea to provide insight on how food production and nature can fit together into one system. Fruit trees, nuts and shrubs are planted that offer rich harvests. It also contains a school vegetable garden for the nearby primary school. In the first three years, the two initiators operated in silence since they wanted to take time for the forest to grow. During that time, Voedselbos Ketelbroek operated as a partnership. In this period, they got help from agrarians to develop the land. However, the food forest explicitly chose not to become part of the existing agricultural network. After three years they started giving tours to people from the outside to show how the idea works and to tell their story. After going public, the initiative got more interest from different stakeholders. Therefore, it was decided by the two initiators to formally set up a foundation. As mentioned in the interview, it is stated in their statutes that they focus on reframing agrarian's perception

that owns at least three to five hectares of land. This decision has been made collectively to keep the focus on agriculture instead of straying away towards projects with little impact. This prevents them from losing sight of what they want to achieve. However, the foundation also catalyzes a transition in agriculture. Since the foundation is still governed by the two this leaves them with full governing and authorization control in the decisions of Voedselbos Ketelbroek

Goal stage: The mission of Voedselbos Ketelbroek is to establish a transition in agriculture by fitting food production and agriculture in one system. As stated in their statutes, they focus on reframing agrarian's perception that owns at least three to five hectares of land. In order to do so the initiators position themselves as passive entrepreneurs to develop Voedselbos Ketelbroek. Both initiators have a background in participating in environmental movements and civil society organizations. They have a shared ideology to balance agriculture and nature in their forest, which is possible through their own private investment. From thereon they developed the concept by pioneering with a step-by-step approach. Their first communication to create a community was through Facebook, which is still their main communication channel (Voedselbos-Ketelbroek, 2020). In this phase, they decided to separate the foundation with its activities on the land from the agricultural partnership so they could still operate independently. The board of the foundation consists of several members that joined the network. The network expands by attracting people that share the same vision or want to learn and gain knowledge about the approach, referring back to the function of a catalyst. Since independence is highly valued, the network made the strategic decision to forgo outside funding via subsidies.

Activity and output stage: As mentioned, the first three years Voedselbos Ketelbroek operated in silence. In this period the founders focused on growing the land to provide proof for a combined system of nature and agriculture to create ecological value. They do this by changing the land system and developing biodiversity. In their system, they withhold from using poison, fertilizers and pesticides and are proactive in participating in networks that focus on agricultural development. By developing biodiversity in a new agricultural system and withhold from chemical pollution they preserve three planetary boundaries (Rockström et al., 2009). After formally setting up the foundation, their story and knowledge were shared through the forest-garden-network-list, creating social value. However, they retained themselves from giving tours since the system is too vulnerable for many visitors. These tours also surpassed their mission, as they want to focus on changing farmers' perspective, and not the perspective of consumers. Instead, they organize activities in the village nearby and educate people on growing fruits and vegetables in a sustainable way, thus further contributing to ecological value creation as well as establishing social value creation for the community. The foundation has been funded through private investment and the founders are not deliberately pursuing economic value creation. Still, economic value creation is concretized via fees for tours and courses, and providing ingredients for several catering services, a restaurant and a brewery. Also, since the system is self-providing, they have close to zero costs to maintain the land.

Outcome stage: The desired outcome of Voedselbos Ketelbroek is transitioning the current agriculture system into a more sustainable and nature-friendly system. This is achieved by developing an example from which other farmers and civilians can learn, making these partner-centric and outside stakeholder-centric outcomes. Next to that, the initiators of the network internally develop process-centric outcomes related to their learning process in both the food forest and the foundation. This outcome is established through the activities with their members, where they sought out which participation rate would benefit the active bonding to the foundation, without harming the forest.

Case:	Voedselbos Ketelbroek		
Dimensions	Indicators	Description	Fragment
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	Voedselbos is a 2.4 hector food forest. The land was purchased in 2009 and transformed into an experimental food forest. The initiative wants to proof that food production and nature can fit into one system. The first year the initiators operated in silence. After going public the founders set up a foundation with the focus on reframing agrarian's perception. This decision was made collectively to keep focus on agriculture. Next to that, the foundation functions as a catalyst for a transition.	Facebook page of Voedselbos: https://www.facebook.com/foodforestketelbroek/ 'We had the ideal to bring agriculture and nature together that is future proof and needs time to develop.' 'We developed the concept after we bought the land. So there was no ready-made plan. We knew we are pioneering.' 'A certain feeling of independence (…). That you do not work for an employer.' 'The foundation Voedselbosbouw is involved with a number of planting projects. So it became a catalyst for a wider movement.' 'We explicitly captured that in the statutes: we want to put time and energy in the switchover of agrarians.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The goal of Voedselbos Ketelbroek is to establish a transition in agriculture by fitting food production and agriculture in one system. The shared ideology on this system is made real by their own private investment. By being full owner, they have authority on the decisions made in the network. They label their concept as pioneering. Board members that are attracted share the same vision as the two initiators or want to learn from Voedselbos Ketelbroek.	Facebook page of Voedselbos: https://www.facebook.com/foodforestketelbroek/ 'We set a target for ourselves in the beginning; a serious farming business' 'The principle of the agricultural transition has been leading in the beginning. But you need to keep reminding yourself. Nowadays I have to say no more and more. We focus on agriculture.' "We are pretty independent, because we have an income." 'That we advocate this combination, comes from the public debate. Before that we were both active in environmental movements (…). That also plays a role here.' 'Practical learning is why many people gained interst.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational	The first three years, Voedselbos operated in silence. In this period the founders focused on growing the land to provide proof for their combined system. In their system they withhold from fertilizers and pesticides. They are also participating in networks that	Facebook page of Voedselbos: https://www.facebook.com/foodforestketelbroek/ 'The land, for three years we planted trees and redesigned. That was a well-kept secret. We only became public in 2012.'

		focus on agricultural development. Next to that they organize activities in the villages nearby to educate people on growing fruits and vegetables in a sustainable way. This creates social value for the community. Since independence is valued, they only seek economic value creation through fees and sales of food.	'The conditions (…). No poison, fertilizer, no pesticides. And connecting to agricultural development.' 'Joined the forest-garden-network-list. And they asked if they could organize a course at our forest.' 'There are birds and insects here, that you will not see anywhere else. There are growing special and delicious fruits.' 'We put money in the second place. Biodiversity first, together with water management. We want that people to treat the landscape better and improve it.' 'In this village we are getting to know people. And we have a positive collaboration with the school garden.' 'We do not want subsidies; we want it on our terms.'
decisions: related to organizational development			
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The desired outcome of Voedselbos Ketelbroek is to transition the current agricultural system into a more sustainable and nature friendly system. They focus on creating partner-centric and outside-stakeholder centric outcomes. The network develops process-centric outcomes through their learning process.	'Not working hard and giving the concept a chance. That is partly about how you learn in practice.' 'We want to set an example that food can grow with nature, instead of against nature. That has been our motive from the start.' That plays a role in activism, we talk a lot, also with others and try to change policies.' We had to emancipate. We are farmers. Against the prevailing view and the old rules.'

Stichting GoClean de Liemers (GoClean)

Problem stage: GoClean is a data-driven national community that puts effort into combating the litter-problem in the Netherlands by making it litter free. Formally GoClean is a foundation. It was set up in 2016 due to the high amount of litter on the streets and in nature around the city of Duiven. Together with volunteers of the network, called ambassadors, they organize cleanup walks throughout the Netherlands. By using an app that is developed by one of their partners, all the collected pieces of litter are archived. The data is used to effectively combat the source of the litter and change the waste system. The board members mention that at the start, the foundation lacked focus. The initial idea was to provide education at schools to help prevent littering. However, schools were already saturated with this type of education. To make their organization and activities more concrete they attracted a more business-minded board member. With the new board member's experience, they wrote a business plan. In this plan, they were able to better frame the organization and give more focus to their activities. This is still developing step-by-step. Also, it was decided to set up a private company next to the foundation to provide an income for the board, so that they could work full-time on the development of the foundation. The board members mention that they all have a different way of working, but that the unique collaboration is key to their success. In the foundation, the board communicates with the ambassadors of the network on goals and activities, but they hold full authorization in the decision-making process.

Goal stage: GoClean was founded with the idea to educate people on littering, while simultaneously cleaning up the litter (GoClean, 2020). However, in their development with the matter, they became aware that they were combating the system, not the source. (GoClean, 2020). Their business plan gave more focus on what they want to achieve. So, next to the cleanup walks, GoClean has decided to reformulate their goal; reshaping the vision of the government and municipalities on littering with their data. They decided to gather data through an app on the waste that is found. Instead of putting waste bins everywhere, municipalities can work together with their civilians and organize targeted interventions. Ambassadors can use the app during clean-up walks to register each piece they find. In return, the foundation provides them with information to keep them motivated. The board is still in debate on whether they want to focus more on network building or reshaping the vision of the municipalities.

Activity and output stage: As mentioned, the activities of the foundation GoClean focus on educating, cleaning and gathering data on litter. Ambassadors organize cleanup walks in their area with other civilians, creating social value for participants and the well-being of the region. Next to that, ecological value is created by cleaning up the litter. Two separate bags are used to separate recyclable and non-recyclable waste to reduce chemical pollution in the waste treatment process (Rockström et al., 2009). The civilians in the network must share the same vision as GoClean. When the app launched, ambassadors objected to using it. It was unclear for the users what the added value was, which created aversion towards the use. To counteract this, GoClean undertakes motivational community-building activities to develop the organization and provides targeted information to convince their network of their new way of cleaning. In the future, they want to include new functions to the app that gives users even more information, but financial resources are currently lacking. Economic value is created is not one of the main drivers for the foundation. They want to change perceptions, and not get funding from large organizations. To sustain the foundation and the board, they create economic value by outsourcing themselves through their private partnership with various activities.

Outcome stage: The desired outcome of GoClean is to change the waste system to prevent littering. This is achieved by planning and organizing activities that create social and ecological values. The outcome can be categorized as plan-centric since it is documented in their collaborative strategic plan, but not yet achieved. They underwent process-centric outcomes when they adapted from combating the system to combating the source of litter. This has led to reshaping the perception of others inside and outside the network on how to effectively prevent littering and organize interventions, making it partner-centric and outside stakeholder-centric outcomes.

Case	Stichting GoClean de Liemers		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making	GoClean is a data driven national community that puts effort in making the Netherlands litter free. It is formally set up as a foundation. Together with their	Website GoClean: https://www.gocleandeliemers.nl 'Also because it is a big financial burden, we decided we cannot leave it in the foundation. That is why the private company was set up, independent from it.'

	3. Organization of the network	ambassadors they organize cleanup walks. To make the activities more concrete they wrote a business plan. This gave more structure, but this is still a step- by-step process. Next to that there is a private company that provides an income for the board. Their unique collaboration is key to their success.	'Then we were really searching, and then (…) joined. She has a company, a business background. So, she was able to frame us.' 'Because we three are all so different, it works. (…). That is what makes this collaboration unique' 'You continuously adapt your course little by little, making it more goal oriented.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	GoClean was founded with the idea to educate people on littering, while simultaneously cleaning up litter. However, this is combating the system, not the source. To realize a litter free Netherlands, the cleanup groups use an app to archive the pieces they find. The board focusses on both community building to get more ambassadors, but also on reshaping the vision of the municipalities and the government with the data they collect.	Website GoClean: https://www.gocleandeliemers.nl 'We made a strategic decision to focus on educating, and doing that structurally. That way we can get hired.' There is a lot of education and tools. However, thus must be made more concrete. (…). That is something that was also heard at lobby groups. There was no data.' 'Some sort of focus, of what you want to do. You can do 20 things at the same time, but wat is most important. What is the point on the horizon?' 'Eventually you want to move away from combating the system and combat the source.' 'Those groups are very hierarchal. (…). They get some form of identity from it.' 'So, we focus on community building to make the group in the municipality bigger. And to have a mutual responsibility.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The activities organized by GoClean are focused on educating, cleaning and gathering data on litter. Ecological value is created by the ambassadors through cleaning up the litter, and separate recyclable waste. This also creates social value, since participants go out together and socialize with each other. Economic value creation is not the main driver but is seen as a resource to sustain the foundation and the board members.	Website GoClean: https://www.gocleandeliemers.nl 'We made a strategic decision to focus on educating and doing that structurally. That way we can get hired.' 'You also try to make that hook towards circularity. Creating sustainability to make sure that it fits in the perception of the people.' 'People that struggle to make contact. Lonely. (…). We notice people coming out of their shell and make more contact. That they like to be part of a group.
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric outcomes **6.** Environmental-centric	The desired outcome of GoClean is to change the waste system and prevent littering. This outcome is documented in the collaborative strategic plan, making it a plan-centric outcome. Their adaptation towards combating the source is categorized as process-centric. Next to that they focus on reshaping the vision of the members of the network and the municipalities. These are partner-centric and outside-stakeholder outcomes.	Website GoClean: https://www.gocleandeliemers.nl 'Before you write a business plan, you need to know what you want to do and where you want to go. How things are structured.' 'You want to move away from combating the system, and start combating the source.' 'That is where the focus is, at the government. That is your specific aim. You only find that out after you are working with the matter.'

Food Council Metropool Region Amsterdam (MRA)

Problem stage: Food council MRA is a collaboration between civilians, entrepreneurs and organizations that occupy themselves with food in and around the city of Amsterdam. The network was founded in 2016 and provides a platform for citizens where they can discuss questions regarding food and city agriculture, food initiatives and food events (Vanamsterdamsebodem, 2020). Thus, it serves as a guide through the food landscape of Amsterdam. The network was set up together with academics, students, civil servants and social entrepreneurs. The two initiators that represent the board want to change the traditional food system causing a problem because of its harmful impact on the environment. However, the network is informal and does not have any legal entity, making it challenging to legitimize themselves. After the network participated at the conference 'Food flows in the Amsterdam Metropolitan Area' in 2017 it was decided that Food Council MRA would function as a regional collaboration platform. The board was in conflict about the legal entity Food Council should adopt. Also, after this successful conference, the role of Food Council MRA became unclear. Accordingly, the board put the effort into developing the council as a platform and as a project organization. Currently, after considerations and discussions trough two plenary sessions with their network, they are in the phase of setting up a flash-cooperative that will focus on the projects. In this legal entity, it is possible to operate as an impetus for an indefinite amount of initiatives. The first two years allows the board to keep more control of the decision-making process to structure and organize the cooperative. After these two years, the network will become a full cooperative that will focus on setting up value-creating projects and where its members get voting rights. Their members will be bottom-up initiatives from their network, which they will connect with top-down institutions. In their words, this is utterly against the conventional way of working.

Goal stage: Food Council MRA was inspired by the Food Council of Toronto, Canada. Their mission is to transition the current food system and make it more sustainable. The initial idea was to have a platform that would function as a passive intermediary between supra-local initiatives and partners in the food systems. At the start, there was no plan on how to reach this objective, how to implement it and how to organize it. Many people interpreted and treated their idea as a think tank without projects, which led to aversion towards the council. After the two plenary sessions about the future of the network, it became clear that they needed to professionalize with a more active approach. Next to that, another top-down food initiative called Voedsel Verbindt was already active in the MRA, making it difficult to position themselves. Therefore, the board has decided to focus on projects out of the scope of Voedsel Verbindt. The board mentions that all these developments happened organically. In the new legal entity, Food Council will still connect with bottom-up initiatives and green entrepreneurs that share their mission, while continuously setting up projects with them. It gives the initiatives a voice as a counterweight to the vested interests and power structures of traditional agriculture actors. In doing so, they want to break down the barriers between these two worlds. In their

words, the most important aspect of this objective is creating a regional network in which collaboration is central.

Activity and output stage: The activities of Food Council MRA focus on creating ecological and social value. The initial idea was to function as an intermediary in their network and connect civilians that could collaborate. They characterize their activities as cross-sectoral and cross-disciplinary across different portfolios in the food system. Within their network, they create social value since the collaborations contribute to the well-being of the MRA. Ecological value creation is pursued by focusing on food initiatives and making the system more sustainable by having shorter food chains, which reduces CO_2 emissions and has less impact on the land system (Rockström et al., 2009). The Food Council wants to organize 'new markets' together with its network to strengthen the opportunities for city agriculture and sustainable and healthy food in the MRA. However, given the many stakeholders of the markets in Amsterdam and its complex nature, they have not yet been able to establish this. Also, setting up the legal entity is prioritized, which sets their 'new markets' back. As previously mentioned, the Food Council highly values its independence. Therefore, they do not want to attract outside funding and subsidies. Nonetheless, the board is aware of the necessity of financing to sustain the network, attracting participating members and maintaining communication channels. Accordingly, they seek funding through sponsorships, which have been granted in the past by for example the municipality of Amsterdam. Other economic value creation is done through ticket sales of events such as the congress of 2017.

Outcome stage: The desired outcome of Food Council MRA is a regional network that contributes to a transition towards a sustainable food system. It is still unclear how they want to achieve this since a concrete collaborative plan and legal entity is lacking. Their organic approach results in process-centric outcomes, where the Food Council learns. This translates into obtaining a legal status of a flash-cooperative, giving them a legal entity and being able to legitimize themselves. Two other types, namely partner-centric and outside stakeholder-centric outcomes are also realized. Partners in the network that are linked to small initiatives and learn from them. Since the approach is cross-sectoral it also involves changes in the inter-organizational relationships between stakeholders from the markets.

Case:	Food Council Metropool Regio Amsterdam		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	The network is initiated by two civilians and formally set up as a union. The initiators function as the board of the union. They have a wide network in the MRA that consists of influential people in the municipality and people with small-scale initiatives. Since the union was perceived as too passive by their network, it was decided by the board to set up a flash cooperative and take on more projects. The flash cooperative allows the board to	Food Council MRA Article 26-02-19 'Eventually we have to take a decision. It looks like we are choosing a cooperative. But when you speak of decision-making and choices, that is a process between the two of us' 'We want to use the flash-construction, so we have two years to develop the statutes' 'We invited our network for two plenary sessions where we spoke about our ideas. The outcomes were very useful. The idea of a formal council resulted in resistance which is why we let go of the idea of the union and

		sustain control over the decision-making process.	choose the cooperative. (..) They also signaled that the network appreciated a more active approach'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The Food Council had the goal to function as a passive platform to create a regional connection in the food system. Their network consists of bottom-up initiatives and green entrepreneurs that share their vision. However, a more active approach was desired by this network. As a cooperative they function as a counterweight to the vested interests and power structures of traditional agriculture actors. In doing so, breaking down the barriers between the two worlds. The regional connection is still a focal point in this mission.	Food Council MRA article 26-02-19, Abstract paper Madrid Congress 'We all set it up very organically, and we are still in the middle of that start-up phase. The bottom-up movement is essential for the development in the market and region. We started an adventure with no plan, organization or implementation' 'We speak to partners based on shared objectives with the same mission' 'For us this means, what we are doing as well, more collaborations to come to an impact. 'We strive to, that wall between those worlds, to break it down as much as possible. We want to build bridges between those two worlds.
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The network is initiated to create social and ecological value in the MRA. As an intermediary the Food Council used its network to connect people for collaborations. These collaborations contribute to the societal well-being of the MRA, since it supports citizens. The collaborations are focused on creating ecological value by developing a regional sustainable and healthy food system that has less impact on the land system. 'New markets' is a way the collective establishes this. Economic value is not of main interest since the network wants to sustain its independence.	Food Council MRA article 26-02-19, Abstract paper Madrid Congress, Website: www.vanamsterdamsebodem.nl 'We try to get a perception of which partners have something to say in the food system. And to connect them with individuals that can mean something to each other. We try to, as intermediary, play a role. (…) Those are up until now most of our successes.' 'Th gap there is, physical as in words, between the global and local network. The local network is bursting with small initiatives. In other words, making the food system more sustainable' 'Creating a regional connection on this theme. (..) with a great amount of affinity and awareness' 'A consideration we consciously made, for example subsidy from the municipality of Amsterdam. We chose to walk away from that since we value independency'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The desired outcome of Food Council is a regional network that contributes to the transition towards a sustainable food system. However, a plan to establish this grow organically, making it process centric. At first, there was no plan at all. By using their network, they seek out new collaborations between new initiatives and the vested interests and power structures. These are partner-centric and outside-stakeholder centric outcomes	Food Council MRA article 26-02-19, Abstract paper Madrid Congress 'It all went very organically (..). We started an adventure where it was not clear where we were going, where we might end up and how we could implement that.' 'We experience that as; people understand you very quickly. And it does not penetrate on a political level. That has to do with the vested powers. This results in inertia' 'Not by doing in individually driven, but to do it to connect and collaborate'.

Netwerk Kleurijk Groen

Problem stage: Netwerk Kleurrijk Groen is an initiative established in 2017 by the director of Bureau Wijland in Nijmegen. Bureau Wijland is a project and consultancy bureau that is focused on creating a

sustainable connection between civilians and organizations within society. The project Kleurrijk Groen is aimed at moving towards a more sustainable society by connecting nature and sustainability to civilians. The network addresses the problem that often people in difficult socio-economic positions do not know how to address or contribute to sustainability-related issues. In their opinion, this sustainable society can only be accomplished by a diverse group of members. Through an inclusive policy, the network encourages people from difficult social-economic positions to participate, creating a multi-cultural group of members. After having held a conference at the end of 2017, the board attracted eleven like-minded members that function as ambassadors. These members have a key-position within smaller cultural migrant networks or sustainable networks in Nijmegen, making it a diverse group. To become an ambassador, members joined the first learning program set up by the network. Bureau Wijland functions as coordinator and accompaniment for the network, providing some form of structure and organization. The board of Kleurrijk Groen consists of both people from the network and employees of Bureau Wijland (Bureau-Wijland, 2019). All board members are in some way personally involved with the themes of Kleurrijk Groen. Through meetings, the board and the ambassadors decide on how to achieve their vision, mission and objectives.

Goal stage: The goal of Kleurrijk Groen is to move towards a more sustainable and inclusive society (Bureau-Wijland, 2020). They achieve their vision through their mission: involve diverse cultural communities in sustainability and to improve contact between nature and environmental organizations and these communities. In other words, broadening society's perception of sustainability. The board calls this vision ideologic in some way and was only established after several discussions, meetings and the conference. However, after establishment, there was no real strategic plan to accomplish it. The learning program of the network offered a dynamic approach for the board and the ambassadors to create a shared perspective on the mission and vision of the network. A plan was developed to become a more professional network, that includes the whole city of Nijmegen. The network functions as a bridge, where the initiator and board members of Kleurrijk Groen provide the network on sustainable development, while the ambassadors have access to intercultural communities. The board perceives access to these networks as essential to sustaining the network. Currently, the network is in the phase where they develop strategic plans on how ambassadors can create ownership of the initiatives in their communities. The board thinks that the addition of a strategic module to the learning group could be an opportunity to do this. Next to that, the network wants to establish partnerships inside and outside the community and attract more participating members.

Activity and output stage: The network of Kleurrijk Groen is initiated to create social and ecological value. From own experience, the members know that migrants have difficulties to connect to the local society. Also, they are unaware of the possibility to contribute to sustainability issues. The network provides an opportunity for a multi-cultural group to come together and socialize. Some examples of operational activities they undertake are festival Di-Vers and Kleurrijk Cooking. The festival had the function of building a bridge between city and nature, which contributes to achieving

their goal. The focus was on doing this with people from as many different backgrounds as they could find. During these activities they educate civilians on energy and freshwater consumption use by showing the costs and impact on the environment (Rockström et al., 2009). They grow the network through their learning program, in which they create ambassadors. Looking at it from a higher perspective, they want to change the nature and environment sector by making it more intercultural. Other activities are aimed at sustainable energy use and waste management. The network only creates the necessary economic value to sustain itself. Since it is a project of Bureau Wijland, they partly fund it. Other funding comes from subsidies from the municipality of Nijmegen and through other funds, so they are financially dependent.

Outcome stage: The desired outcome of Netwerk Kleurrijk Groen is a more sustainable and inclusive society. This is achieved by creating a bridge between the sustainability network and cultural migrant networks. Up until now, there has not been a deliberate strategic plan for the collaboration, but more a step-by-step approach to see which initiatives could be an effective way to reach their outcome. This can be seen as a process-centric outcome in which the network learns and adapts given the situation. Next to that, they create outside stakeholder-centric and personal-centric outcomes. The network facilitates learning for individuals in smaller communities and is trying to establish an intercultural change in the nature and environment sector.

Case	Netwerk Kleurrijk Groen		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	The network is set up as a project from Bureau Wijland. Therefore, they are also part of the board of Kleurrijk Groen. Next to that, they are all in some way personally involved. After a conference they set up a learning group and gained 11 ambassadors with a key position in smaller cultural migrant networks in Nijmegen. Kleurrijk Groen facilitates and coordinates the ambassadors. Through regular meetings they plan activities and take decisions.	Internal document: proposal for the network 'Everyone of us is somehow personally involved' 'If you have a diverse group of people with the same mission, that enhances each other.' 'The term Kleurrijk ambassador was introduced, that is something for people to hold on to.' 'For the next learning group, I would maybe add a module on strategy so that the ambassadors can take ownership'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The network wants to move towards a more sustainable and inclusive society. The board calls this somewhat ideologic. Together with the learning group they created a shared perception on the mission and vision. Also, a plan was developed to include the whole city of Nijmegen. Currently they are in the phase of creating ownership for the ambassadors and attracting more participating members.	Internal document: proposal for the network/ website of Kleurrijk Groen: https://www.bureauwijland.nl/index.php/kleurrijk-groen/ 'The vision is developed over time. It was not a ready-made product' 'So, the vision is more, rational. More ideologic you can say. And the mission? That's from the heart' 'The vision creation is dynamic, every time something else was added. (..) the learning group has helped to (..) confrontation has helped, to make choices, to mean something.'

			'How are we going to do it? What is my part? You need the strategy, people (..) ownership, right?'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The network is initiated to create social and ecological value in Nijmegen. Collective activities are organized to bring smaller cultural communities together with sustainability topics and to socialize. Individuals of the board are responsible for their own communities and network activities. Eventually, they want a more intercultural nature and environment sector. Economic value is only created to sustain the network., but they are financially dependend on the municipality.	Internal document: proposal for the network/ website of Kleurrijk Groen: https://www.bureauwijland.nl/index.php/kleurrijk-groen/ 'He has a nose for it, choosing crucial people' 'The objective was broadening the perception on sustainability' 'Working on sustainable solutions (..) and making the nature and environment sector more intercultural' 'The relation, health, nature, environment and a relation to finance, poverty and nature and sustainability. These connections can be made in practice'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The internal document provides insight in the desired outcome. However, there is no deliberate plan. But more a step-by-step approach. The network learns and adapts given the situation. Outside stakeholder-centric and personal outcomes are created through learning.	Internal document: proposal for the network. 'We had an objective, but no explicit vision' 'But the strategy to realize it? That is only developing in the last one and a half years. How we are going to realize the objective' 'Evaluation helps us to look forward: what we want as network. And are we losing it? (..) are we going to continue doing it?' 'To effect discoloration in the sector, you need to find partnerships.'

Coöperatie Bommelerwaar

Problem stage: Coöperatie Bommelerwaar is a cooperative in the Bommelerwaard area that was founded in 2016 (Bommelerwaar, 2020). The initial idea was a cooperative with many varieties of initiatives to counter different societal problems, which is included in the statutes. The board consists of five board members, including the two initiators. One of these initiators wanted the cooperative focused on sustainable energy production, which was backed up by other members. This made the other initiator leave the cooperative, which also led to a reorganization. This reorganization is still ongoing. Nowadays the cooperative focuses on sustainable energy production. By setting up wind and solar projects, members of the cooperative can contribute to making the area more sustainable. In return, they get financially favorable and clean energy. The statutes of the initial cooperative are still in place but are not executed. The cooperative started as a flash-cooperative so that the initial board could take many decisions without the consent of the members. Nowadays, according to the statutes, the members of the cooperative are categorized and are included in the decision-making, goal setting and planning activities. At their general meetings, the management structure of the cooperative and its different functions are discussed. Currently, the board still has a position as treasurer open. The board promoted the cooperative as a non-hierarchical organization where members get a vote. This is proven by incorporating the members in the decision-making. In the last three years, the board wrote a yearly plan that is presented and evaluated at the general meetings. So far, all the yearly plans have been agreed with, giving the

board a mandate for operational decision-making, goal setting and planning activities. As the board mentions, the members are positively demanding but never encountered full reluctance to their plans.

Goal stage: The cooperative is set up by civilians and entrepreneurs of the Bommelerwaard area. The initial idea was to have a regional cooperative that serves a wide variety of sustainable initiatives. As posed in the statutes, the objective is to make the Bommelerwaard and her cores energy neutral, self-sufficient in basic needs, financially independent, socially connected, waste-free, nature-inclusive, water-safe and life-course resistant. This goal aspires to a system change in multiple sectors. To make this more concrete, the network chose to collaborate to make the area energy neutral. With their construction, they try to balance the burdens and desires in the area which are a result of the energy transition. After one board member left the cooperative the board started to evaluate, they felt that in order to reach these objectives they need to have a strong foundation with a clear focus. Therefore, they made the strategic decision that sustainable energy production is their core business. By producing energy in the region, the money spend on it by civilians and members is also retained within the local economy. Laying a foundation for the network is realized by attracting new members, appointing a new board member and making the organization more professional through for example an integrity commission. In their statutes they state that they want to include every inhabitant of the Bommelerwaard area, meaning 50.000 civilians. Next to that they take on a more active role and move away from non-urgent projects and activities. This approach is accepted by the members of the cooperative. Their yearly plan for 2020 was still pending in January since some financial parts were still unaccounted for. Other topics of interest are creating a shared vision for a new windmill park. There is a deliberate communication plan to involve all the villages in the Bommelerwaard area. They also include other networks and nature organizations to broaden and improve their impact.

Activity and output stage: Cooperative Bommelerwaar is mainly creating ecological values through its sustainable energy production. Economic value is created by selling electricity to the network, where they use the profits as a resource to make the area more sustainable and resilient. However, it was mentioned that the cooperative was still struggling to create sufficient economic value. As seen above, the cooperative has a very broad objective to establish multiple system changes. After evaluation, the cooperative realized it needed more focus, which is why they choose the theme of sustainable energy. Their activities are aimed at convincing members and entrepreneurs to put up solar panels, so that they can provide the members with sustainable energy, preventing further chemical pollution by traditional energy providers (Rockström et al., 2009). Also, the cooperative is in search of empty roofs where they can put up these solar panels. In this construction the members are partly co-owner of the solar panels. Currently, the board is developing a plan to build a windmill park that can provide 10.000 households with sustainable energy. With projects like these, the board wants to provide the cooperative with structural economic value creation so that the organization can be continuous. This is in their words necessary for the cooperative as entrepreneur.

Outcome stage: The board says that they write yearly plans in which they decide what they focus on and want to achieve that year. This is done together with the members of the cooperative and annually evaluated. The outcomes from these plans can be seen as plan-centric, since they are part of the short-term documented collaborative plan. Their multiple system change aspirations are seen as their long-term documented collaborative plan (Bommelerwaar, 2016), and is realized through smaller-scale actions. Bommelerwaar is adapting to changes by evaluating and choosing a more specific focus. This is a process-centric type of outcome. Through the expansion of the network of Cooperative Bommelerwaar, the board focus on changing partners' perception of sustainable energy creation and consumption. Realizing such change by collaborating makes it a partner-centric outcome.

Case	Gebiedscooperatie Bommelerwaar		
Dimensions	Indicators	Description	Fragment
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	Bommelerwaar is set up as a regional cooperative where civilians of the Bommelerwaard have a vote. Currently, the board is reorganizing the cooperative to get a strong foundation. A decision was made to make creating sustainable energy for the region their core business. Plans for the development of the network are presented at general meetings, where the members accept or reject the plan.	Website Bommelerwaar: https://www.bommelerwaar.nl, Statutes Bommelerwaar 28-06-2016 'We really chose for that foundation. That has to be in order, only after that we can start building the rest of the house. That is the most important change we choose this year.' 'Broaden our basis, recruit members, recruit roofs.' 'Tonight, we will discuss our management structure (…). At the last general meeting we asked quite a lot. We asked a mandate, because in our development of the windmill park we need to make tough decisions that also relate to finances.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The objective of Bommelerwaar is to make the area and her cores energy neutral, self-sufficient in basic needs, financially independent, socially connected, waste-free, nature inclusive, water-safe and life-course resistant. To make it more concrete, the cooperative reorganized as an energy cooperative. First the focus was on solar energy, but now they are also developing a windmill park. Next to that they take on a more active role and move away from non-urgent projects.	Statutes Bommelerwaar 28-06-2016 'We have to realize a few of those projects up and running to provide income, s that we could set up a continuing organization.' 'In 2018 we already tried to get on that course. And since last summer it became a bit resistant. But that has been a very deliberate choice, but not an exit.' 'You could go on and philosophize and make up theories, but that will not get you anywhere.' 'We took a list with all our activities and projects, and we looked what is urgent, what needs to happen, what can we do and what do we want to do. And all those things that are interesting enough but not urgent enough, we will not do them.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to	The network is initiated as a regional cooperative with a wide variety of initiatives to establish multiple transitions in systems. However, due to lack of focus they moved to a core business in creating sustainable energy, which translate in ecologic value creation. With projects such as their solar panels and the	Statutes Bommelerwaar 28-06-2016 'Acting like a spider in the web, arranging everything locally. And then you have to make choices, else way you won't be able to make it.' 'The focus is on energy. We have got our hands full with that'

		windmill park, the cooperative wants to create sufficient economic value so that the organization can be continuous.	'It is sun, wind and sustainable. If you got the organization n the right track, then we will look at other themes. But currently that is postponed.' 'We are a cooperative, so we are an entrepreneur (referring to economic value creation)' 'We have to realize a few of those projects up and running to provide income, so that we could set up a continuing organization'
organizational development			
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	Next to the statutes, the board of the cooperative also writes yearly plans. The desired outcomes in this plan can be seen as plan-centric. The choice to make their actions more concrete is seen as a process-centric outcome. Together with their stakeholders, partner-centric outcomes are created.	Statutes Bommelerwaar 28-06-2016. 'At every general meeting we ask permission (for the yearly plan). So, it does get checked. (…). If objectives are not reached in the previous years, they are discussed.' 'After (…) resigned, we intensively evaluated (…) Also to give a certain course priority.' 'We have an explicit communication plan, where we also have partners as nature organizations, organizations to preserve the agriculture landscape (…). And we want to partner up to make more impact.' But the strategy to realize it? That is only developing in the last one and a half years. How we are going to realize the objective'

Dirk III

Problem stage: Dirk III was a foundation that was founded in 2013. Unfortunately, it has been liquidated in 2018. The foundation was a regional initiative in the Rivierenland area that aimed at restructuring collaborations between the government, businesses, civilians, universities and financial institutes. The initiative stems from five civilians that live in the Rivierenland area and wanted to improve the area. After having the first informal meetings about the circular economy in 2011, they decided to set up the foundation Stichting 0.0. This foundation stagnated in 2012 after one of the board members passed away. In the evaluation of Stichting 0.0, the board decided that they wanted a more practical approach. Dirk III was founded and would function as a catalyst or impetus. The idea was that after gaining traction with the local government and people from the area, they wanted to formally set up a cooperative. In this period, they searched for 'white ravens' to help finance and further develop the foundation. They mapped out their most important stakeholders through the 'golden pentagon', being organizations, government, civilians, financing and knowledge institutions. However, the movement coming from the foundation must be established bottom-up without influence from other institutes. These other institutes started labeling and treating Dirk III as a rotary club, which led them to have an identity crisis. From the perspective of Dirk III, the government and municipality curtailed them. Accordingly, the foundation was not able to recognize or seize breakthrough opportunities. This was also due to the lack of critical ability to organize this since the board members were still financially dependent on other employers.

Goal stage: The goal of Dirk III was to function as an impetus for sustainable area development in the Rivierenland area, creating a new playing field (Rivierenland-in-verbinding, 2020). Their vision was an inclusive and circular society in this area. In their words, they were developing something new

that was not plannable in time or objectives but rather perceived as pioneering. The mission and vision were leading, but also exposed to organic change. Each board member was responsible for their own projects that came to the foundation for support. This resulted in many fragmented initiatives in the network, without any form of structure, coordination and planning. The glue between the initiatives was a shared perspective on change in the area. However, the board ascertained that they were not sharing the same vision on how to do this. This is also due to the restraint in the area (Betuwe is part of Rivierenland) since people grew suspicious of the intention of the board members when they got involved with an initiative.

Activity and output stage: The activities within Dirk III were focused on creating an inclusive and circular society in the Rivierenland area. In doing so, Dirk III was trying to create social and ecological value. Real value creation failed to happen since the activities did not generate any solid output for the foundation. Dirk III concentrated on setting up as many 'promising' initiatives as possible but did not follow up on that. They organized six sessions to shape the foundation together with the initiatives and stakeholders from the golden pentagon. From these meetings, it became clear that there was a need for a cooperative, instead of a foundation. Dirk III resulted in a variety of cooperatives and organizations that create economic, social and ecological value without a link to the foundation. Gebiedscoöperatie Rivierenland is one of them. These cooperatives adopted new business models to for example produce and sell green energy or the creation of a regional investment fund. Eventually, Dirk III was not able to sustain its function as impetus due to conflict in the board and lacking financial support, meaning that economic value creation was relatively understated.

Outcome stage: As mentioned, from Dirk III multiple cooperative's emerged that create economic, social and ecological value. One of these is GCR, which will be addressed in the next section. This outcome can clearly be labeled as process-centric, partner-centric and outside stakeholder-centric. The board of Dirk III learned from the process and altered by professionalizing and forming GCR. This also accounts for person-centric outcomes relating to the individual board members' perspective on how to organize and develop the foundation. The stakeholders captured in the golden pentagon underwent shared reframing, resulting in the development of new value-creating initiatives and adaptation of subsidiary constructions. Any form of plan-centric outcome lacks since an unclear strategic focus caused difficulties in operationalizing and strategic goals.

Case:	Dirk III		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	Dirk III was a foundation founded in 2013, which unfortunately has been liquidated. The foundation was a regional initiative in the Rivierenland area. It was a more practical approach where the Dirk III functioned as an impetus. The initial idea was to, after gaining traction, set up a cooperation. However, many institutions saw	Information website Dirk III: https://www.rivierenlandinverbinding.nl/stichting/ 'Since 0.0 stagnated, and (…) was already busy with economy transformers, we wanted something more practical to work with the circular economy,' 'A cooperative fit more with area development. A foundation founds. In the area there are small fragmented

		Dirk III as a rotary club, which led to an identity crisis. Due to the lack of critical ability of organizing, the foundation was not able to recognize or seize breakthrough opportunities	initiatives, and we wanted to bring those together. Founding a movement and founding a founding.' 'Then you become some sort of institute. But you do not want that. And then people will put you in boxes. That is when we ended up with an identity crisis.' 'We lacked critical ability to organize.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	Dirk III had a goal to function as an impetus for area development in the Rivierenland area. They wanted to create a new playing field. This playing field was an inclusive and circular society developed by pioneering. Their mission and vision were leading, but also developed organically. Due to the lack of structure, coordination and planning the initiatives in the network fragmented. Civilians also grew suspicious of the intentions of the board members.	'The movement is, the foundation was the impetus.' 'You want to move towards something that does not yet exists.' 'We have an entrepreneurial foundation, where it is supposed to be structureless.' Subsidies in this area are not aimed at area development (…). At our start we had cuddle to death, club to death and drop dead. At first, we were welcomed with open arms, but eventually we got resistance.' 'As soon as you started to meddle with something, people said you were doing it from your board position.' 'We are all pioneers and tippers.' 'That was the 'crux', I never forget that meeting when we realized that we had different intentions at the start.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The activities of Dirk III were supposed to create ecological and social value. However, real value creation failed to happen since their activities did not generate any solid output for the foundation. After having had sessions with the stakeholders they wanted to set op the area cooperative. However, they missed someone with the right competencies. From the Dirk III a variety of cooperation was founded with different types of value creation but have no link to Dirk III anymore. This was also due to the understating of economic value creation.	Information website Dirk III: https://www.rivierenlandinverbinding.nl/stichting/ 'And because of that (different standpoints) we did not generate any big breakthroughs. At that point we wanted to redefine Dirk III and make it practical.' 'You are still developing. And I could not make it work, to get the new and old Dirk III to a next level. Next to that we were still searching for our identity.' 'Someone was missing with the right competencies. That worked practically and decided how we would earn money. The cooperatives that come from Dirk III have no idea Dirk III underlies them.' 'I see it everywhere, a professional organization cannot be built because there are no resources. You have to work on the same level, but we could not do that.'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person centric outcomes **6.** Environmental-centric outcomes	The desired outcome of Dirk III was to create an inclusive and circular society. However, due to their liquidation this has not been realized. Since GCR and other cooperatives are established from Dirk III, there are process-centric, partner-centric and outsider-centric outcomes generated.	'I think that where the area cooperative is established, that step to become more professional. The 5 of us wanted to become a bigger us. But that became a them and us.' 'What happened is that we inspired others with our story to come to action. As quartermaster we pick up others and you cannot plan that, that arises. With falling and getting up. What you see at the municipality is that when it has a small character such as a street barbeque, but when you participate with education, the fundamental things, they

			see you as a threat. (…). By keeping on going, you see you will book results.'

Gebiedscoöperatie Rivierenland (GCR)

Problem stage: GCR is a cooperative founded in 2014 as an overarching organization of diverse citizen initiatives that act on sustainable and social related problems. However, GCR has only been developing since the beginning of 2017. The cooperative stems from Dirk III, initiated by one of the former board members. The statutes of GCR are mostly based on Dirk III, with a few adjustments relating to the difference in the legal entity. Learning from experience they decided that the cooperative needed to become professional with an adequate structure, communication plan and governance structure. Therefore, they used the first years to develop and set up a formal agreement including objectives, functioning as a license to operate. During this period the board members were the only decision-makers. In order to make this a success, the board members mention that there was a need for mutual trust in governing. After this was established between the current board, the cooperative focused on affiliating horizontally and vertically with stakeholders and existing initiatives in the region. As mentioned in the interview, the focus was on forerunners for which the GCR would function as a representative and advocate. The cooperative facilitates them in their development but does not interfere in their daily operations, leaving them autonomous. These collaborations are not contractually binding. GCR wants the initiatives to take ownership and commitment of what they propagate so that they each take a specific role in the network. These collaborations are seen as key to their success since a principle-based approach can create bottom-up change. In return, members of GCR can participate in the decision-making, goal setting and planning activities of the cooperative through general meetings. GCR characterizes its decision-making as emergent and spontaneous but are in fact deliberate when it comes to the development of the network. The cooperative wants to accelerate its development by joining the Regional Energy Strategy (RES), a national initiative between municipalities towards a sustainable energy transition. This collaboration would give them a unique precursor position in the region, and quick access to all knowledgeable stakeholders so they could scout for opportunities to change the area.

Goal stage: The goal of GCR is to stimulate the regional circular economy, that goes together with social and ecological value creation, to improve prosperity and well-being in Rivierenland (Gebiedscooperatie-Rivierenland, 2020). In doing so, they are creating a sustainable transition in the region. Since collaborations are the main focus of GCR, the board insists that having a shared vision of what is of value is crucial. This vision is that civilians want to be emphatically involved in the transition towards a sustainable society, which is a social necessity, and an economic opportunity. They share these values as a manifestation. GCR positions itself in a place that they call the interspace. This is the space between knowledgeable civilians with initiatives operating on a supra-local scale and advocates of municipalities and government, from local to European governance. They are aware that if they make it to complex, people will not participate. Therefore, they see all stakeholders as equivalents with whom

they need to build up trust. As mentioned in the interview, this goes by 'failing forward', and learning from every step.

Activity and output stage: GCR facilitates initiatives in the network with their development. They share knowledge, organize (social) meetings and provide access to local funding, making the cooperative's value creation economic and social. The activities of the initiatives that GCR facilitates range from sustainable energy, transport, food and (health)care. These initiatives primarily create ecological value through the production of sustainable energy, countering climate change (Rockström et al., 2009). The cooperative works together with a large bank, Rabobank, and organized masterclasses on how to effectively gain access to local funds. This economic value creation is beneficial for both the initiative and the cooperative since it helps them to sustain themselves, but also to create legitimacy. Next to that they organize learning projects on what multiple value creation entails. In these projects, they share knowledge to develop a common vision on value and to set a common sustainable objective.

Outcome stage: The desired outcome of GCR is a sustainable transition in their region developed bottom-up by initiating civilians. This is achieved through knowledge sharing and creating a shared vision in their network. This objective is documented in the long-term collaborative strategic plan (Gebiedscooperatie-Rivierenland, 2014, making it a plan-centric outcome they want to achieve. In their facilitation, they generate partner-centric outcomes for the initiatives as they adapt and alter their designs to operate effectively. By being active in the interspace they also try to change outside stakeholder's perception of civilians' initiatives. The perception of municipalities is altered to reinvest locally. However, until now this outside stakeholder-centric outcome is more a desire than an actual outcome since actual results are lacking.

Case:	Gebiedscooperatie Rivierenland		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	GCR is an overarching organization of diverse citizen initiatives. The cooperative stems from Dirk III. They almost have the same statutes. Learning from past experience they professionalized and structure the cooperative. The focus GCR is frontrunning initiatives for which they would function as an advocate. The decision-making in GCR is characterized as emergent and spontaneous. However, the development of the network is deliberate.	Website GCR: http://gcrivierenland.nl 'Now we have to take a step forward or stop. (…). We need to have the basics in order. Communication was one. Focus on the administrative cooperative in the area.' 'How are you going to connect with other board members? With short lines, short connections. (…) And that gave opportunity to focus on how I could connect my network to Rivierenland.' 'Always start with the frontrunners, because they will be in quite important positions. They will often translate your wants to the future.' 'We let go of the systematic. We have become much more; you call that emergent. We have a lot of experience with transitions. That is within us.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The mission of GCR is to stimulate the regional circular economy to improve prosperity and the well-being of the region. A shared value is considered to be crucial. GCR positions itself in	Website GCR: http://gcrivierenland.nl 'We would find it fantastic if we become a multi stakeholder cooperative. Through which you can act as a vehicle to work with those transitions.'

		the interspace to be an advocate the initiatives that are part of GCR. If they make this process to complex., people will lose interest. To counteract this, they build up trust with the members. They learned this by 'failing forward'.	'GCR is not on the content. That means that the positioning, the specific role we are talking about, some sort of independence is.' 'That was a big win, that councilors said that we have to do it together. And the fact that all these stakeholders are at the table. Getting to know each other. Trust is the next step.' You build up trust with each other. And if the task is to complex. We could work it out. But if you make it to complex for others, then people will quit.' And you also see that from the civilian side, that there is a constant collaboration with falling and getting up. We build on the work that is done before that. Failing forward.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	The activities of GCR range from sustainable energy, transport, food and (health)care. GCR facilitates the initiatives in their development. These initiatives primarily create ecological value, but also focus on social value creation. GCR provides access to funding, making their value creation aimed at social and economic value creation. Other projects involve developing a common vision on value and set a common sustainable objective.	Website GCR: http://gcrivierenland.nl 'We do it together, and I think that is the power of this civilian network.' 'We set up a project: What is multiple value about? That is also to come to a consensus.' 'With us it is mainly about energy (…). And of course, we have a common sustainable goal' 'That is how we are going to arrange it. That there is enough money for the people that cannot afford it. The social aspect as well. Those are very important starting points.' 'The economy in this region is nothing more than a weaving, with sectors. And I think that we have the capacity to arrange that as an integral and tactful way.'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The desired outcome of GCR is a sustainable transition in their region. This is established by creating a regional circular economy together with initiatives. This is documented in their collaborative strategic plan, making it plan-centric outcomes. In their facilitation, they provide them with knowledge and tools so that they can adapt and develop. These are partner-centric outcomes. Since they position themselves in the interspace, they also try to influence municipalities, which is an outside-stakeholder outcome.	Website GCR: http://gcrivierenland.nl. 'We said, the interspace. That is where we need to learn. That is where the knowledge level is. We explain the basics there for better collaborations.' 'In order to do so, we need to be professional. And we need knowledge etc. That means going back to GCR.' 'We took the previous statutes and added Rivierenland to it. This must be the cooperative, the movement. (…). And then you start to make that concrete.' 'I think the position will stay the same, but the principle role we have now, only works with good positioning. Also, in the network.' What is the responsibility of the municipality. That is very important. Including them in the whole process.'

Gloei Peel en Maas (Gloei)

Problem stage: Gloei was initiated in 2013 as a cooperative network by the municipality of Peel en

Maas to enhance public and private involvement in sustainable regional development combating the

increasing societal and sustainable problems (Gloei, 2020). However, at the end of May 2020, the network was liquidated. The network was the formalized progress of initial, unstructured public consultations. The municipality aimed to establish a network on a reciprocal basis in which constituents mutually contribute and benefit. Constituents consisted of people from business, social organizations, entrepreneurs, government and involved citizens. The community invested various means in the project and prosperous projects were supposed to share and reinvest in the community. Initially set up as a loosely coupled network or a 'mesh', Gloei was forced to adopt a legal status and became a social cooperative where members could contribute through various means like knowledge or network. Next to that, they launched a website. From 2013 to 2016 several projects initiated by Gloei flourished. However, some projects became a cause of conflict. Expansion and novel projects were not encapsulated in a matching organizational structure. Therefore, an interim board was installed in 2016, set with the task to revive the network. Due to several conflicts, e.g., multiple autonomous projects and the lack of structure, the number of active members of Gloei had diminished. This countered the strategic goal of creating an involved community. From the start of the network, the main strategic and main operational goal became mixed up. All ideas and subjects were welcomed, however, relations between autonomous projects and Gloei were unclear. Various groups operated on an autonomous base in projects but were not able to concretize reciprocity in the process. There was unclarity of the function and status of Gloei and on what Gloei was representing, within and outside the network.

Goal stage: Gloei was initiated with the goal to create a meeting-platform for addressing three core values of the municipality of Peel en Maas: diversity, sustainability, and governance; based on the central belief of reciprocity. Next to that, the development of the network as a form of organizing was also set as a strategic goal. By enhancing the network, Gloei ensured private involvement in public causes related to sustainable development. The reason for this was that the network was considered necessary to establish collective actions to achieve their set goals. After the flourishing start in 2013, from 2016 on different interests and different goal orientations within the community diffuse goal orientation and a matching strategic prioritization. Therefore, the interim board added additional goals in 2017: bringing the focus on the community back to the main goal set in 2013. To do so, the board felt the necessity to develop and prioritize operational goals: securing a solid financial basis; consulting the community and reforming the organizational structure to hand over a solid organization to a new board in 2018. These goals were primarily set by the interim board in order for the network to survive. Simultaneously a consultation of the community was organized. The decision to involve the community in prioritizing strategic goals was to gain input from the network, creating a shared perspective on the future of Gloei.

Activity and output stage: From 2013 till 2016, the main activities of Gloei focused on creating social and ecological value. One initiative from Gloei, an energy cooperative provided sustainable energy to the region, contributing to reducing CO_2 emissions in the atmosphere (Rockström et al., 2009). Also, an organization was established into making the region waste-free, combatting (chemical)

pollution. These projects contributed to the local economy, and social cohesion by enhancing regional well-being. Economic value was generated through the municipality, a local bank and a private investor. More private investors were attracted through a renovation project of industrial heritage. These projects were governed by working groups; however, arrangements of reciprocity were interpreted differently. Gloei also obtained EU funding and hosted an international conference on community-based organizing. From 2017 onwards, the activities of Gloei were mainly focused on reorganizing the network. Their activities were mainly directed at solving immediate operational problems. The interim board wanted to provide a solid financial basis by delivering reports to the municipality and consulting the network to develop a new policy plan. During this process, discussion about conflicting interests of Gloei members within autonomous projects continued.

Outcome stage: To establish an organization that could live up to its long-term strategic goals, the interim board set itself several tasks. A new board was installed in December 2016, however, ongoing discussion within the network and with stakeholders lead to an internal investigation in 2019, initiated by the municipality. Structural financial support was withdrawn, leading to the liquidation of the network. The plan-centric outcome to establish a collaborative community was not met. In their collaboration, the process-centric outcomes led to conflict instead of unity. Relations with important stakeholders changed when these stakeholders demanded organizational and financial structure. Negative outcomes of autonomous projects trickled down into Gloei, causing conflict. Between 2013 and 2016, Gloei was internationally being perceived as an interesting and prosperous experiment in governance. During this period, they were able to generate partner-centric and outside stakeholder-centric outcomes, such as reframing perspectives on sustainable issues while simultaneously contributing to the local economy. However, an unclear strategic focus caused difficulties in operationalizing and strategizing goals.

Case:	Gloei Peel en Maas		
Dimensions	Indicators	Description	Fragment
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	Gloei was a cooperative network that enhanced public and private involvement in sustainable regional development. It was set up as a loosely coupled network, which was later forced to adopt a legal status and became a cooperative. Several projects from Gloei flourished. However, some projects led to conflict, since they were not encapsulated in a matching organizational structure. The main strategic and main operational goal became mixed up.	Website Gloei: http://gloeipeelenmaas.nl 'Gloei can build that bridge between civilians and the municipalities and businesses.' 'On one side we have the cooperative, which is the board and underneath that is the movement, the swarm of that mass, which really should only get space with as little structure as possible.' 'What we can do is articulate on which domains we actively focus and facilitate. Given the current possibilities.' 'The collaboration between the councilor, the Rabobank and the account, they said we cannot continue like this, and wanted to interfere. (…) And that became an ego struggle. So much that the councilor himself approached people to become chairman of Gloei.'

2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The goal of Gloei was to create a meeting-platform. Net to that, development of the network was set as goal. By enhancing the network, Gloei ensured private involvement in public causes related to sustainable development. In 2017, the goal was set to bring back focus on the community. Next to that, they prioritized operational goals such as a solid financial basis and reforming the organizational structure.	Website Gloei: http://gloeipeelenmaas.nl 'We are a meeting platform, for the three core values of the municipality. Diversity, sustainability and self-organization.' 'Yes, that was in the beginning of 2017. After long talks with Rabobank we got our help back. But if this would not have happened, it would have gone totally wrong.' 'We had conversations with groups of members. The diagnosis is that there is a need for structure, trust building activities. Also, what is needed. A mother-daughter relationship, and more communication.'
3. Activity and output	**1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development	From 2013 till 2016, the main activities of Gloei focused on creating social and ecological value. From Gloei, different initiatives were established, such as an energy cooperative and an organization for a waste free region. The projects contributed to the local economy, and social cohesion by contributing to the well-being of the region. Economic value was created through the bank, the municipality and private investors.	Website Gloei: http://gloeipeelenmaas.nl 'Every variety of sustainability falls within this network. So, we do not say anything about what we do and do not do. But if you look at it from a practical perspective, you need to have focus. We chose social, food, energy and the waste free region.' 'The benefit of energy is that there is a business model connected to it.' 'The moment when a repair café and a secondhand store pick up a piece of the waste free region, you have a business model. The waste free region stands above that.' 'The first years, when we were not yet a cooperative, we got support from the municipality. The first year €50.000, the second €100.000.' 'Where Gloei ended up in has been influenced to much by outside forces. By Rabobank and the municipality, we are in the economic domain.'
4. Outcome	**1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric	The plan-centric outcome to establish a collaborative community was not met by the network. In their collaboration, process-centric outcomes led to conflict instead of unity. Relations with important stakeholders changed when they demanded organizational and financial structure, resulting in partner-centric and stakeholder-centric outcomes. But also changed their perspectives.	Website Gloei: http://gloeipeelenmaas.nl 'At first it was a meeting place with a can of coffee. After, the municipality and Rabobank came in with their demands.' 'Exactly and therefore we need each other. And we need to prepare our future generation on the new society.' 'The escalation needed to happen. Mistakes must be made. That is necessary to make new steps.' 'So you see that on different levels people are communicating, which results in incentives for new initiatives and spin-offs.'

Noorden Duurzaam

Problem stage: Noorden Duurzaam is a union of organizations and civilians that want to participate in sustainable and social development to counter the rising problems in e.g. resource depletion and CO2 accumulation. The union is founded in 2013 and mainly operates in the province of Groningen in the Netherlands. It functions as a platform to start new collaborations for sustainable innovations and

accelerates the scaling of these innovations. On the platform, all the information about the network is very well documented. Since 2017 it operates with an organizational structure called table democracy, which was voted for at one of their general meetings. This structure was needed since sustainable and social development knows many levels, such as civilians, organizations, municipalities and government. There are four types of tables that can be distinguished based on their (i) theme, (ii) sector, (iii) a combination of the two and (iv) the region the table is active in. These tables are democratic when it comes to accepting new tables to the network. On the website, it states that there is only one criterium: that there is no overlap with an existing table (Noorden-Duurzaam, 2020). But the board members mention that there are strict requirements and procedures for a table to join, such as contributing to a sustainable transition. The tables are independent and do not fall under the board of the union. However, they get voting rights through their financial contribution to the union. The amount of the fee is based on various measures, to make it equal. In return, the union provides accompaniment, methods and web services to develop the tables. In their words, they operate in the interspace to join forces between bottom-up initiatives and top-down organizations and municipalities. This is necessary since there is a wide variety of perceptions and levels towards a sustainable transition, but also because of the meddling and influential role of the government to which the initiatives are opposed.

Goal stage: The main goal of Noorden Duurzaam is to establish a sustainable transition in the regional economy. They do so by facilitating members to collaborate and generate a bigger market share for sustainable products and services in the region. From their perspective, this can only be done through pioneering and changing the process design and coordination mechanisms of the themes the network operates in. Since a sustainable transition is a broad concept, the board says it is still unclear how to make the union concrete. Although the network is very well organized and documented, members of the network each have their own interpretation of the mission of the network, making it challenging to define the role of Noorden Duurzaam. Currently, they are in the phase where they debate their position with the tables, and how they can contribute to the so-called interspace. The board says they want to facilitate initiatives to make them more heard, making the movement bigger. Normally, the branch organizations take this upon them. The board sees the tables as a means to a higher purpose, the sustainable transition, which all starts with a shared intention. The crucial link in this goal is the step towards politics, meaning the municipalities and government. This is established by speaking the same language and getting on the same page. The network develops different tools such as one to measure their impact of the tables. The union is successful when the tables are successful. The board acknowledges that they have some form of a yearly strategic plan, but this often changes when the composition of the core team modifies. Therefore, the board says strategizing is never finished for the network and almost fully emergent. They summarize this process as, moving while becoming, but not taking the time to be.

Activity and output stage: The network of Noorden Duurzaam creates ecological, social and economic values. As mentioned earlier, the board still finds it difficult to make their activities concrete. At their general meeting in 2017, it was decided that the union would have a facilitating role for the

tables. They developed different tools to help the tables in practice. One of these tools is the table-atlas where all the tables throughout the Netherlands are visualized in a digital map. This provides the opportunity to make smaller tables visible, and to set up collaborations across the region. Noorden Duurzaam sets the requirement that a table has to contribute to a sustainable transition. These tables vary, but many of them work to preserve the planetary boundaries (Rockström et al., 2009). In other words, Noorden Duurzaam creates ecological value through the tables. This network of tables enhances the well-being of the northern area in the Netherlands and the table-atlas gives civilians a chance to socialize, creating social value. Noorden Duurzaam creates economic value through its members, who have to pay a contribution fee. The board says that economic value creation is a necessity for the union. Writing subsidy applications and convincing the municipalities of the importance of Noorden Duurzaam takes up most of the daily practice of the board. Accordingly, they respond to topicalities on sustainability when they are called upon.

Outcome stage: The desired outcome of Noorden Duurzaam is a sustainable transition in their region (Noorden-Duurzaam, 2013). To do so, Noorden Duurzaam operates in the interspace between entrepreneurial networks and other stakeholders such as municipalities. They make an effort to connect the tables with each other and stakeholders to collaborate. The ultimate goal is a sustainable transition and a systems change towards place-based democratic decision-making. This outcome can be seen as plan-centric but is not yet realized. Noorden Duurzaam undergoes process-centric outcomes as it responds to topicalities and is still making their role concrete. By being the voice and facilitator for the tables, partner-centric and outside-stakeholder outcomes are generated. The tables learn from Noorden Duurzaam and the municipalities learn about the necessity of entrepreneurial networks for a sustainable transition.

Case:	Noorden Duurzaam		
Dimensions	**Indicators**	**Description**	**Fragment**
1. Problem	**1.** The problem the network adresses **2.** Manner of decision-making **3.** Organization of the network	Noorden Duurzaam is a union of organizations and civilians that want to establish a sustainable transition. It operates according the table democracy. Noorden Duurzaam provides accompaniment to the tables in the interspace between them and the municipalities and the government. This role is necessary since the initiatives are often opposed to the meddling and influential role of the government	Website Noorden Duurzaam: www.noordenduurzaam.nl 'In the discussion you notice that, there is an underlying layer, eh, various perceptions.' 'That initiated a change of course. With about 90% of the votes of the general meeting. (..) we were in the phase of thinking. But what do the initiatives need in practice?' 'Controlling is a strong word, but we definitely do nudge. We have a lot of requirements we set for a table.' 'The government thinks that is owner on every theme, and to decide partly with money who can and who cannot collaborate on that initiative. Which makes 90 percent not suitable.'
2. Goal	**1.** Goal setting **2.** Having shared values and beliefs **3.** Strategic decisions	The aim of Noorden Duurzaam is to establish a sustainable transition. They do so by pioneering and changing the process design and coordination	Website Noorden Duurzaam: www.noordenduurzaam.nl 'At Noorden Duurzaam we share the ultimate objective: establishing a sus.. a sustainable transition.'

| | | mechanisms of the themes the network operates in. However, their actions are still not concrete. The board uses the shared intention of the network for a higher purpose, the transition. They do have some sort of yearly plan, but this often changes when the core team changes. Therefore, the strategizing is emergent and never finished. | 'We are interested in helping those parties, to break barriers, which were put up by politics, to be able to discuss these.

'Especially in the inter-space, where a collaboration could accelerate, you do not see as many concepts and initiatives. That is the gap in the market on which the union focuses.'

'As we worked in the past, up until now.. but we have never formulated that. That is an emergent strategy.'

We are pioneering, but also coordination mechanisms and the process design. (..) language is extremely important. And the table-atlas is a strong instrument to improve that.' |
|---|---|---|---|
| 3. Activity and output | **1.** Individual activities **2.** Collective activities **3.** Economic value (output) **4.** Ecological value (output) **5.** Social value (output) **6.** Operational decisions: related to organizational development | The network facilitates initiatives to create ecological value. So, it creates this type of value through its members. To make this possible, the network spends a lot of time on economic value creation. It gets an income from its members, but also does a lot of subsidy applications. Social value is created through the improvement of the northern region in the Netherlands. Next to that, the tables now have a tool to get in contact with each other. | Website Noorden Duurzaam: www.noordenduurzaam.nl

'We make it easy, that is our offer, for a stakeholder to get going. (…). And in doing so you eventually create the transition.'

'The table can take the credits for the results. We are the facilitator. But even then, we can still make the claim that when it is successful, we facilitate a part of the transition.'

'We spend a lot of time as a union on things as subsidy applications, convincing governments so that we can get financial support. That only yielded relatively little.' 'Working on sustainable solutions (..) and making the nature and environment sector more intercultural.' |
| 4. Outcome | **1.** Plan-centric **2.** Process-centric **3.** Partner-centric **4.** Outside stakeholder-centric. **5.** Person-centric **6.** Environmental-centric | Noorden Duurzaam connects the network and other stakeholders to collaborate, with a sustainable transition as ultimate goal. They do make some sort of yearly plans, but these are often changed. Therefore, there are no real plan-centric outcomes. Partner-centric and outside stakeholder-centric outcomes are generated through collaboration and shared reframing of the perception on a sustainable transition. | Internal document: proposal for the network.

'We wrote down a vision, and since then we made year plans to come to execution of those. So, it is not as we do not have a strategy. There is one. (…) However, this process of strategizing is never finished. When the core team of the union alters, you automatically start to do things over.'

'For me it starts with shared intent, and accordingly you discuss which way of working, which approach…'

'If you want a transition, you must find coalitions between offer and demand. Because there a circular economy arises. (…) so you need a different kind of politics.' |

Appendix D: Value-creating activities and output of the cases

Case	Activities	Created value	Relation to planetary boundary	Intended value creation
Fruitmotor	1. Sustainifying fruit cultivation and enhancing biodiversity 2. Placing people with poor job prospects 3. Using residual apples for sales of cider	Mainly ecological value is created with the reinvestment in biodiversity. Some social value is created through reinvestment in societal well-being of the region. Economic value creation is aspired to sustain the network	Preventing loss of biosphere integrity	A regional system changes in the food system
Energiecoöperatie WPN	1. Generating sustainable energy 2. Helping other sustainable initiatives within the network 3. Selling sustainable energy to the cooperative members 4. Setting up educational and neighborhood projects	Mainly ecological and social value are created through their energy and educational projects. Economic value from sales of energy is reinvested in energy projects. Other economic value creation comes from crowdfunding and the different memberships of the community members	Reducing CO2 emissions in the atmosphere	A local energy transition
Voedselbos Ketelbroek	1. Setting up a system in which nature and agriculture fit together, without chemicals 2. Sharing knowledge through the forest-garden-network list and educational activities in the village nearby. 3. Sales of ingredients to local restaurants	Mainly ecological and social values are created by setting an example for agrarians with their food forest. With this example, they educate constituents and outside stakeholders on their way of working. Economic value is not deliberately pursued	Preventing loss of biosphere integrity, prevent chemical pollution, and less impact on the land system	A transition in the agriculture sector
Go Clean de Liemers	1. Education on littering to prevent it 2. Cleaning up litter and recycle it 3. Gather data on litter to combat the source	Mainly ecological value is created by cleaning up and gathering data on the litter. Social value is created through the clean-up walks, where constituents can socialize. Economic value is created through educational activities	Reducing chemical pollution in the waste treatment process	A system changes in the waste system
Food Council MRA	1. Function as intermediary between small initiatives	The network wants to create ecological and social value by connecting initiatives in the food system and reducing the	Reducing the impact on the land system and reduce CO	A systems change in the food system and

	2. Give small scale food initiatives a voice 3. Finding donators and sponsors	dominant the food chain. In addition, they want to organize 'new markets'. However, they have not yet established any real value-creating activities. Economic value is created through donations and sponsorships.		reorganizing the markets of Amsterdam
Netwerk Kleurrijk Groen	1. Educate cultural migrants on sustainability issues 2. Organizing a festival/ Kleurrijk Cooking 3. Provide a learning program	The network creates mainly ecological and social values. They bring together migrants to socialize, but also to educate them on sustainability issues such as freshwater use. Ambassadors are educated through the learning program. Economic value comes from the municipality and the consultancy bureau.	Educate to reduce energy and freshwater consumption	Change the nature and environment sector by making it more intercultural
Cooperatie Bommelerwaar	1. Produce sustainable energy which is sold to the members 2. Creating a solar panel project on roofs in the region 3. Setting up a windmill park	The network creates mainly ecological and economic values by producing sustainable energy and selling it to its members. They want to expand this value creation with a solar panel project and windmill park.	Reducing CO_2 emissions in the atmosphere	An energy neutral, self-sufficient, financially independent, socially connected, waste-free, nature-inclusive, water-safe and life-course resistant region
Dirk III	1. Facilitate promising initiatives	Real value creation failed to happen by Dirk III, but it resulted in a variety of cooperatives that create economic, ecological and social value.	N/a	An inclusive and circular society in the region
Gebiedscooperatie Rivierenland	1. Facilitate initiatives with development 2. Organize (social) meetings 3. Provide access to local funding 4. Learning projects on multiple value creation	The network mainly creates social and economic value for the initiatives and the network. The initiatives part of GCR create ecological value in various sectors. GCR facilitates them in their development together with a large bank. This creates economic value for both GCR and for the initiatives.	Reducing CO_2 emissions in the atmosphere by producing sustainable energy	Stimulating the regional circular economy that goes together with social and ecological value creation, to improve prosperity and well-being of the region
Stichting Pak An	N/a	N/a	N/a	N/a

Gloei Peel en Maas	1. Support local initiatives 2. Attract private investors 3. Renovation projects	The network supports local initiatives that for example produce sustainable energy or make the region waste free. This created ecological value, but also contributed to the local economy and social cohesion in the region. Further economic value was created through renovation projects, attracting private investors and the municipality.	Reducing CO2 emissions in the atmosphere by reducing sustainable energy and prevent chemical pollution with the waste free region	Provide a meeting-platform for addressing the three core values: diversity, sustainability, governance; based on reciprocity
Noorden Duurzaam	1. Facilitate initiatives with development 2. Create a table-atlas to visualize the initiatives 3. Respond to topicalities when called upon 4. Submitting subsidy applications	Noorden Duurzaam mainly creates social value through facilitating and visualizing the initiatives, providing them with the opportunity to collaborate. These initiatives create ecological value. Additionally, the board responds to topicalities related to sustainability practices when called upon. Economic value creation takes up most of the tasks of the network	Preserve multiple planetary boundaries through the initiatives they serve	A sustainable transition in the region by generating a bigger market share for sustainable products and services

Appendix E: Overview of generated outcomes per case

Case	Types of outcomes	Analysis
Fruitmotor	1. Plan-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes 3. Process-centric outcomes	Fruitmotor has a deliberate collaborative plan to realize the sustainable and fair food chain. However, this has not yet been fully realized. They want to realize this by changing perception, generating partner-centric and outside stakeholder-centric outcomes. Lastly, they generate process-centric outcomes since it learns and adapts from previous actions and implements their learnings.
Energiecoöperatie WPN	1. Plan-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes 4. Process-centric outcomes	The deliberate plan is to contribute to a community-based sustainable energy production, which is realized. Operational procedures have been explicated and updated, accounting for process-centric outcomes. As a result, relationships with partners and outside stakeholder changed, generating partner-centric and outside stakeholder-centric outcomes.
Voedselbos Ketelbroek	1. Process-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes	Voedselbos Ketelbroek wants to transition the current agriculture system, however this has not yet been established. So, no plan-centric outcomes. They try to achieve this by setting an example and changing the perception of partners and stakeholders, accounting for those outcomes. The network learns from their food forest practices and adapts it operations to it. Meaning that they generate process-centric outcomes
Go Clean de Liemers	1. Plan-centric outcomes 2. Process-centric outcomes 3. Partner-centric outcomes 4. Outside stakeholder-centric outcomes	They have a documented plan to change the waste system, preventing litter. This is achieved step-by-step, generating some plan-centric outcomes. With the data they gather, they change the perception on litter from their partners and stakeholders to develop effective interventions. They adapted from combating the system to combating the source, which is a process-centric outcome.
Food Council MRA	1. Process-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes	A collaborative strategic plan is lacking on how to achieve their mission. However, the network grows organically, accounting for process-centric outcomes. Together with partners and stakeholders from different sectors they try to establish changes in the inter-organizational relationships, creating partner-centric and outside stakeholder-centric outcomes.
Netwerk Kleurrijk Groen	1. Process-centric outcomes 2. Outside-stakeholder centric outcomes 3. Personal-centric outcomes	The network learns step-by-step from its actions, evaluates them and adapts. Generating process-centric outcomes. They create outside stakeholder-centric outcomes to realize an intercultural nature and environment sector. Personal-centric outcomes are realized by educating migrants on sustainability.

Cooperatie Bommelerwaar	1. Plan-centric outcomes 2. Process-centric outcomes 3. Partner-centric outcomes	The cooperative writes yearly plans in which they decide what to focus on and what to achieve. With these plans, they generate plan-centric outcomes. By moving away from their broad scope and focus on energy production, the network generated process-centric outcomes. They also generate partner-centric outcomes by changing their networks perception on sustainable energy consumption.
Dirk III	1. Process-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes 4. Person-centric outcomes	The board of Dirk III learned from their failed attempt and altered their operations when initiating GCR. This accounts for process-centric and person-centric outcomes. Stakeholders and partners framed in the golden pentagon underwent change of perception. Thus, Dirk III generated partner-centric and outside stakeholder-centric outcomes.
Gebiedscooperatie Rivierenland	1. Plan-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes	The objective is documented in their collaborative strategic plan and is currently being realized. These are plan-centric outcomes. In their facilitating role, they generate partner-centric outcomes where they help develop the initiatives. Next to that, they have the desire to change the perspective of outside stakeholders to reinvest more locally.
Stichting Pak An	N/a	N/a
Gloei Peel en Maas	1. Process-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes	In the collaboration, process-centric outcomes led to conflict instead of unity. Relations with important stakeholders changed when these stakeholders demanded organizational and financial structure. However, during their prosperous years, they were able to reframe the perception of those stakeholders and partners on sustainable issues while simultaneously contributing to the local economy. This generated partner-centric and outside-stakeholder centric outcomes
Noorden Duurzaam	1. Process-centric outcomes 2. Partner-centric outcomes 3. Outside stakeholder-centric outcomes	The network responds to topicalities, meaning they act when they are needed. In this development they are also trying to make their role concrete, which is a process-centric outcome. Since they operate in the interspace, they try to be a voice and facilitator for the partners towards the outside stakeholders. Therefore, these types of outcomes are generated.