

ANNUAL REVIEW *of* SOCIAL PARTNERSHIPS

An International Annual Edition on Cross Sector Social Partnerships

OCTOBER 2013 | ISSUE 8



■ Publications Section ■ Pedagogy Section ■ Research Section ■ Events Section ■ Membership Section

ANNUAL REVIEW *of* SOCIAL PARTNERSHIPS

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by Dr. M. May Setanidi
(FRSA)

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Meeting the individual and collective challenge of putting together the ARSP every year requires considerable planning and dedication from all the members of the editorial team. Our inspiration stems from the value that we aspire to deliver to practitioners and academics worldwide within the cross sector collaboration community by delivering a publication that will assist you in serving the social good, ignite your imagination and connect you with each other.

The aim of the ARSP is to bring together research and practice in the field of cross sector collaboration, to communicate high quality collaboration research findings to large audiences around the world, to share best partnership practices within different industries, to promote rigorous research and practice, while nurturing the new generation of practice oriented scholars and research informed practitioners in this field. Your own experiences, insights and ideas will contribute enormously in helping us achieve our aims. We invite you to contact the editors of each section with your research publications or partnership reports, pedagogical materials, research projects or partnership events. In this effort we are delighted to be assisted by a distinguished Advisory Board of scholars and practitioners (see p. 4) who have kindly offered to help us achieve our aims by providing advice and guidance. We are truly grateful to each one for their generosity and support.

In this issue the Publications section brings you the latest trends of partnership publications (see p. 9-13), along with the latest published research (papers, special issues, books, PhD thesis (see p. 14-21) and three interviews profiling new partnerships books with Professors James Austin and Andrew Crane and partnership practitioner Bruce Burtch (see p. 22-31). The Pedagogy section provides advice on how to improve your partnership literacy by suggesting partnership case studies to elaborate a theoretical concept (see p. 33-36), a list of case study repositories useful for partnership cases (see p. 37-39), a book review for teaching purposes (see p. 40-41) and teaching innovations contributed by our community members (see p. 42-43). The Research section presents key partnership research themes (see p. 48-49), features an interview on how to attract research funding with Jacqueline Aldridge (see p. 50-53) and profiles a funded partnership research project from Ecuador (see p. 54-55). The upcoming details and call for abstracts for 4th International Symposium in Cross Sector Social Interactions in 2014 are presented in the interview with the organisers Drs Carlos Rufin and Miguel Rivera-Santos (see p. 60-64) followed by a list of forthcoming partnership events (see p. 65-67). The Membership section profiles new members and brings you research news from existing community members. Finally, do not miss the three 'In Focus' pieces present a summary of the very interesting UN Global Compact-Accenture Study on Sustainability (see p. 44-46), an account of the organizational and network structures that further regional development in Colombia, and a partnership experiment in the Danish context which functions as a live laboratory.

We hope that you will enjoy this year's issue and we look forward to hosting your material, thoughts and profiles as together we can achieve more! | ARSP |

PUBLICATIONS

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by Dr. Arno Kourula

Assistant Professor of Strategy, University of Amsterdam Business School.

Cross-disciplinarity in exploring cross-sector partnerships



Another year has passed and a significant number of important studies on cross-sector partnerships emerged. The objectives of the ARSP's publications section are to list, highlight and discuss a selection of recent publications. This section has developed from year to year to be able to cater to different disciplines, themes and interests within our multi-vocal research community. Most notably, this year we welcome two new section editors, José Carlos Marques from McGill University in Montreal, Canada, and Salla Laasonen from the University of Turku, Finland. The three of us divided the task of providing a review of recent literature into academic fields: José Carlos comments on political science literature, Salla reviews non-profit research, and I discuss developments within management and other fields. We provide commentaries on the recent developments in our chosen fields below.

In addition to the field-specific commentaries, we provide a list of recent contributions by publication type, including peer-reviewed articles and journal special issues, books, book chapters, and doctoral theses published in 2012 or 2013 (or currently in press). The emphasis is still on business-nonprofit partnerships, but we aim to gradually extend our coverage to all other types, i.e. public-private, public-nonprofit and tripartite partnerships. The section was compiled by posting requests for publications in mailing lists, using key word searches of databases and more systematic reviews of specific journals. However, the list should by no means be

considered as a comprehensive account of available recent research. We strive to achieve inclusion and representation of fields. Your assistance towards this direction is highly appreciated and we thank you for sending your recent work. Finally, the section provides insights into the theories and practical aspects of partnerships in the form of interviews with authors of three important recent or upcoming books of two academics and a pioneer practitioner: Professors James Austin and Andrew Crane and Bruce Burtch.

When going through the below list of recent publications, it is clear that the interest in cross-sector issues across various disciplines has not faded. Among others, we included contributions from management studies, nonprofit research, political science, environmental studies, and business ethics. As editors of the Publications Section, we feel privileged to be part of such a vibrant academic community. We await with anticipation the different directions that future work will take. Please keep sending us your recent publications on all types of cross-sector social interactions, including social partnerships, certification, transnational governance, cause related marketing, and philanthropy to a.e.kourula@uva.nl.

| ARSP |



by Dr. Arno Kourula

Assistant Professor of Strategy, University of Amsterdam Business School.

Towards complexity and contextuality in management research on cross-sector interaction

To understand where we are today and where we are going as a community, it is important to examine where we are coming from. To this end the forthcoming chapter of Branzei and Le Ber (2013) offer a review of 144 publications since 1997 (including articles, books, book chapters, theses, conference papers, working papers, cases) that explicitly mention “cross-sector” in the title of all reviewed publications. According to Branzei and Le Ber (2013), in terms of frequency counts, the two disciplines which have published the most number of publications are for-profit (67 publications) and to a lesser extent public sector research (35), while non-profit (21) and interdisciplinary studies (21) have been fewer. The above numbers should be seen as a section of all the cross sector partnership publications as many do not explicitly include in their title the words ‘cross sector’. Hence, many publications are a priori excluded due to the criterion for this particular review. The authors find that public sector publications are largely descriptive, a majority of nonprofit research is empirical, and for-profit research is equally empirical and conceptual. After an analysis of theories and methods used, the authors conclude that two directions are especially fruitful to develop the field further: New methods (e.g. quantitative studies and experiments) would enrich old theories, and new theories (e.g. critical, communication and complexity) would revitalize old methods.

When focusing on the publications on cross-sector interaction within management collected by or sent to the ARSP team, three key themes arise from these contributions: 1. Theoretical developments, 2. dynamism and complexity, and 3. contextuality in settings. Examples of theoretical developments include Korschmann et al. (2012) communicative framework of partnerships, Marano and Tashmann (2012) examination of legitimacy, and the Rasche et al. (2013) editorial portraying cross-sector partnerships as a “partial” form of organizing. The latter refers to organizations without the traditional elements

of organizing such as membership, hierarchy, rules, monitoring, and sanctioning (present in “complete organizations”).

Within the theme of dynamism and complexity, a range of studies have explored the development of partnerships over time, various types of actors within complex networks, and especially the role of activism. It seems evident that partnership research is becoming more and more influenced by network studies. Arenas et al. (2013) move from dyadic to triadic ties, Manning and Roessler (2013) explore the role of bridging agents, and Stadler and Probst (2012) examine broker organizations. Vock et al. (2013) is one of the rare studies going deeper into micro-level interactions within partnerships. Partly due to a special issue on “Social Movements, Civil Society and Corporations” in *Organization Studies* (May 2013, vol. 35, issue 5-6), a number of studies (e.g. de Bakker 2012; de Bakker et al. 2013; Kraemer et al. 2013; van Wijk et al. 2013; Yaziji & Doh, 2013) explored activism and social movements, typically also from a network perspective.

Along the third theme of contextuality, scholars have responded to the call for context-specific studies within sectors and types of markets. Sectoral studies focused for instance on agrifood (e.g. Bitzer, 2012; Dentoni et al., 2012) and mining (MacDonald & Young, 2012). In terms of the types of markets, cross-sector partnership researchers have focused on developing countries, more specifically on conflict settings (Kolk & Lenfant, 2012; 2013) and the Base or Bottom of the Pyramid (BOP) context. Cross sector partnerships (Schuster & Holtbrügge, 2013), inclusive networks (Reficco & Márquez, 2012), and public-private partnerships (Rivera-Santos et al., 2012) are seen to be a promising way to reach these markets. All in all, cross-sector social interaction research has begun to address multiple levels of analysis, complexity and contextuality. While being inspired by network theory and ideas, many methods remain largely unexplored. As a phenomena-driven field, deep theoretical insights from across disciplines will also be very welcome in the future. | AR·SP |



by José Carlos Marques

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Management, political science and the “big G”: The potential for cross-disciplinary research on governance partnerships

Research on cross-sector partnerships has grown significantly in recent years, establishing itself as a vibrant area of scholarship within the business and management field. Closely related to this promising stream of literature is another growing area of scholarship – often referred to as regulation and governance or Reg&Gov for short - that bridges various sub-disciplines within political science, including international administrative law, public administration, international relations and development studies. Scholars doing research in these areas are focused on what is frequently referred to as the shift from government to governance (Rosenau & Czempiel 1992), meaning the shift from the state as the central authority and regulator to a more decentralized approach where a multitude of state and non-state actors participate in policy-making and/or implementation. Engagement with Reg&Gov suggests a possible path to help fill what Andrew Crane has identified as a major omission in the social partnerships literature – analysis of the broader political implications of cross-sector collaborative efforts (2010). He refers to this phenomenon as “big G” governance - “...how societal goals are set, what mechanisms are put in place to achieve them, and how these are monitored and enforced”, which he differentiates from “small g” governance, referring to the latter as “...the way that organizations go about managing partnerships through formal rules and procedures” (2010, p.17). With this in mind, I offer in the following paragraphs a brief overview of current developments in the Reg&Gov research stream and highlight some recent publications that may be of interest to social partnership researchers interested in governance with a “big G”.

The Reg&Gov literature is generally focused on contemporary forms of governance including the study of public goods developed in the private domain – for example, standards and codes of conduct concerning labor rights, human rights, sustainability objectives, and other social issues with a public policy dimension.





Similar to the Management literature, Reg&Gov uses a variety of terms when referring to the phenomenon of governance (civil regulation, private governance, transnational governance, etc.) and to inter-organisational groupings (public-private partnerships-PPP, policy networks, etc.). Two recent trends stand out in the Reg&Gov literature that are of particular relevance to social partnership scholars. First, responsive to general concerns over the proliferation and democratic accountability of these new governance forms, Reg&Gov theorists have continued to emphasize and debate the sources of legitimacy of private actors and of the varied forms of governance in which they engage (Cafaggi, 2012; Koenig-Archibugi & Macdonald, 2013; Pattberg, Biermann, Chan, & Mert, 2012; Pauwelyn, Wessel, & Wouters, 2012; Ponte & Cheyns, 2013; Søreide & Truex, 2013). Central to this debate is the notion that private governance initiatives are not grounded in public authority and must therefore actively establish their legitimacy as rule-makers and enforcers (Vogel 2008)¹.

A second significant trend in the Reg&Gov literature is a closer examination of the interaction of different forms of governance (Bartley, 2011; Eberlein, Abbott, Black, Meidinger, & Wood, 2013; Gulbrandsen, 2013; Locke, Rissing, & Pal, 2012; Overdevest & Zeitlin, 2012). The latter emphasizes the need to move beyond the study of individual initiatives in isolation and to better understand and conceptualize them from a field perspective. This includes the interaction amongst private initiatives - e.g. multi-stakeholder initiatives (MSIs) and initiatives led by business associations - and between public and private initiatives. For example, the intersection of national and international level governance has been referred to as a layering of rules between public and private sectors (Bartley, 2011) and as an experimentalist regime (Overdevest & Zeitlin, 2012)². These studies shift the emphasis to a more dynamic, field-level perspective in which a wider array of organizations and institutions, and the interactions amongst them, are considered³.

While not all social partnership researchers will find this research immediately relevant to their own work, at a minimum, acknowledging the complementary nature of these two bodies of research provides an opportunity to draw on a related literature stream. For partnership scholars doing research along similar lines, the intersection of these two literatures opens the door for cross-disciplinary work and collaborative initiatives that draw on different knowledge sets and competences, and possibly new avenues for contribution, including publication and dissemination outlets. For example, the relatively recently established journal, *Regulation & Governance*, published on a quarterly basis by Wiley-Blackwell, has quickly become a focal point for research on governance from across the social sciences, including sociology, law, history, and political science. It frequently publishes articles on multi-stakeholder initiatives (MSIs) and private governance, some of which are cited above.

Cross-disciplinary work is of course easy to call for, but notoriously difficult to undertake. Nevertheless, the intersection of the social partnerships and Reg&Gov research streams offers fruitful opportunities for innovative research and fresh insight to those that engage with it knowing full well the challenges of crossing boundaries. However, we don't need to look too far for cross-sector scholarship that successfully bridges the business-political science spectrum – work on corporate citizenship (Crane, Matten, & Moon, 2008), transnational governance (Djelic & Sahlin-Andersson, 2008) and political CSR (Scherer & Palazzo, 2011) are prominent examples. For that matter, the social partnership phenomenon that we study provides a clear example of the benefits and drawbacks of crossing boundaries - while not always straightforward or feasible, it can be immensely rewarding. | ARSP |

¹ Mena & Palazzo (2012) have recently expanded upon this debate in the management literature.

² Similarly, one of the few studies within the management literature on the topic has referred to this phenomenon as meta-standardization (Reinecke, Manning, & von Hagen, 2012). See also Djelic & Sahlin-Andersson, 2008.

³ See Branzei and Le Ber (2013) for a review of related developments in the management literature.

References

Full references for all 2012 and 2013 publications are provided in the Partnership Publications section.

Bartley, T. 2011. Transnational governance as the layering of rules: Intersections of public and private standards. *Theoretical Inquiries in Law*, 12(2).

Crane, A. 2010. From governance to Governance: On blurring boundaries. *Journal of Business Ethics*, 94(Supplement), 17-19.

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Djelic, M.-L., & Sahlin-Andersson, K. 2008. Transnational governance: Institutional dynamics of regulation. Cambridge: Cambridge University Press.

Rosenau, J. N., & Czempiel, E.O. (1992). Governance without government: Order and change in world politics. Cambridge: Cambridge University Press.

Scherer, A. G., & Palazzo, G. 2011. The new political role of business in a globalized world: A review of a new perspective on CSR and its implications for the firm, governance, and democracy. *Journal of Management Studies*, 48(4), 899-931.

Vogel, D. 2008. Private global business regulation. *Annual Review of Political Science*, 11(1), 261-282.



by Dr. Salla Laasonen

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Participation, co-production and collaborative value creation in nonprofit research

One of the challenges in grasping rapidly developing research fields is differentiating between academic disciplines and different themes. From the perspective of the nonprofit literature, this means that some of the social movement literature intersects with the management and political science literature, discussed in the above sections. While the political science literature approaches cross-sector interaction from the (global) governance perspective, and the management literature from the strategic perspective, the sociology-originated social movement perspective prevalent in nonprofit research builds on themes such as empowerment of civil society, citizen participation, advocacy, and advancing democracy. Given this focus, the nonprofit literature tends to deal more broadly with cross-sector social interaction, instead of focusing on partnerships per se. In this literature, a large proportion of the articles focus on themes such as donating, volunteerism, and nonprofit management (for conceptual overviews see Ebrahim, 2012; Daly, 2012). Thus, a majority of studies in the field examine philanthropic and transactional collaboration forms (cf. Austin & Seitanidi, 2012a).

Between these perspectives, lie themes such as co-production, which is a central theme for example in *Voluntas* issue 23(4), with several articles focusing on the topic (Vershuere et al., 2012; Pestoff et al., 2012; Bovaird & Loeffler, 2012; Brandsen & Helderman, 2012; Meijer, 2012; Vamstad, 2012). Co-production in this context is defined as “the role of citizens and the third sector in the provision of public services” (Vershuere et al., 2012, 2), and thus the term is specifically limited to collaboration between civil society and public sector. Thus, co-production is directly related to public management, and intersects with the governance literature through the

concept of ‘co-governance’ and ‘co-management’.

In addition to co-production, civil society mobilization receives a strong focus in the nonprofit literature in general (Bidet, 2012; Schaffer, 2012; Henriksen et al. 2012; Campos et al. 2012; Atibil, 2012; Petrick & Gramzow, 2012), while cross-sector collaboration between all three sectors are fewer in number (e.g. Poulton & Macartney, 2012). Two sequential articles on collaborative value creation by James E. Austin and M. May Seitanidi (Austin & Seitanidi, 2012a: 2012b) merit particular mention due to their all-encompassing perspective on cross-sector partnerships. In these two lead (invited) articles by the NVSQ (the leading journal of nonprofit research), the authors address the question of “how can collaboration between nonprofits and businesses most effectively co-create significant economic, social, and environmental value for society, organizations, and individuals?” Both articles comprise of extensive literature reviews in nonprofit-business partnerships. The articles present the Collaborative Value Creation (CVC) framework for analyzing social partnerships from the value creation perspective. For further discussion related to these articles and a new book by the authors, please see the interview with Prof. Austin below.

Within the nonprofit literature, cross-sector partnerships represent a smaller section in terms of published articles, in comparison to the management literature. However, this can be seen as a matter of conceptualizing and framing research. While the substance of a study may be partnering, the article is typically not explicitly framed according to partnership terminology. Nevertheless, these studies still seek to answer the same question as partnership scholars: How to create social value when faced with wicked problems in our global society. | ARSP |



● Peer reviewed articles:

ANSARI, S., WIJEN, F., & GRAY, B. 2013.

Constructing a climate change logic: An institutional perspective on the "Tragedy of the Commons." *Organization Science*, 24(4): 1014-0140. Link: http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2153988

ARENAS, D., SANCHEZ, P., & MURPHY, M. 2013.

Different paths to collaboration between businesses and civil society and the role of third parties. *Journal of Business Ethics*, DOI 10.1007/s10551-013-1829-5. Link: <http://link.springer.com/article/10.1007/s10551-013-1829-5#>

ATIBIL, C. 2012.

Democratic governance and actors' conceptualization of "civil society" in Africa: State-civil society relations in Ghana from 1982-2000. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 23(1), 43-62. Link: <http://link.springer.com/article/10.1007/s11266-011-9242-0>

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BAUR, D., & SCHMITZ, H.P. 2012.

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Doctoral theses:

ARROYAVE, V. 2013. *Networks in the disaster response and global health domain: A case study of the partnership for quality medical donation's response to the 2010 Haitian earthquake.* Virginia Tech Institute For Policy and Governance.

This dissertation provides a case analysis of the efforts of one set of cross-sectoral humanitarian actors that worked through a network in response to the 2010 Haitian earthquake. This mixed methods case study incorporates interview, personal observation, and survey data from INGO field staff, headquarters personnel, and corporate donor representatives, all of whom were members of the cross-sectoral Partnership for Quality Medical Donation (PQMD) that responded to the 2010 Haitian earthquake. The inquiry explores what the coordination-related challenges to disaster response are for network members and then examines whether and in what ways a cross-sector network, PQMD in this instance, can effectively mitigate or overcome those obstacles. This study contributes to the body of disaster coordination and cross-sector network scholarship in two ways. First, the analysis reviews prevailing trends within the cross-sector network and disaster coordination-related literature concerning the requisites and challenges of coordination in humanitarian relief emergencies. Second, this study augments existing understanding of the extremely complex processes involved in coordinating INGO-business disaster response as part of efforts to mobilize multi-sectoral humanitarian action. This research suggests that efforts to develop cross-sector networks prior to disaster events can build communication, collaboration and coordination pathways that later enhance coordinated INGO-business disaster response to crises. It argues that current theoretical horizons in both network and disaster coordination studies need to be broadened. Specifically, this inquiry highlights the importance of incorporating cross-sector networks (i.e., INGO and corporate actors) into all planning efforts aimed at enhancing collaboration and coordination practices in disaster relief.

LAASONEN, S. 2012. *Corporate responsibility guaranteed by dialogue? Examining the relationship between nongovernmental organizations and business.* Publications of Turku School of Economics, Series A-2:2012.

Abstract: The main objective of the dissertation is to examine the relationship between non-governmental organizations and business in the context of academic discourse, and also in the context of stakeholder dialogue. Motivated by the increasing emphasis on stakeholder dialogue as a tool for corporate responsibility and accountability, the aim is to critically assess the role of stakeholder dialogue as a self-regulatory mechanism. The study comprises two parts; an introductory essay and four peer-reviewed journal articles focusing on NGO-business relations and stakeholder dialogue specifically in connection with investment projects. The main contributions of the study are twofold: First, it is argued that the role of stakeholder dialogue as a tool for corporate responsibility and accountability is inherently limited in certain issue-specific contexts. Second, the study critically examines the role of academic discourse shaping interdisciplinary fields of study. Link: http://info.tse.fi/julkaisut/vk/Ae2_2012.pdf

STADTLER, L. 2012. *Designing public-private partnerships for development.* Geneva: SES Thèse 790.

Abstract: This thesis explores the challenge of designing successful public-private partnerships (PPPs) for development and contributes to the discourse on partnerships and business engagement in society with four papers. Paper I takes the company perspective and develops a conceptual framework for aligning the corporate economic interests with the partnership's social goal. Based on a theoretical analysis, Paper II examines the role which different structures play in handling common design challenges and contributes to building a framework that facilitates more informed and tailored decisions to structure PPPs for development. Papers III and IV are empirical: The former analyzes how partners cope with tensions occurring on the PPP's boundaries. Building on insights into four case studies, it develops a comprehensive framework for boundary management. Based on a seminal qualitative study of 19 organizations, Paper IV then explores the roles of broker organizations which increasingly facilitate the partnering process of PPPs for development.

Link: <http://archive-ouverte.unige.ch/vital/access/manager/Repository/unige:24596>

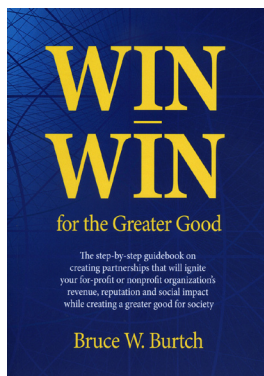
Books:



BUCKUP, S. 2012. *Building Successful Partnerships. A Production Theory of Global Multi-Stakeholder Collaboration.* Springer: Dordrecht: 1-304.

Multi-stakeholder partnering is the 'new mantra' of policy-makers around the globe. Yet our understanding of what drives success and failure in these institutions remains incomplete. This publication introduces a production theory which describes how contributions to a partnership translate into results. It shows that technology and ownership are important determinants of the complex dynamics in multistakeholder partnerships: technology matters because it defines the actors' individual returns on partnering; ownership matters because both overall investment level and the distribution of contributions influence the partners' incentives to collaborate or defect. Across four technology dimensions - input relations, total scale effects, total factor productivity and productivity relations - the study makes propositions on how technology, leadership and governance should be aligned to make partnerships work.

Link: <http://rd.springer.com/book/10.1007/978-3-8349-4064-3/page/1>

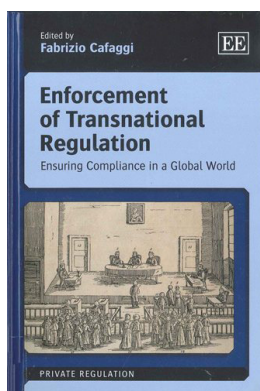


BURTCH, B. 2013. *Win-Win for the Greater Good.* Bruce Burtch.

«Win-Win for the Greater Good provides the «how to» blueprint for organizations of any size and from any sector to build highly productive partnerships. It reveals the true essence of success - focusing on the business objectives of your partner, while striving together to create a greater good.» Casey Sheahan, CEO, Patagonia, Inc.

«Win-Win lucidly captures Bruce Burtch's decades of practitioner wisdom on cross-sector partnerships. The book is filled with rich examples and insightful practical guidance on how to build powerful partnerships. Read it and learn from a master!» James E. Austin, Eliot I. Snider and Family Professor of Business Administration, Emeritus, Harvard.

Link: <http://www.amazon.com/Win-Win-Greater-Good-Bruce-Burtch/dp/0989774104>



CAFAGGI, F. 2012. *Enforcement of transnational regulation: Ensuring compliance in a global world.* Edward Elgar.

“This book addresses the different mechanisms of enforcement deployed in transnational private regimes vis-à-vis those in the field of public transnational law. Enforcement represents a key dimension in measuring the effectiveness and legitimacy of transnational private regulation. This detailed book shifts the focus from rule-making to enforcement and compliance, and moves from a vertical analysis to a comparative sectoral analysis. Both public and private transnational regulation fall under the scrutiny of the authors, and the book considers the effectiveness of judicial models of enforcement – under international law and through national courts – and of non-judicial means. Comparisons are drawn across sectors including international commercial law, labor law, finance, Internet regulation and advertising.”

Link: http://www.e-elgar.com/bookentry_main.lasso?id=14850



HUIJSTEE, M. VAN. 2012. *Multi-stakeholder Initiatives: A Strategic Guide for Civil Society Organizations.* SOMO Center for Research on Multinational Companies: Amsterdam: 1-72.

“The rationale for civil society organisations (CSOs) to engage in multi-stakeholder initiatives is to influence corporate activities to move in a more sustainable direction. Over the past 15 years, CSOs, which include non-governmental organisations (NGOs) and trade unions, have been involved in many different initiatives involving multiple stakeholders. This guidebook takes stock of the experiences they have gained and identifies lessons they have learned in the process. The aim is to strengthen the influence of CSOs in multi-stakeholder initiatives (MSIs). This guide is intended for professionals working for CSOs and participating in MSIs. It provides strategic perspectives for action and highlights critical issues to address when participating in MSIs. It is based on extensive research and experience gathered by SOMO over the years.”

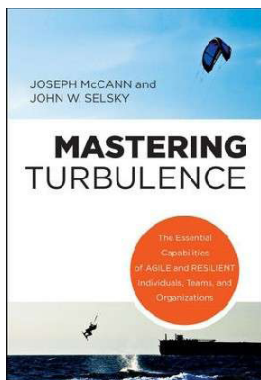
Link: http://somo.nl/publications-en/Publication_3786



LEVI-FAUR, D. 2012. *Oxford handbook of governance.* Oxford University Press.

“The Oxford Handbook of Governance presents an authoritative and accessible state-of-the-art analysis of the social science literature on governance. The volume presents the core concepts and knowledge that have evolved in the study of governance in different levels and arenas of politics and policymaking. In doing so it establishes itself as the essential point of reference for all those studying politics, society, and economics from a governance perspective. The volume comprises fifty-two chapters from leaders in the field. The chapters are organized in nine sections dealing with topics that include governance as the reform of the state, democratic governance, European governance, and global governance.”

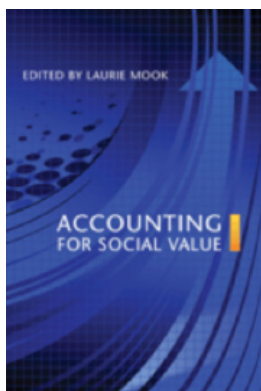
Link: <http://ukcatalogue.oup.com/product/9780199560530.do>



MCCANN J., & SELSKY, J.W.. 2012. *Mastering Turbulence: The Essential Capabilities of Agile and Resilient Individuals, Teams & Organizations*. Jossey-Bass: San Francisco, CA: 1-272.

“Rapid and disruptive change threatens the adaptive capacity of organizations, along with the individuals and teams leading them. Based upon over a decade of global research and consulting, Joseph E. McCann and John W. Selsky outline five capabilities highly agile and resilient systems must possess. They must be: Purposeful, Aware, Action-Oriented, Resourceful, and Networked. In addition the authors illustrate how these capabilities can be assessed across four levels—individuals, teams, organizations, and their business ecosystems. The goal is to develop these capabilities in tandem so that the individual, team, organization and ecosystem have High AR—not just greater agility or resiliency, but both high agility and high resiliency.”

Link: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-1118164830.html>



MOOK, L. 2013. *Accounting for social value*. University of Toronto Press.

“Accounting for Social Value offers academics, accountants, policy-developers, and members of non-profit, co-operative, and for-profit organizations tools and insights to explore the connections between economic, social, and environmental dimensions. The lessons learned are valuable not only for other social economy organizations, but also for organizations in the public and for-profit sectors.”

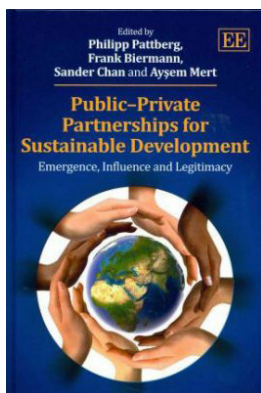
Link: <http://www.utppublishing.com/Accounting-for-Social-Value.html>



NICHOLLS, A. & MURDOCK, A. 2012. *Social innovation: Blurring boundaries to reconfigure markets*. Palgrave Macmillan, Hampshire, UK & New York, USA.

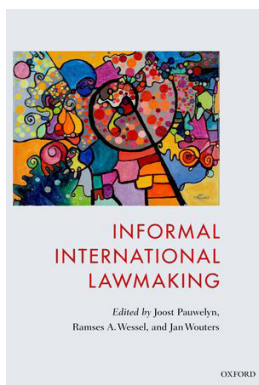
“Focusing on social innovation broadly conceived in the context of social entrepreneurship and social enterprise in their global context this book is organised to address three of the most important themes in social innovation: strategies and logics, performance measurement and governance and finally sustainability and the environment.”

Link: <http://us.macmillan.com/socialinnovation/AlexNicholls>



PATTBERG, P., F. BIERMANN, F., CHAN, S., & MERT, A. (EDS.). 2012. *Public-private partnerships for sustainable development: Emergence, influence and legitimacy*. Cheltenham: Edward Elgar.

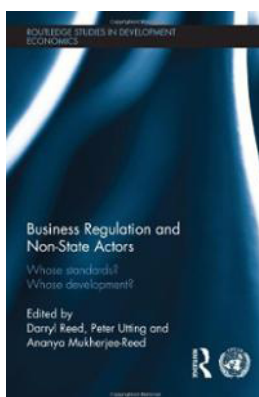
“The 2002 World Summit on Sustainable Development in Johannesburg is remembered mainly for the promotion of a novel form of global governance: the so-called ‘partnerships for sustainable development’. This book provides a first authoritative assessment of partnerships for sustainable development, ten years after the Johannesburg Summit. The extensive research builds on an exclusive Global Sustainability Partnerships Database and a series of in-depth qualitative case studies. Key questions studied in this book include the overall effectiveness and influence of partnerships, their geographical, functional and organizational scope, and their legitimacy. This unique book systematically investigates the questions of emergence, influence and legitimacy, which will prove invaluable for scholars and students interested in global environmental governance and sustainability, public–private partnerships, sustainability at the UN level and environmental governance beyond international agreements and policies.”



PAUWELYN, J., WESSEL, R., & WOUTERS, J. 2012. *Informal international lawmaking.* Oxford University Press.

- “Critically assesses the dangers inherent within informal international lawmaking concerning its accountability, transparency, and effectiveness
- Provides innovative and original scholarship on a controversial topic which increasingly shapes the development of international law
- Offers a multi-disciplinary analysis, with chapters addressing economic, political, international relations, and legal theory perspectives”

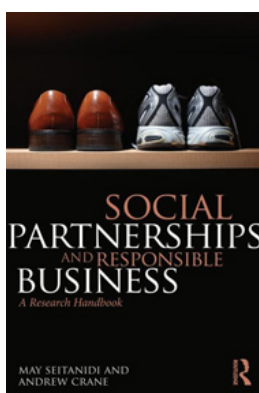
Link: <http://ukcatalogue.oup.com/product/9780199658589.do>



REED, D., UTTING, P., & MUKHERJEE-REED, A. (2012). *Business regulation and non-state actors: Whose standards? Whose development? Series Business regulation and non-state actors: Whose standards? Whose development?* Routledge/UNRISD.

“This volume assesses the achievements and limitations of a new set of non-state or multistakeholder institutions that are concerned with improving the social and environmental record of business, and holding corporations to account. It does so from a perspective that aims to address two limitations that often characterize this field of inquiry. First, fragmentation: articles or books typically focus on one or a handful of cases. Second, the development dimension: what does such regulation imply for developing countries and subaltern groups in terms of well-being, empowerment and sustainability? This volume examines more than 20 initiatives or institutions associated with different regulatory and development approaches, including the business-friendly corporate social responsibility (CSR) agenda, ‘corporate accountability’ and ‘fair trade’ or social economy.”

Link: [http://www.unrisd.org/80256B3C005BCCF9/\(httpPublications\)/A387BDB9E46E7158C12579A400562AF6?OpenDocument&panel=relatedinformation](http://www.unrisd.org/80256B3C005BCCF9/(httpPublications)/A387BDB9E46E7158C12579A400562AF6?OpenDocument&panel=relatedinformation)



SEITANIDI, M. M., & CRANE, A. 2013. *Social partnerships and responsible business – A research handbook.* Routledge: 432 pages.

“Cross-sector partnerships are widely hailed as a critical means for addressing a wide array of social challenges such as climate change, poverty, education, corruption, and health. Amid all the positive rhetoric of cross-sector partnerships though, critical voices point to the limited success of various initiatives in delivering genuine social change and in providing for real citizen participation. This collection critically examines the motivations for, processes within and expected and actual outcomes of cross-sector partnerships. In opening up new theoretical, methodological, and practical perspectives on cross-sector social interactions, this book re-imagines partnerships in order to explore the potential to contribute to the social good. A trans-disciplinary perspective on partnerships adds serious value to the debate in a range of fields including management, politics, public management, sociology, development studies, and international relations. Contributors to the volume reflect many of these diverse perspectives, enabling the book to provide an account of partnerships that is theoretically rich and methodologically varied. With critical contributions from leading academics such as Barbara Gray, Ans Kolk, John Selsky and Sandra Waddock, this book is a comprehensive resource which will increase understanding of this vital issue.”

Link: <http://www.routledge.com/books/details/9780415678636/>



by Dr. Salla Laasonen

Postdoctoral Researcher in Marketing and International Business, University of Turku.



Prof. James Austin

James E. Austin
Eliot I. Snider and Family Professor of Business Administration, Emeritus
Harvard Business School

Creating Value in Nonprofit-Business Collaborations: New Thinking & Practice

As a PhD student I was influenced by the work of one of the pioneers of our field, Prof. James E. Austin. Most of us are familiar with his influential book “The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances” (Jossey-Bass Publishers, 2000). The occasion of his two recently published lead articles, in the *Nonprofit and Voluntary Sector Quarterly* (NVSQ) (please also see the nonprofit editorial section) and his new book “Creating Value in Nonprofit-Business Collaborations: New Thinking & Practice” by Jossey-Bass Publishers, provided me with a unique opportunity to interview Professor Austin on the proliferation of partnerships, their value adding effects and the important role of the collaborative mindset.

Dr. Austin is the Eliot I. Snider and Family Professor of Business Administration, Emeritus at the Harvard Business School. He has been a member of the Harvard Business School faculty since 1972, where he also earned his MBA and doctorate with Distinction. His pioneering work on cross-sector collaboration is illustrated by the extensive number of publications and recognitions in the field. One of these recognitions include the First Life time Achievement (LTA) Award in Collaboration Research, which he was presented with



at the 3rd International Symposium on Cross Sector Social Interactions, 24-25 May 2012 at RSM Erasmus University Rotterdam (The Netherlands). He has also been the Co-Founder of the Harvard Business School Social Enterprise Initiative and the Iberoamerican Social Enterprise Knowledge Network, and is the author/editor of 25 books and dozens of academic articles. Prof. Austin has also written nearly 200 Harvard Business School Case Studies and Teaching Notes, and he has served as an advisor to international development agencies, companies, nonprofits, and governments, including being Special White House Advisor on Food Policy.

SL: Prof. Austin, your book 'The Collaboration Challenge' published in 2000 by Jossey-Bass is one of the Partnership classics around the world. What has changed since then in the field of cross sector social partnerships and why there seems to be such a proliferation of cross sector collaborations recently?

JA: At the turn of the century cross-sector partnering was a relatively young organizational modality, but now it is commonplace. Cross-sector collaboration has moved from being a nice thing to do to being a necessary component of strategy and operations. Most successful companies and nonprofits are engaged in some such alliance. Effective collaboration begets more collaboration. As more businesses and nonprofits began interacting, the multiple benefits of collaboration became more visible to practitioners and more documented by researchers. Smart business and nonprofit managers continually seek out new ways to create value. Cross-sector collaboration has been increasingly understood by them as a powerful vehicle for developing innovative combinations of complementary resources that generate significant benefits to the partners and to society. There also has been a growing recognition that increasingly complex societal problems can only be effectively addressed through collaborative efforts.

SL: It is interesting that in both the academic and practitioner literatures cross sector collaborations are being portrayed as a 'challenge'. Why is this the case after so many years of practice and theory?

JA: Collaborating across sectors carries with it a set of inherent complexities that arise out of organizational differences and interaction processes. These are now well documented and understood, and approaches for overcoming these barriers have been identified. However, even with this greater understanding, the actual tasks of implementation

are not easy. Nonetheless, one might consider these as the "standard challenges". The continuing "major challenge" is how to co-create even greater collaborative value. This requires developing more complex collaborations and understanding more deeply the requisite collaborative processes.

«This requires developing more complex collaborations and understanding more deeply the requisite collaborative processes».

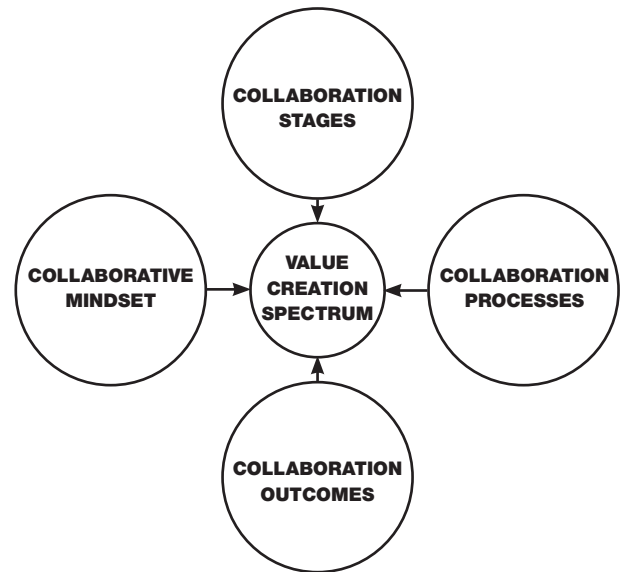
SL: Your new book titled 'Creating Value in Nonprofit-Business Collaborations' will also be published by Jossey-Bass in January 2014. What led you and your co-author M. May Seitanidi to write the book and what is the primary audience for your book?

JA: The genesis of the book is twofold. First, we were invited by the editors of NVSQ to undertake a major review of the nonprofit – business collaboration literature to see what had been learned since the publication of my seminal NVSQ article and book in 2000. Our review led us to conceptualize a new framework for collaborative value creation. The editors decided that the richness of the review and the uniqueness of the framework merited publishing it in two parts as the lead articles in two sequential issues in 2012. The articles have attracted high readership, which reinforced the idea of a follow on book. The second force pulling in this direction was the repeated request by Jossey-Bass for a second edition of The Collaboration Challenge book. I find it difficult to get intellectually interested in doing second editions, so I had continually declined. However, May and I did see considerable merit in doing a new book focused on co-creating value. Whereas our NVSQ articles serviced the academic community with a theoretical and conceptual contribution, the book allowed us to focus primarily on practitioners and researchers of management practice.



«Theoretical constructs are essential but one must build concrete bridges to reach practitioners. Cases serve that purpose and reveal breadth of applicability across countries, organizational types, and kinds of social issues addressed».

COLLABORATIVE VALUE CREATION FRAMEWORK



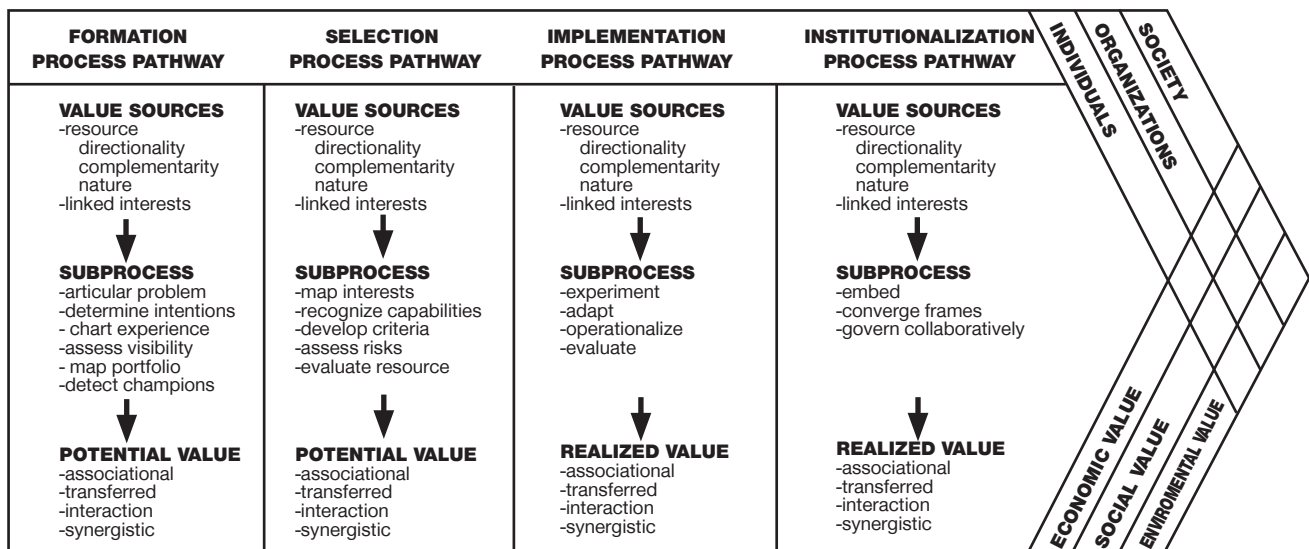
We expanded and elaborated our conceptualization and emphasized the managerial perspective. We were able to incorporate over a hundred collaboration examples from the literature to demonstrate the managerial applicability of our framework in actual practice. While one never knows how your book will be received, we are greatly encouraged by the very positive comments that we have received from practitioners and academics who have reviewed the prepublication manuscript.

Thank you for sending me the impressive list of endorsements your book has already received. I noted Harvard Business School's Prof. Rosabeth Moss-Kanter,

Carroll School of Management's Prof. Sandra Waddock, and Pennsylvania State University' Prof. Barbara Gray. I can see that the practical applicability of the book has received particular praise. Could you provide an example of a useful case, or alternatively elaborate further on what you think is most useful in the collaboration examples?

JA: The strength of using case examples is to provide concrete illustrations of the managerial relevance of the conceptual framework. The dozens of collaborations that we have drawn from the literature and to which we have applied our framework and concepts enable managers to understand more specifically how to co-create value.

ELABORATED COLLABORATION PROCESS VALUE CHAIN





Theoretical constructs are essential but one must build concrete bridges to reach practitioners. Cases serve that purpose and reveal breadth of applicability across countries, organizational types, and kinds of social issues addressed.

SL: What are some of the unique aspects, central themes, and contributions and how might managers and researchers of the field benefit from it?

JA: For managers and researchers the strategic question no longer is whether to collaborate, but rather how to co-create more value for organizations, individuals, and society. Yet we still lack sufficient understanding of where value comes from, how it is generated, what forms it takes, and

«For managers and researchers the strategic question no longer is whether to collaborate, but rather how to co-create more value for organizations, individuals, and society».

who benefits. The book addresses that need by elaborating the Collaborative Value Creation Framework that provides a theoretically informed and practice-based approach to analyzing and creating greater collaborative value. It specifies more completely sources and types of values. This helps managers and researchers more systematically design and analyze collaborations. The Collaboration Process Value Chain analyzes the value creation pathways to reveal how different processes can have differential value-adding effects. We also show how value creation changes as collaborative relationships evolve through different stages including transformational. Outcomes assessment approaches are presented in terms of value creation internal and external to the partnership at the micro, meso, and macro levels. The book ends by distilling a set of smart practices. Each chapter has a final set of questions for reflection some being practice oriented and some more theoretical or conceptual. The book can serve as a managerial guide, but also for classroom use. The book is derived from the rich and expanding collaboration literature. We believe that the book will advance the knowledge and practice frontiers, as well as opening up a multitude of avenues for additional research,

both conceptual and applied. We have dedicated the book to our fellow researchers and inspiring practitioners who continue to build this vital field.

SL: Would such concepts require a change in the mindset of collaborating organisations in order to be put into practice?

JA: We consider having a collaborative mental framework to be so important to shaping value creation potential that it is one of the key components in our conceptualization. In fact, the third chapter reveals how collaboration mindsets have evolved for both businesses and nonprofits and identifies 13 key dimensions of the collaborative mindset.

SL: This is very interesting; may I ask you to elaborate further by mentioning one or two of the 13 elements?

JA: Better still, let me just share with you the summary figure from the book that reveals the 13 elements and how they distinguish between weaker and stronger collaborative mindsets:

COLLABORATIVE VALUE MINDSET		
	WEAK MINDSET	STRONG MINDSET
Value Concept	Narrow	Broad
Value Compatibility	Trade-Offs	Synergistic
Value Relationships	Segregated	Integrated
Value Role	Extractor	Adder
Participation	Exclusive	Inclusive
Benefit Scope	Internal	External
Outlays	Expenses	Investments
Time Frame	Short Term	Long Term
Dependency	Independent	Interdependent
Motivations	Uni-Dimensional	Multi-Dimensional
Attitude	Conflictive	Cooperative
Compatibility	Divergence	Convergence
Change	Minimal	Innovation

SL: Thank you so much for the opportunity to interview you! It has been a highly rewarding learning experience, and I look forward to reading your book.

JA: Thank you for your interest and for the important role that ARSP plays in reaching the collaboration research community with information on forthcoming studies and publications.

| ARSP |



by Dr. Salla Laasonen

Postdoctoral Researcher in Marketing and International Business, University of Turku.



Prof. Andrew Crane

Professor of Policy/Strategy, George R. Gardiner
Professor of Business Ethics, Director, Centre of
Excellence in Responsible Business
Schulich School of Business, York University

Social Partnerships & Responsible Business. A Research Handbook

One of the leading scholars in Corporate Responsibility and Business Ethics research is Prof. Andrew Crane. I was privileged to pre-publication interview Prof. Crane on his on his new co-edited book with M. May Seitanidi "Social Partnerships & Responsible Business. A Research Handbook". He currently teaches Business Ethics and Responsible Business, among others, at Schulich School of Business at York University. He earned his Ph.D. in 1998 at Nottingham University Business School, and has since authored or co-authored 12 books, including the Oxford Handbook of Corporate Social Responsibility, 52 journal articles, and dozens of other practitioner and academic publications. He is also co-author of the well-known Crane and Matten blog, which has attracted widespread readership and recognition. I have followed the work of Prof. Crane as early as my master's studies and his article "Corporate Greening as Amoralization", published in 2000 in the Journal Organization Studies introduced me to the topic of corporate sustainability.

SL: Your research over the last years focuses on Corporate Social Responsibility (CSR), Corporate Citizenship among other related areas such as social partnerships. What do you see as the connection between the different strands of your research and social partnerships?

AC: Social partnerships are everywhere. You can't do research on business and society issues without bumping into them. And what is interesting is that my research on partnerships has affected how I look at those other strands, just as my other research has changed how I look at partnerships.



SL: The connection between CSR and cross sector social partnerships appears to be that Social Partnerships is one of the ways of implementing CSR. Are social partnerships always preceded by CSR?

AC: You're right. That is the main way we tend to think of how CSR and partnerships go together. And it's certainly been the way that I've thought about them in my previous work. But with this book, one of the things that May Seitanidi, my co-editor, and I have been looking to do is to start to turn that relationship on its head – so that rather than seeing social partnerships as a way of implementing responsible business, thinking more in terms of partnerships changing how we conceptualize the nature of responsible business.

SL: Your new edited book which is due to be published in November 2013 by Routledge is titled: 'Social Partnerships and Responsible Business. A Research Handbook' puts first social partnerships followed by responsible business. Why is this the case?

AC: There are a lot of books on CSR but they all tend to relegate partnerships to a minor sub-plot. We wanted to make social partnerships front and centre and look at what implications they are having for responsible business. Not the other way round. You see, the thing is, the shift to cross-sector partnership is, as far as we're concerned, part of a broader shift in the boundaries between sectors, and about how to effect deep, systemic change. This is about changing societies. Sure, responsible business is part of this, but it's not the whole story and we have to stop thinking that everything starts and stops with business at the centre.

SL: What is the primary audience for your book, what are some of the unique aspects, its central themes, major contributions and how a researcher of the field might benefit from it?

AC: It's a research handbook, so our main audience will be academic researchers, especially those in business schools, but also in other faculties where work on cross-sector partnerships is carried out. For the research audience, the book offers a very comprehensive account of partnerships research as it relates to business. We have an incredible line up of international contributors who have all written new chapters especially for the book. It's quite a who's who of partnership researchers. So although we don't want to blow our own trumpet too much, we think it should be something of a field-defining publication – something that draws a line in the sand about what we know so far about social partnerships and where we need to go in the future. It's an exciting moment for the partnerships research community.

SL: What would your suggestion be on how best to use the book for teaching cross sector social partnerships, at what level of study and with which subjects could potentially be associated beside CSR?

AC: Well here's the thing. The book is aimed primarily at a research audience but since there are no teaching books on cross-sector social partnerships currently on the market, we deliberately designed the book to work as a course reader too. It has a nice, easy to understand structure that could form the basis for a course, or the individual chapters could also be used as stand-alone course readings. The last section of the book has a series of reflections on the practice of partnerships by practitioners which we think should be especially valuable to students looking for practical advice on how to build and sustain successful partnerships. There's a wealth of wisdom and experience condensed into those pages. So parts of the book could be used for MBAs as well as the more research-oriented type of level that you get with taught masters degrees. As for subjects, one thing we'd love to see happening is for more dedicated courses on cross-sector partnerships to spring up. There are a few already, but there is a great need for more.

SL: There seems to be an increase in the interest on cross sector social partnerships both in theory and in practice the last few years. However, you have been publishing since 1995 on green alliances so I wonder if you think there might be reasons for this renewed generalised interest in this phenomenon?

AC: Well some of our contributors, like Sandra Waddock, have been writing on the phenomenon since the 1980s. So we're at least a quarter of a century into this now. I don't think that the interest has ever gone away, it has just taken some time to gradually build. The point is that now, cross-sector partnerships have become so common that more and more people are doing work on them. We've reached a point where there is enough of us to start thinking of ourselves as a field in our own right, albeit a pretty small one. Hopefully, the book will play at least some part in that process.

SL: Thank you very much for this insightful interview! It is always interesting to learn more about the story behind projects such as your new book. Your perspectives are valuable input to the current issue of ARSP, and I look forward to reading the book!

AC: No problem, thanks for the opportunity. After all, the ARSP is one of the best vehicles we have so far for connecting up the community of scholars and practitioners around social partnerships. It's the perfect place for talking about our book!

| ARSP |



by Dr. M. May Setanidi (FRSA)

Senior Lecturer in Strategy, Kent Business School, University of Kent-UK & Visiting Fellow International Centre for Corporate Social Responsibility (ICCSR), Nottingham University Business School, UK



Bruce Burtch

CEO, Bruce W. Burtch Incorporated & Executive Director, 10,000 Partnerships.

Win-Win for the Greater Good



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The 'Father of Cause Marketing' and a cross-sector partnership expert, Bruce Burtch is a leading consultant in the US. He has been helping for almost 40 years for-profit, nonprofit, education and government sectors develop strategic partnerships maximising the benefits to all their stakeholders. His clients include the American Red Cross, USS Potomac, St. Mary's Medical Center, Ramsell Corporation, U.S. Olympic Committee, Marriott Corporation, AT&T, Special Olympics and March of Dimes and many more. His new book 'Win-Win for the Greater Good' is a hands-on implementation guide on how to develop partnerships for the social good with numerous examples from his own projects. Interviewing a highly experienced consultant brings valuable practice based insights to our community for which we are grateful. Even more as Bruce Burtch kindly offered for his new book a special discount for all the ARSP readers (see box).



MS: As a pioneer of cross sector social partnerships within the practice community since 1976 you have been developing partnerships, implementing cause-related programmes and leveraged collaborations through campaigns in order to increase the impact for the partners, but also maximise the social good. What do you see as the 'social good' and do you think that the private and social good might at times be in conflict?

BB: In my opinion, nonprofit organizations are not causes, they are facilitators whose mission is to develop and provide services which benefit causes. This is a very important distinction. When we talk about benefiting the social good or the greater good, we're talking about beneficially impacting social and environmental concerns such as homelessness, childhood cancers, starvation, pollution, and myriad other serious issues. These are the causes.

A well-conceived, strategically-executed partnership among any sector, for-profit, non-profit, education and/or government, is rarely in conflict when the focus is on the greater good. When conflict arises it is usually because the focus has become inward, toward their organization's individual business or mission priorities, and not on the cause. When first forming a partnership it is essential that all partners put their individual business objectives and agendas face-up on the table, so going in everyone knows these individual objectives. Indeed, the most successful partnerships occur when each partner strives to meet the individual objectives of all partners. However this individual focus must never overshadow the larger, far more motivating factor - impacting the greater good. Open communication, flexibility and always keeping the greater good as the primary partnership goal, these will assure a successful partnership.

«When conflict arises it is usually because the focus has become inward, toward their organization's individual business or mission priorities, and not on the cause.»

MS: What would you see as the most important element for a successful social partnership?

BB: Keeping the focus on the greater good and doing all in your combined ability to benefit the cause, this is the most important element for a successful social partnership. Additionally, having the proper alignment between organizations is also critical. By alignment I mean that when put side by side, your brand with their brand, your business values with their mission,

this association is intellectually, emotionally and practically compatible. In other words, the association just make sense to the partners and especially, to the media and general public.

An excellent example alignment is the partnership between Barefoot Wine and the Surfrider Foundation. The Surfrider Foundation's mission is the protection and enjoyment of oceans, waves and beaches. Together they created the Barefoot Wine Beach Rescue Project to help keep America's beaches "barefoot friendly." The partnership hosts beach clean-ups and restoration events coast-to-coast utilizing volunteers to clean the shorelines, plant native greenery and collect litter strewn along the beaches. At the end of each event, volunteers enjoy Barefoot Wine and surf-inspired food. Aligning a brand like Barefoot Wine with the surfing-originated and water-focused Surfrider Foundation is a great example of excellent alignment. Even the events themselves emphasize this barefoot-friendly alignment.

MS: You have been practising cross sector collaboration for the last 37 years. Is it easier now to convince organisations to partner with organisations from different economic sectors then 37 years ago?

BB: Yes...and no. I developed my first significant partnership between Marriott Corporation and the March of Dimes, an organization dedicated to ending infant mortality and birth defects. Marriott wanted to promote the opening of their new \$80 million family entertainment center, Marriott's Great America, in Santa Clara, California. Our objective was to attract over 2 million visitors that first year, 1976. March of Dimes Chapters West held pledge-walks throughout the Western Region of the United States, the marketing region of Marriott's Great America. We partnered together and created a contest whereby the person who raised the most money for March of Dimes in each of their pledge-walks would receive 100 free tickets to the grand opening of Marriott's Great America. March of Dimes' efforts would carry our Marriott brand and motivate attendance to a far wider region and population than our marketing budget would allow. This contest generated tremendous interest and was instrumental in attracting a record-setting 2.2 million visitors to the family entertainment center in its first year. And the partnership motivated over \$2.5 million in pledges/donations - 40% more than had ever been raised in the history of March of Dimes Chapters West.

This partnership made sense to both partners because we were clearly addressing our individual marketing needs while focusing on raising money for the greater good. According to the Cause Marketing Forum, this campaign/partnership is considered the first cause marketing campaign in history.

Since that time there have been innumerable partnerships and much research on the cross-sector partnership industry which have provided strong validation of the concept. Many, possibly



too many, organizations have jumped on the bandwagon of cross-sector partnerships, though mostly in the realm of cause marketing. I feel that the pendulum is now swinging a bit too far to the other side, where many partnerships are focusing the majority of their effort on advertising approaches to generate sales or donations and not on impacting the cause. If this continues, and I think it will, many aware organizations may decide not to form partnerships, wishing not to be seen as “me too” thinkers.

The benefits of cause marketing, and of cross-sector partnerships in general, are so significant that we should strongly encourage their growth, while putting our focus (and financial support) squarely on how a partnership will impact the greater good. This can best be accomplished by providing complete transparency on the funds that are beginning solicited, the amount that is going to the non-profit, in what time period, and why the partners came together to address a particular issue or need. Without this transparency, a lack of trust, especially by the general public, will develop that may negatively impact the individual brands of the partners.

SL: The primary audience for your recent book “Win-Win for the Greater Good” are practitioners. It is particularly interesting that you call upon SMEs (small medium enterprises) to develop partnerships with Nonprofits. Why did you select this particular audience?

BB: I have worked at all levels, in all sectors of partnership, from the United States Olympic Committee, Fortune 500 corporations to a two-person arts program, and everything in between. Large organisations in both the for-profit and nonprofit sectors have taken up cross-sector partnerships, and especially cause marketing, with great zeal. Accordingly, research that follows such partnerships and related trends focuses primarily on larger for-profit and nonprofit organizations. I have found little research which focuses on partnerships in the category of 500 or less employees. And yet in the United States and the European Union these smaller enterprises make up between 97 and 99% of all for-profit businesses, and similarly of nonprofit organizations. This is a vast market in the millions of organizations.

From my experience of working at all levels, cross-sector partnerships can work just as well, and sometimes even more effectively, with smaller organizations joining together for the greater good. Smaller organizations tend to be deeply rooted in smaller geographic areas and thus the promotion (media, viral and otherwise) of the partnership, the stakeholders involved, the project or program undertaken and the beneficiaries of the partnership are more likely to be interacting within their own community or their own region. This concentration and interaction of knowledge and effort can provide highly successful results for a cross-sector partnership.

Importantly, when employees participate in cause-related programs under their company’s sponsorship, research has repeatedly shown that employee satisfaction and employee morale is significantly raised, which has a direct correlation on employee retention and thus, the financial bottom-line of the sponsoring organization. This is not exclusive territory of large corporations. Employees in much smaller organizations can achieve the same satisfaction and their organizations the same benefits. For example, in 2012 I directed a four-sector partnership involving 10 lead partners and 90 health and wellness providers, and together we produced a health and wellness fair targeted towards homeless, very low income and underinsured residents in one of Oakland, California’s most impoverished neighborhoods. With only a few exceptions, every one of the partners and providers involved were organizations with less than 500 employees. The results in employee engagement, satisfaction and community goodwill were exceptional. My new book, *Win-Win for the Greater Good*, is targeted

«The benefits of cause marketing, and of cross-sector partnerships in general, are so significant that we should strongly encourage their growth, while putting our focus (and financial support) squarely on how a partnership will impact the greater good».

primarily for organizations under 500 employees. It is within this under 500 employees demographic where I have found cross-sector partnerships to be the least utilized and consequently, where I feel there is enormous opportunity to stimulate their economic and social success.

MS: Looking at your reader-friendly book I found many useful examples and exiting ways to leverage nonprofit-business partnerships. There was however something that puzzled me. You seem to refer interchangeably to partnerships and/or cause-related marketing. Most academics would suggest that the two are different practices. Do you see the two as one and the same?

BB: Cause marketing is a subcategory of cross-sector partnerships. Cause marketing is a relationship between a nonprofit and for-profit organization designed specifically to generate sales and increase donations, utilizing a “cause” as the motivational factor. Cause marketing can also result in increased brand awareness,



employee engagement and other benefits. However, it is just one category of cross-sector partnerships. I define a cross-sector partnership as a multifaceted, value-driven relationship between two or more partners from the nonprofit, for-profit, education and/or government sectors focused on creating a greater good for society. By multifaceted I mean that cross-sector partnerships can and should create multiple links between many aspects/departments of the participating partners, and not just their marketing efforts. For example, my work has identified over 30 distinct benefits that can be received by all partners in a cross-sector partnership. These multiple benefits include increasing employee engagement, job satisfaction and retention; generating community goodwill; increased press

“Bruce beautifully articulates that business is not a zero-sum game – someone doesn’t have to lose for another to win. By creating value for the community, all of the organization’s stakeholders will benefit and can thrive. Operating this way is not only enriching and fulfilling, but, ironically, it’s also the most enduring and profitable approach to business.”

Kip Tindell, Chairman and CEO, The Container Store.

(The Container Store is perennially listed as one of the top companies to work for in the US)

coverage; Board of Directors’ involvement; in-kind donations; reaching new demographics and target markets; development of earned income opportunities, and many more benefits that are created by developing such multiple linkages.

My primary mission with Win-Win for the Greater Good is to explore and stimulate the multiple opportunities and multiple linkages that can be derived from a cross-sector partnership, with cause marketing as just one, albeit quite important, opportunity.

There are excellent resources to better understand cross-sector partnerships. I would suggest the following organizations from whom I have and continue to learn:

www.causemarketingforum.org; the world’s leading forum on cause marketing and related cross-sector partnerships; www.conepr.com; a leading provider of research on cross-sector partnerships and cause marketing and also a practicing agency in the field; www.edelman.com; the world’s largest public relations firm which produces the annual goodpurpose study [http://](http://purpose.edelman.com/)

purpose.edelman.com/ and of course, www.bruceburtch.com

MS: What advice would you give to small businesses that wish to develop partnerships with nonprofit organisations?

BB: Developing cross-sector partnerships is not rocket science. Highly successful partnerships can be developed between any size organizations, and as mentioned earlier, sometimes a smaller, more local cross-sector partnership will have the most effective impact on their community.

In my opinion, what’s missing most in the entire realm of partnerships, at any level of partnerships between the different sectors is that this should be a business discussion: the business of partnerships. This is not about: I have a need and I want you to help me fill it. This is about how can I best help you meet your business objectives and how can you help me best meet mine. It’s just that simple. If your business objective is to feed more homeless people, raise funding for new homeless shelter, or generate more sales of your products and services... what business value can you bring to a partner organization that will motivate them to do everything in their power to help you do that?

It is amazing how many discussions between the sectors miss this point entirely. They focus on the emotional appeal, the needs of the starving children, the pets that are being abused, pollution which is killing fish in our streams. Now I like a strong emotional appeal as much as anyone, but I’m in the business of creating successful cross-sector partnerships, and successful partnerships are first and foremost business relationships. Once you form a mutually beneficial business relationship... then and only then should you add the emotional appeal focused on the greater good that will drive sales, drive donations and drive the success of your partnership goals. As I have emphasized, the focus of a successful cross-sector partnership must always be on developing a greater good, however not to the detriment of a solid business relationship, or else the partnership will fail and nothing will be accomplished that benefits the greater good.

MS: Thank you very much for sharing with our readers your great insights and advice on the implementation of partnerships. We are grateful and we look forward to your next great campaign!

BB: Thank you for this opportunity to share my views based on many years of in-the-trenches work in the development of cross-sector partnerships. I’m currently working on developing a national cross-sector partnership campaign with St. Baldrick’s Foundation, the largest funder of children’s cancer research other than the U.S. government. As my personal preference is to work on campaigns focused on children at risk, this new opportunity will take all of my experience and energy while seeking partners who truly want to conquer childhood cancers. | ARSP |

PEDAGOGY

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by Dr. Jennifer S. A. Leigh,

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Cross-Sector Partnership Teaching

Kick starter: Strategies to Enhance Partnership Literacy in Your Classroom Starting Today

Are you a faculty member who researches cross sector partnerships (CSP) and cross-sector social interactions (CSSI) yet longs to incorporate more of these topics in your teaching? Are you a practitioner trying to find appropriate training resources? Have you been teaching about CSPs but still looking for that special something for an upcoming module? If you answered yes, then this year’s section is for you!

We know incorporating CSP into traditional disciplinary courses has predictable challenges due to the “silo-ed” nature of most contemporary management and business education. We also know that nearly every major global development initiative calls for partnerships, especially those sponsored and coordinated by the United Nations and many European Governments. Yet at the same time our collective partnership competencies lag far behind the demand. In a recent blog post from 6 June 2013, Darian Stibbe, Executive Director at The Partnering Initiative, highlighted the role of higher education in meeting this demand:

“We need to scale up the level of partnership literacy – the skills and understanding required for effective partnering – across all sectors. Specialist training courses, online and in person, should be made much more accessible; business schools and public policy schools should include partnering within their standard curricula to help mainstream the concepts.”





Fortunately, the core aim of this section is reviewing relevant pedagogical materials and scholarship of teaching and learning resources to assist those teaching about cross sector partnerships (CSPs) both inside and outside the academic classroom. Our specific goals are:

- a. to identify teaching and learning resources relevant for the academic classroom and resources tailored specifically to practitioners;
- b. to highlight the wisdom of cross-sectoral thought-leaders as it relates to teaching & learning;
- c. to identify sources of cross-sector partnership pedagogy research within CSP research and in closely related fields;
- d. to share innovative pedagogy, curriculum, course design, assessments, and exercises.

In this year's edition we cover a variety of thought provoking and practical ideas which can help you integrate CSP & CSSI into your classes, modules, courses, and trainings for first-timers and those refreshing their content. These resources come from both ARSP editorial team, as well as you—the CSSI community. To support the diversification of this section, I'm pleased to announce that Dr. David Hyatt (University of Arkansas, Sam M. Walton College of Business) has joined this section as an Associate Editor and will be contributing two brand new columns. Be sure to read his *Partnership Concepts through Cases* column that identifies case studies focused on relevant CSP and CSSI themes, and his second column *Textbook Reviews* that aims to review partnership text books. To complement the *Partnership Concepts through Cases* column, I've compiled a *CSSI Case Resource List* which highlights several sources for new cutting-edge CSSI teaching cases including an in depth summary of the Hubert Project.

This edition includes another new column, *Teaching Innovation Resources*, which in this issue spotlights resources of CSSI community members, Dr. Matt Koschmann and Dr. Art Dewulf. The growth of this particular column will come from ARSP reader contributions and from the broader CSP/CSSI community. The Partnership Pedagogy Editorial Team strongly encourages you to share your innovations with us (jleigh4 at naz.edu & dhyatt at uark.edu) and asks you to encourage others to do the same when you see creative teaching and learning practices in the classroom or the field.

What we profiled this year is the proverbial "tip of the CSP iceberg" and it is our hope that these new columns offer a wider array of resources that enhance your CSP pedagogy materials and inspire you to experiment over this coming year. | ARSP |

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by Dr. David Hyatt

Clinical Assistant Professor of Supply Chain Management

Teaching the “Collaboration Continuum” with Case Studies

Are you interested in using case studies to illustrate the phenomenon of cross-sector partnerships in your educational programs? If you are, then keep reading because we aim to highlight teaching cases in this and in future issues of the ARSP. We are excited to add this feature to the ARSP Pedagogy Section because the active learning that comes from case analysis helps students to better grasp the complexity of partnership practice. As a practical matter, our review of many cases reveals that partnership practice is often not the central theme in cases; instead, the authors’ intent may have been to illustrate corporate social responsibility (CSR), or sustainability, or leadership, or non-profit management, and so on. But many of these cases can easily be adapted to our purposes.

In this inaugural column we will show how the author uses different cases to illustrate the Collaboration Continuum (Austin, 2000) or the extended more recent version (Austin & Seitanidi, 2012). The Collaboration Continuum is a tool that allows us to organize collaborations according to the nature of the relationship, which includes such dimensions as levels of engagement (low to high), strategic value to the partners (minor to major), and scope of activity (narrow to wide). The four partnership types along the Continuum are Philanthropic, Transactional, Integrative, and Transformative, each suggesting a deeper level of engagement between

the partners. The teaching cases below can be used to discuss the Continuum stages with students helping them to contextualize the stages in real life examples.

The sections below begin with the title of the case followed by the authors and the date published. We then provide a short description of the case and suggestions for modules or courses where the case might be used. Then we link the case back to the more recent extended version of the Collaboration Continuum, noting any interesting points from the case.

● IBM: The Corporate Service Corps *(Marquis & Kanter, 2009).*

This strategic CSR case focuses on IBM’s efforts to become a globally integrated enterprise via NGO partnerships. The idea was that 100 of IBM’s best employees would be deployed short-term to provide volunteer labor on NGO partners’ projects in the developing world, leveraging those employees’ business acumen to strengthen communities and also becoming more informed global citizens in the process. This case would fit into business strategy, business and society or possibly classes on development. In terms of the Continuum, the case nicely illustrates Philanthropic interactions demonstrating one-way benefits accruing mostly to the NGO partners. The case also highlights the difficulties IBM encountered in measuring project outcomes because they were intangible and long term.



● (Product) RED (A & B)

(Moon, Norton, & Chen, 2008).

This social marketing case explores the startup and growth of the (RED) brand to combat AIDS in sub-Saharan Africa. It explores the differences between charity and cause-related purchases and how such initiatives can benefit both market sector organizations and charitable groups. This case would fit into business and society, sustainability, non-profit management, marketing and non-profit marketing classes emphasizing cause-related marketing and branding. In our context, the case nicely illustrates Transactional interactions because market relations basically govern the partners' interactions. That is, (RED) benefits when firms allocate a certain amount of profit from sales while firms benefit from increased sales due to cause marketing. (RED) thus provides a brand which firms are willing to pay for. However, a central question in the case is what kind of corporate partners (brands) should (RED) seek in order to effectively build its own brand.



● Building and Scaling a Cross-Sector Partnership: Oxfam America and Swiss Re Empower Farmers in Ethiopia

(Doh, London, & Kilibarda, 2012).

This sustainable development case aims to develop the rationale for partnership from the perspective of the non-profit partner, Oxfam America. The case explores the collaborative creation of a holistic climate-related risk management product (weather insurance) paired with risk reduction activities, risk transfer, and prudent risk-taking, all aimed at increasing resilience and reducing poverty among poor Ethiopian farmers. While the case is focused on the two main partners, a variety of governmental and nongovernmental partners supported the initiative. This case would fit into non-profit management, business strategy, business and society, sustainability, or sustainable development classes emphasizing bottom of the pyramid initiatives. This case can be used to learn about Integrative collaborations, where organizations are aligned, for instance in terms of strategies and personnel, with the intent of co-creating value. In this case, that value is an innovative approach to managing risk that also promotes development while reducing poverty. Farmers who before were hesitant to invest in the agricultural enterprise are now more willing to do so because it is less risky to them. But because insurance is based on laws of large numbers and diverse risk pools, a central question is how to scale up the initiative.

While the story is still unfolding with this resilience initiative, the partnership may, over time, evolve to a national or international level. Then the co-created value could have Transformational outcomes, achieving scale such as by creating sustainable farming practices and strengthening communities and the society at large.

We look forward to your own use of case studies, your favorite partnership cases, your comments, or your suggestions for case themes for future columns. Please send these to dhyatt at uark.edu. | ARSP |

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by Dr. Jennifer S. A. Leigh

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CSSI Case Resources List



Cases are an excellent teaching tool for CSSI topics and they are by far the most developed pedagogy resource to date since there are numerous case publishers, case repositories, and case journals. This list focuses on the first two case resources for case identification. Case selection is a complex process based on an instructor's learning objectives, one's teaching style, and the case experience level of both faculty and student learners. Often the best cases come from a referral, like those offered above in Dr. Hyatt's Partnership Concepts through Cases column.

As noted by Seitanidi (2012) our terminology in this domain is continually evolving, so when searching for cases in larger publishing house websites scan any themes/categories listings for Business & Society topics and also utilize a variety of CSSI terms in keyword searches (i.e. public-private partnerships, profit/non-profit partnerships, multi-stakeholder, base-of-the pyramid, social entrepreneurship, etc.) The following is a list of selected case providers and short summary highlighting special features of note for the ARSP community.





Case Resource	Web Address	Overview
The Case Center (formerly ECCH)	http://www.thecasecentre.org/educators/	This is a UK & US based non-profit case clearing house. They provide cases, case training, and case development scholarships for members (http://www.thecasecentre.org/educators/submitcases/scholarships/about). If you are at the beginning of your academic training see if your institution is a member, apply, and develop your own CSSI case to complement those offered in their collection.
Case Place	http://www.caseplace.org/	Caseplace, sponsored by the Aspen Institute, is a comprehensive resource for teaching materials on environmental, social and ethical topics. To find cases use the category menu and select product type.
Electronic Hallway	http://hallway.evans.washington.edu/	This on-line repository provides public policy and management cases using a membership service fee structure, unlike other case providers that typically charge by the case. This resource is particularly helpful for those teaching courses in public administration and public policy.
GlobaLens	http://www.globalens.com/	Globalens is based at University of Michigan's Ross School of Business. Their resources focus on international business and social impact topics with a particular emphasis on sustainability and base of the pyramid. They are the contest administrator for the annual "Next Billion" case competition and carry in their collection these cases on cutting edge topics which often include CSSI themes.
Harvard Business Publishing	http://www.harvardbusiness.org/	The case method has been a hallmark teaching approach of Harvard Business School and Harvard Business Press is one of the leading producers of cases. HBP has continued to add numerous business and society cases with an explicit cross-sector focus over the last few years.
Hubert Project	http://www.hubertproject.org/	The Hubert Project is an open source e-learning portal sponsored by The Humphrey School of Public Affairs at the University of Minnesota. The collection is targeted at those teaching public affairs, however CSSI lecturers will find useful resources regardless of discipline. The collection's three main products are Video Briefs, Curated Cases, and e-Cases. See the more detailed overview of this portal below.
Ivey Publishing	https://www.iveycases.com/Default.aspx	Ivey Publishing has been publishing cases since the business school inception and more recently has established a particular emphasis on emerging economies. They are currently the leading publisher on cases focused on India and have sponsored the innovative initiative that provides free cases to business school faculty and students in 39 emerging economies. (See: http://www.ivey.uwo.ca/centres/engaging/outreach/39countryinitiative.htm). Ivey has numerous CSSI cases and encourages authors to publish in this area.
The Partnering Initiative (TPI)	http://thepartneringinitiative.org/	TPI is a UK based not for profit organization that provides training and consulting in the area of cross-sector partnerships. They have published a small set of CSSI cases focused on cross-sector partnerships (http://thepartneringinitiative.org/w/resources/case-studies-and-papers/) as well as a DIY guide to create your own cases (http://thepartneringinitiative.org/w/resources/toolbook-series/the-case-study-toolbook/).



This edition offers an in-depth overview of the Hubert Project for two reasons. First, the materials offer a “next generation” model for case studies with their innovative multi-media structure that includes a variety of videos, case narratives, and slideshows. Second, this case portal provides readers unique resources from the public affairs education community.

● The Hubert Project

The Hubert Project is an open source e-learning portal sponsored by The Humphrey School of Public Affairs at the University of Minnesota. The collection is targeted at those teaching public affairs; however, CSSI lecturers will find useful resources regardless of discipline. The collection’s three main products are Curated Cases, e-Cases, and Video Briefs.

CURATED CASES are a compilation of numerous governmental and non-profit advocacy and research documents on a variety of topics. These include a wide array of resources from academic articles, fact sheets, white papers, podcasts, and relevant legislation. Each curated case is accompanied by a usage note that summarizes the resources and provides varying levels of facilitation guidance. Of note to ARSP readers is the case on “School Based Mental Health Delivery” which focuses on CSPs, as well as policy advocacy and implementation.

The **E-CASES** are similar to traditional teaching cases; however, their narrative is enhanced with modules including multi-media features such as interviews with key actors, links to relevant academic articles, and interactive slides that summarize key organizational and policy concepts. All e-cases are sorted into 19 different organizational settings/sectors and 25 different skills areas, including a special code for collaborations/partnerships. The “Beyond the Yellow Ribbon: A Reintegration Program for the Guard and Reserve” case details a cross-sector initiative including several governmental entities (military, federal-state-county government) and numerous types of non-profit organizations (See <http://www.hubertproject.org/hubert-material/210/>). In addition, two cases focus on various types of within-sector, non-profit partnerships: the “Innovative Theatre Arts Collaboration” e-case focuses on partnerships between two non-profit theatre groups and the “Backyard Initiative” e-case describes an evolving set of partnerships between a large health care system and numerous grassroots organizations. Each case includes approximate running times and most e-cases, like the curated cases, also have “Usage Notes” that include a summary of each module and offer discussion questions. The e-cases and additional materials can be downloaded in their entirety with free registration.

While not cases, **VIDEO BRIEFS** are another useful tool in the collection. These are short 3-7 minute clips of interviews, mini-lectures, and interviews with citizens on key policy concepts. There are two especially useful video briefs for those introducing basic CSP concepts for the first time. The first is a five minute clip simply titled, “Collaboration” developed by Dr. Barbara Crosby. This video defines collaboration broadly, discusses why collaborations are needed, identifies common challenges, covers formal and informal (champions) leadership, and summarizes two case studies taken from the Minnesota region. It draws upon the author’s research with Dr. John Bryson (2005) and includes both usage notes and supplemental materials that suggest additional readings in the topic area. The second video clip focuses on “Government-Non-profit Relationships” by Dr. Jodi Sandfort. The video first defines types of non-profit organizations, summarizes historical growth trends of government and non-profit organizations, and then reviews three types of government-non-profit relationships: supplementary, complementary, & adversarial. It concludes with the challenges in the various relationships non-profits have with the government as formal vendors, partners, and advocates for policy change. The “Collaboration” clip could be used in nearly any course with content linked to external stakeholders. The “Government-Non-profit Relationships” video is suitable for business classes with strategy, business ethics, sustainability, business & society, economics, or other macro topics. | [ARSP](#) |

Would you like to share additional case resources? Send us an email to jleigh4@naz.edu.

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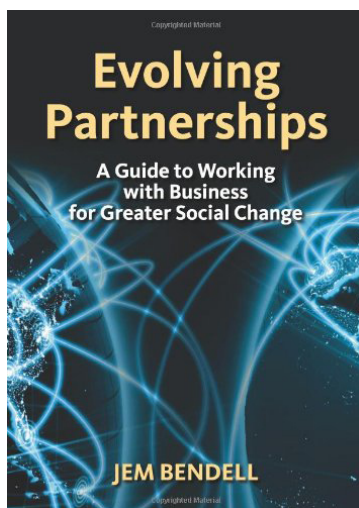
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Reviewed by
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“Evolving Partnerships” *written by Professor Jem Bendell*

BENDELL, JEM. (2010).
Evolving Partnerships:
A Guide to Working with
Business for Greater Social
Change. Sheffield, UK:
Greenleaf Publishing.
(ISBN 978-1-906093-62-4
(Hardback), ISBN 978-1-
907643-17-0 [PDF eBook]).
The 150-page softcover book
and eBook are both \$29.50
from Greenleaf.

In this column of Partnerships and Pedagogy, we review relevant pedagogical materials and scholarship of teaching and learning resources to assist those teaching about CSPs both inside and outside the academic classroom. I chose Bendell’s guide for this review because I did use it as a required reading in my masters class on CSPs for Sustainability. The guide isn’t a textbook though; rather, it aims to lead “public interest” practitioners (those in either civil society or governmental organizations) with experience in partnering with business through a step by step analysis of their partnership strategy. That is, the guide’s intended audience is advanced practitioners of CSPs. Bendell recommends *The Partnering Toolbook* (Tennyson, 2011), a resource that he draws upon for this guide, for those new to partnering. That said, the perspective and scope of this review concerns how “Evolving Partnerships” might be delivered in an instructional setting (higher education or in workplace training).

The content of the *Evolving Partnerships* could be divided into three broad categories: a series of different typologies and frameworks that are relevant to CSPs; worksheets that help practitioners assess where they stand with their organization’s partnership strategy (mostly tying back to the frameworks); and Bendell’s informed opinions and commentary on the practice of partnership for addressing societal issues. Bendell is specific about the aims of these partnerships from the public interest perspective—they should focus on changing the operations of the business partner. Taken as a whole, the guide provides public interest partnership strategists with Bendell’s blueprint for sustainable development through an evolution of partnerships.

Taking this evolutionary perspective, he describes first-generation partnerships as philanthropic and involving little change (or risk) to the business partner. Second generation partnerships aim mainly to change internal operations of the business partner to align with the public interest organization. Often requiring involvement of other external actors with an emphasis on governance, third-generation partnerships involve collaborative efforts



to change underlying social systems and markets to address social problems. Bendell's perspective that CSPs should have the aim of changing corporate behaviour also informs his healthy scepticism concerning the efficacy of partnerships to produce social transformation—he provides numerous examples of partnership failures and warns of promoting corporatism when the public interest partner forgets its own critical analysis. The guide is thus frank about both the opportunity and limits of voluntary initiatives (such as CSPs) for changing corporate practices.

Based on my experience using this text in a multidisciplinary master's class on partnerships, I have suggestions on how to use it in a college classroom setting. The typologies and frameworks (chapters 1-3, pages 1-47) are quite useful and I think stand on their own with value to students of different academic backgrounds. These pages are filled with rich descriptions of a variety of CSPs and provide a background for a range of discussions. The 11 practitioner-oriented worksheets as well as Chapter 4 (assessing your partnering) and Chapter 5 (evolving to the next generation of partnership), will not be that useful to students new to CSPs. One worksheet, for instance, asks the reader to assess his or her organization's generation of partnerships. The last two chapters, however, will be quite interesting for students because Bendell not only frames the many challenges for partnering, but also shares his views about development and the role of CSPs for sustainable development. Although these two chapters contain complex material for students unfamiliar with these topics, they offer content that, with supplemental readings, can lead to rich classroom discussion. For instance, Bendell's references to evolutionary biology could be supplemented by readings on complexity, cooperation, or systems to generate different perspectives on CSPs.

Based on my experiences leading strategic planning in higher education, I can imagine the guide being used in a two-day planning workshop with advanced practitioners (Bendell's audience) in either an open enrollment setting or custom workshop for an organization. In the right scenario, such a workshop could potentially include different members of a CSP network. Operationally, it would be helpful for participants to have read chapters 1-3 beforehand, but in circumstances where this is not possible my estimate is that material could be covered via lecture and discussion in one morning, leaving much of the remainder of the two-day session to focus on completing and discussing the worksheets. There are several options for closing such a workshop. One option would be to focus the group on how to take what they have learned and develop a partnership action plan for their organization. A second approach would be to close with some discussion of the material in Chapters 6 and 7 which focuses on partnership challenges and opportunities. I would lean towards the former (because it is more action oriented) and assign Chapters 6 and 7 as a follow-up reading.

Overall, 'Evolving Partnerships' is a good choice for higher education and workplace training instructional settings, with both basic and advanced material for students of CSPs. The guide's practitioner-specific content and worksheets are a minor distraction for the college classroom setting but a decidedly welcome asset for a workshop setting with practitioners. Bendell's deep experience lends authenticity to the material, a plus in either setting. | [ARSP](#) |

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by Dr. Jennifer S. A. Leigh

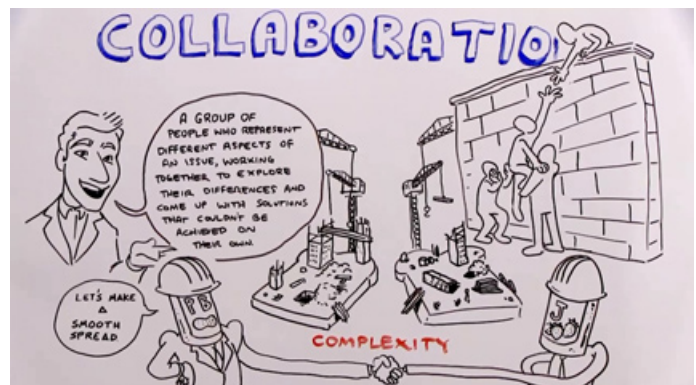
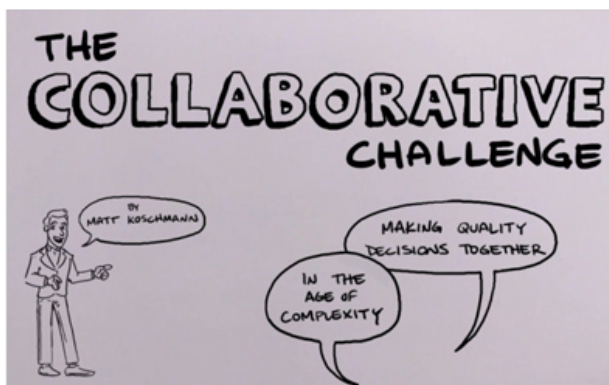
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Whiteboard animation & multi-actor simulations

The focus of the *Teaching Innovations* column is to share pedagogical innovations identified by the CSSI community. These can include, but are not limited to, CSP and CSSI related experiential exercises, specific modules, curricula, or specialized topics such as leadership and collaboration. Examples of these types of resources are profiled below and in previous editions (see Hyatt’s «Collaborating to Empower Collaboration: An Academic Approach», 2012). In this edition community members have sent us information about a whiteboard animation video and a multi-party simulation.

● **WHITEBOARD ANIMATION VIDEO:** The first teaching innovation resource was sent to the column from Dr. Matt Koschmann, a professor in the department of Communication at the University of Colorado, Boulder. His innovation uses whiteboard animation to produce a video on collaboration (Whiteboard, n.d). The full title, “The Collaborative Challenge: Making Quality Decisions Together in the Age of Complexity,” is a YouTube video and the transcript of the video is available upon request from the author koschmann@colorado.edu (See: http://www.youtube.com/watch?v=iN_A7keXtVg). Dr. Koschmann shared his approach for utilizing this resource with his different student populations:

I use the video for upper-division undergrad classes and in my grad seminar on collaboration. In the undergrad classes we get more in-depth with the video and transcript [and] for the grad seminar I use this as an introductory statement about the overall focus of the class. [T]hen we get more in depth with other academic articles and books (Koschmann, personal communication, 9 September 2013).





In terms of the learning process, Dr. Koschmann assigns the video as pre-work, follows with in-class and on-line dialog, and ends with assessment.

When I use it I have students watch it on their own and we discuss in class (or post comments online if I'm teaching an online class). I try to get people to relate their personal experiences to the concepts discussed in the video. I treat the transcript like any other class reading and develop quiz questions from the transcript (Koschmann, personal communication, 17 July, 2013).

This 16 minute video “lecturette” introduces the business case for collaboration and describes in detail the concepts of collaborative advantage and collaborative inertia based on the work of Dr. Chris Huxham and Dr. Siv Vangen (references provided to the right). He then summarizes best practices in collaborative design concepts structure and process with an emphasis on communication. The link is easy to embed in any learning management system.



● **SIMULATION.** The second community contribution is from Dr. Art Dewulf (art.dewulf at wur.nl) who shared information about a CSSI simulation that is a multi-actor negotiation titled the Podocarpus National Park:

The simulation condenses a multi-actor negotiation process into a sequence of internal, bilateral and multilateral interaction[s]...Representatives of the different involved stakeholders meet each other in multilateral meetings, where they discuss the future direction of a problem domain. Before and between those multilateral meetings internal and bilateral meetings take place (Dewulf, A., n.d.).

This multi-actor negotiation is facilitated by expert consultants. The simulation has been used in Belgium, Netherlands, Germany, Egypt, Ecuador, and Vietnam for master’s students and mid-career professionals. For more information, including a short video of the simulation, you can go to the following website (<https://sites.google.com/site/artdewulf/Home/podocarpus>). Dr. Dewulf described his experience facilitating the simulation at short course on Multi-Stakeholder Processes (2013—see blog link to the right). If you are interested in learning more you can contact him by email and he can connect you with his network of trained facilitators.

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by Dr. M. May Setanidi (FRSA)

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The cover features the Accenture logo on the left and the United Nations Global Compact logo on the right. The title 'The UN Global Compact-Accenture CEO Study on Sustainability 2013' is prominently displayed in the center, with the subtitle 'Architects of a Better World' below it.



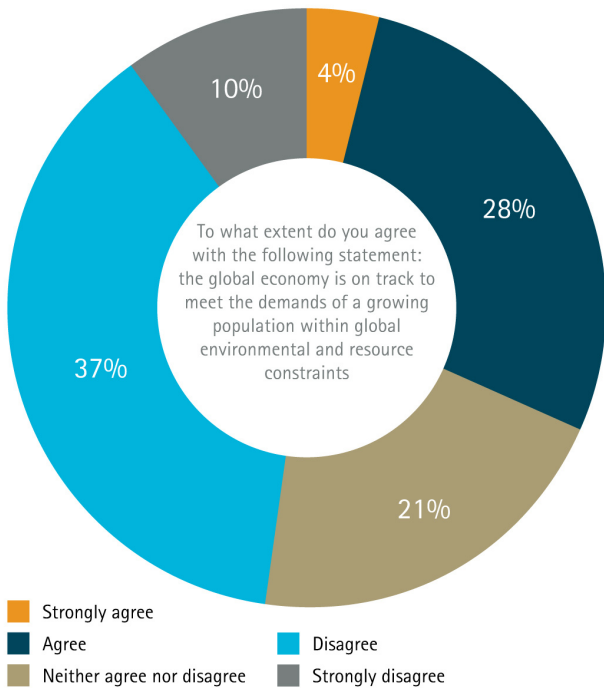
The UN Global Compact-Accenture CEO Study on Sustainability 2013

"I am always surprised how conservative discussions on sustainability are: we often try to defend the situation of the past, but the challenge for all of us is not to waste time in delaying necessary change".

European CEO
UN Global Compact-
Accenture CEO Study,
2013:19

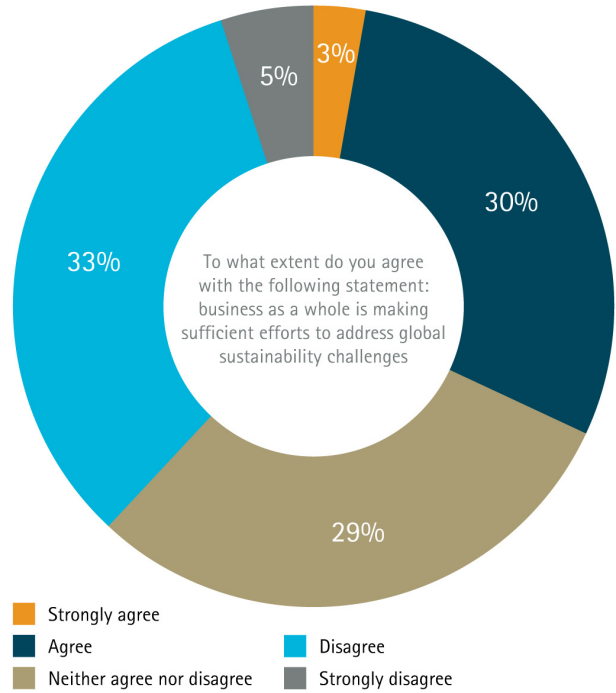
Do you have to prioritise what to read and what to skip due to lack of time? If this is the case and you are interested in sustainability, then your reading priorities should definitely include this year's UN Global Compact-Accenture CEO Study on Sustainability and here is why. The study, on the most important challenge of the 21st century, included 1,000 executives across 27 industries and 103 countries around the world, a sample of the 10,000 participants of the UN Global Compact, the biggest Corporate Social Responsibility initiative in the world for business and non-business. The organisations that voluntarily join the Global Compact aim to develop, adopt and implement policies demonstrating commitment and alignment on the strategic and operational levels with a set of ten universal principles in the areas of human rights, labour, environment and corruption in order to advance economies and societies around the world.

In September 2013 the UN Global Compact-Accenture Study on Sustainability 2013 was released. The aim of the study was to capture the top executives' views on sustainability, defined as "the active management of social, environmental and



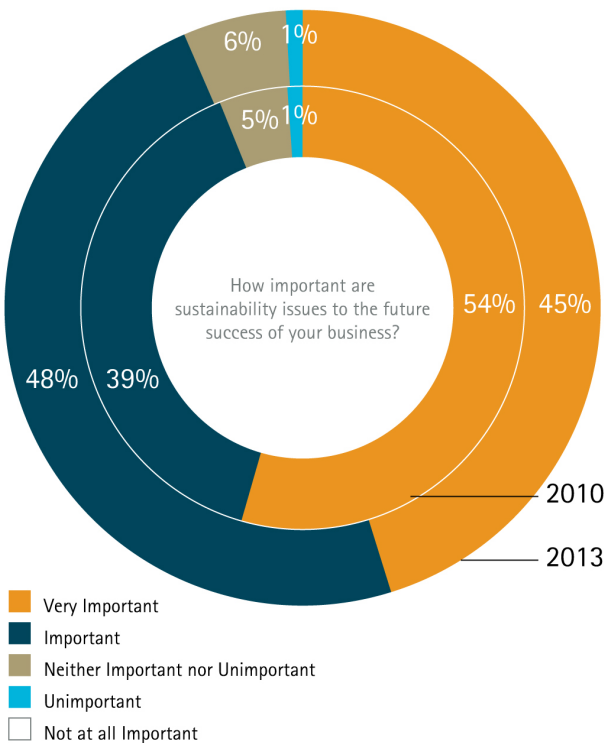
Source: UNGC-Accenture CEO Study 2013, based on 1,000 completed responses.

Source: UNGC-Accenture p. 17



Source: UNGC-Accenture CEO Study 2013, based on 1,000 completed responses.

Source: UNGC-Accenture p. 18



Source: UNGC-Accenture CEO Study 2013, based on 1,000 completed responses.

Source: UNGC-Accenture p. 21

governance issues as a part of core business” (Lacy, 2013:11). According to the study, “93% of CEOs believe that sustainability will be important to the future success of their business” (UN Global Compact-Accenture CEO Study, 2013: 21), however they believe that the current state of sustainability has reached a ‘plateau of good intentions’ (ibid: 14). The report suggests that there are two sets of interrelated reasons that led to the lack of progress on multiple levels: “the global economy is not on track and business is not doing enough to address global sustainability challenges” (ibid: 11); in addition the structural systems in place do not support the global economy to meet the sustainability challenges within global environmental and resource constraints. The diversity of CEO opinion presents a vague picture as 47% disagree that the systems in place are going to meet the needs of the growing population within the planetary boundaries, 32% agree and a relatively large 21% neither agrees nor disagrees (ibid: 17). The important message however is that almost half of the business leaders can now see clearly that structural factors prohibit scaling up sustainability implementation, including the way markets operate, the lack of adequate government incentives and other state-led limitations on a national and global scale.

In addition, CEOs express doubts about the “pace of change and the scale of their impact” (UN Global Compact-Accenture CEO Study, 2013: 11). The underlying frustration

is not any longer if, but how to combine sustainability implementation at scale in order to achieve value creation. The report's answer is that individual efforts of businesses will never alone lead to large scale system changes of structures that are required to address the world's most pressing challenges, while unlocking the full potential of business. Instead, 83% of CEOs perceive now as key the role of governments in advancing sustainability by providing a stable political framework that will reduce the impact of sustainability's adaptation costs. However, 89% of CEOs agree that in the last three years governments have not made good progress in encouraging sustainability. Local, national and global government intervention and regulation are now considered by business leaders as a positive force for change that will provide an enabling environment through the promotion of policy frameworks allowing for systemic transformation. On

«We also need to form strong partnerships with all stakeholders across the full value chain to promote a fair, positive global market environment where shared value is created for everyone.»

Sun Li, China National Aviation Fuel
UN Global Compact-Accenture CEO Study, 2013: 33

the contrary voluntary approaches are supported by only 21% of CEOs. This is a marked shift in the expected role of government presenting an opportunity for cross sector social interactions for sustainability. Constructive engagement with national governments, international policy makers and industry regulators through partnership and collaboration complement the commitment of CEOs to work with NGOs (78%) on the local level providing solutions to sustainability challenges hence enabling companies to deliver positive social and environmental impact (ibid: 46). The transformation towards a sustainable circular economy demands radically scaling up solutions through collaboration, within and across sectors, leading to a 'global architecture'. Proactive leading companies that choose to 'compete through sustainability' (ibid: 55) are led by transformational leaders who dare to adopt "different approaches, beliefs, attitudes and behaviors" in the process of reshaping global systems and market conditions. In the words of Peter Lacy, the Study's Lead and Managing

Director – Strategy Practice & Sustainability Services of Accenture's Asia Pacific Region: "Without radical, structural change to markets and systems, CEOs believe, business may be unable to lead the way toward the peak of a sustainable economy. ... Business leaders are committed to leading the way, but will require greater ambition and wider support as they work to align sustainability impact with value creation, and markets with sustainable development outcomes, such that business leaders can truly become the architects of a better world." (Lacy, 2013).

The UN Global Compact-Accenture CEO Study comes two years before the 2015 deadline of the Millennium Development Goals, at a moment when the international community is working to create a global post-2015 global development agenda. Calls for action all over the world point towards cross-sector collaboration as the answer to address the challenges of sustainability. An example is the High-Level Forum on Sustainable Development (HLPF) report released in May 2013 on the post-2015 Development Agenda titled: "A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development". The much needed reality check of the UN Global Compact-Accenture CEO study explains the scale of the challenge ahead of us, the role of CEOs and points towards the solution, i.e. creating value through aligning markets, systems and stakeholders.

Interestingly, Austin's interview (see pages 20-23), suggests that co-creating value requires designing processes that can lead to differential value-adding effects for organizations, individuals and society (Austin, 2013: 22) achieving scale and transformation. In the new era of transformational collaborations where the 'competitive advantage' of the 'one' has to enter adulthood to reach the 'collaborative advantage' of 'we', are we prepared as individuals to move beyond the multiple notions of 'I' and make a difference collectively for the social good?

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RESEARCH

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by Dr. Marlene Janzen Le Ber

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Keeping Research Relevant

Welcome to the Research Section of the ARSP! The goals for this new section are to facilitate scholarly conversations about cross-sector partnerships and to assist in the development of research collaborations. Look for regular columns on Priorities in Partnership Research; Funding Partnership Research; and Profiling Partnership Research. Are there additional research related topics you would like to see? Do let me know - your suggestions are needed to help bridge the academic community, partnership practitioners and young scholars who are now entering this field. Keep your ideas coming!

While conducting a systematic review of the cross-sector partnership literature recently (Branzei and Le Ber, 2013), we had the vantage point of discerning the common thread throughout this literature - whether practitioner or academically oriented. Whether, when and how cross-sector initiatives offer a response or a solution to complex social problems is at the core of this literature. This quest for practical relevance drives cross sector partnership research and thus research has, over time, brought a wealth of new insights to practice. However, with growing innovation and creativity from those immersed in building and living in cross sector partnerships, practice is throwing more and more questions to researchers, and deciding which questions hold particular poise and impact and thus take priority for fellow scholars is getting harder. The challenge to researchers is trifold: 1) to keep abreast of changes in practice and to stop asking

questions that have already been answered or that are no longer relevant; 2) to facilitate knowledge implementation of insights gained through research; and 3) to imagine new possibilities of how partnering across sectors can address complex social problems. For the past five consecutive years, a Professional Development Workshop (PDW) at the Academy of Management (AOM) has grappled with these challenges. This year's discussions about pressing research questions are summarized in this issue in the *Priorities in Partnership Research* column.

Competition for research dollars is very high with resulting low success rates. In this issue, we inaugurate the column *Funding Partnership Research* which is dedicated to sourcing funding for partnership research. We bring you insights on how to increase the success of your research funding applications by interviewing Jacqueline Aldridge, Research and Impact Manager at Kent Business School.

The *Profiling Partnership Research* column aims to present cross sector partnership research from a global perspective. For this issue, an innovative project titled, "Cross Sector Social Partnerships in Ecuador: Repsol's Community Engagement and Social Partnership Programmes" describes a recycling education project. The case of Repsol Ecuador is noteworthy due to Repsol's engagement with local and indigenous communities and the cultural and structural challenges involved in the implementation of these projects. If you wish your funded cross sector partnership research to be profiled get in touch: leberresearch@schulich.uwo.ca | [ARSP](#) |



by Dr. Marlene Janzen Le Ber

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Hot off the press: Partnership Research Themes



One of the best ways to capture research priorities informed by practice is through real time interaction between researchers and practitioners. Such a forum of live interaction for the mutual benefit of practitioners and academics grounds the annual AOM PDW that this year was organised under the title, “Transforming Markets: Cross-Sector Partnerships for Sustainable Product Standards.” It featured The Sustainability Consortium, Walmart, and Energy Defence Fund (EDF). The three major practice research themes that emerged during the discussions are summarised below. With many thanks to the organisers and participants who contributed to the discussions we hope that the practical and academic insights will provide food for theory and practice.

1. Partners’ Legitimacy is a Contest

Legitimacy is a multi-dimensional construct incorporating concepts of expertise, power, agency, transparency, governance and decision making. But legitimacy is also hotly contested in cross-sector partnerships: what’s good for one partner – may turn out terribly bad for the other. The notion of legitimacy not merely as contested but as competitively allocated among the partners is a provocation, from practice to academe. Legitimacy may come at the expense of getting things done; or at the expense of organizational learning. In order to improve, organizations need to experiment and they will make mistakes. In turn, these mistakes diminish the organization’s legitimacy; how can they move forward with transparency?

Legitimacy contests and struggles expose the tensions among the economic, environmental, and social realities. Which question of legitimacy and credibility for the partners is foremost? What and how have power structures been mitigated and what is the

acceptable level of mediation of one partner with the other. Also very significant is the question of transparency; particularly as it relates to issues along the supply chain. What does transparency mean and how do you address the question of how to be transparent when commercial interests are at stake. Legitimacy is often played as a competitive negotiating strategy. What limits to transparency are optimum during pre-competitive collaborations?

2. Impact is a Road Much Travelled

With the emphasis of measuring impact, it was noted that many cross sector partnerships are including measurements, as baseline data, at the beginning of their cross sector initiatives. In addition, once those partnerships have completed, an evaluation occurs. However, impact assessment measurement goes beyond evaluation of the cross sector initiative to include assessing the quality of the cross sector partnerships; how partnerships intersect with each other; and how different standards and partnerships give rise to those standards. Also a broader, longitudinal context is needed to understand the “death” or demise of the cross sector partnership and such topics as the transcendence of cross sector partnerships; the non-partnership phase and their reinvention. A further discussion ensued regarding what is left behind after the partnership is completed. Artifacts/material objects and texts are left behind; these artifacts themselves are actors in the partnerships and symbolic of the transactions of whom is getting what out the partnerships and who doesn’t get at what is being created.

3. Contextual Factors and Boundaries

Highly regulated and highly socially relevant industries involving political strategies and public sector agencies are another focus for some of the participants at the AOM PDW. Of particular interest this year were the healthcare system, primary education and the prison system. How might what we learn about cross sector partnerships in one system inform practice in another system? The use of the institutions as context to study cross sector partnerships for different issues, especially wicked ones, has been growing in popularity; with a view of institutions from a north south tradition of facilitating change. What does that mean when your formal institutions are not that formalized; e.g. Canadian mining companies are signing contracts with communities; could you do something like that in Ghana? And are there different ways to govern that go outside or work around the traditional tools discussed by institutional theorists? | [ARSP](#) |



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Jacqueline Aldridge

Research and Impact Manager at Kent Business School, University of Kent, UK

Attracting the Attention of Research Funders

The outcome of writing research grant applications, much like writing for peer reviewed publications, is filled with uncertainty. Past success does not guarantee future success – even for experienced researchers. Jacqueline Aldridge shares her many years of experience to increase researchers' success in grant applications in this issue. Writing press releases and marketing materials as a publicist and marketer for a number blue chip media and communications companies (i.e. Cable & Wireless, MTV and Capital Radio) in the incredibly competitive and at times hostile British media honed Jacqueline's skills to write concisely, grabbing the attention of a somewhat disinterested audience quickly. Since moving into research administration some ten years ago, Jacqueline has helped researchers at all career stages and from a wide range of disciplines to write fundable research proposals for a large variety of funding agencies. Jacqueline typical works on 12 to 20 different funding applications per week – which adds up to a staggering number of research funding applications over her ten year tenure. Teaming up with Andrew Derrington, an experienced grant reviewer, led to very popular summer workshops for academics. Sage Publications heard about these workshops and approached the duo to write about their experiences. The result is a book, *The Research Funding Toolkit*. Jacqueline generously shares her wisdom in this interview.

MJL: What are some of the common mistakes that researchers make when preparing research funding submissions?

JA: The number one mistake is that researchers write for fellow specialists and forget that research funding is awarded on a competitive basis. Researchers also learn to write for academic journals, and these will usually be specialist publications. The readers of peer-reviewed articles will generally understand your



methodology and topics. However, researchers make the mistake of writing in exactly the same way when they prepare a research grant proposal, and very few funding agencies are that specialist. In addition, a funding application must compete against a wide range of projects that represent different disciplines, topics and approaches.

Number two is failing to appreciate how your proposal will be assessed. Researchers prepare their funding application, which has probably taken six weeks, two months, three months to produce, and it's usually an impressive set of documents and appendices. This bundle will go out to review, perhaps to four or five reviewers, who are going to get through it as quickly as possible - they're very, very busy. They're going to read it on the train, they're going to read it in the bath, they have a deadline to meet, and they are

«The number one mistake is that researchers write for fellow specialists and forget that research funding is awarded on a competitive basis».

expected to be critical. So the first challenge your application faces is the reviewers. This group has a reasonable grasp of your area (but may not be a real experts or very sympathetic) and will be encouraged to find faults. There are going to be four or five of these reviewers. And, occasionally, one of them may be completely unreasonable or biased. These reviewers each write a report using funding agency criteria.

The original application and all the reports then go to the funding committee. The members are even less specialist, and two members of the committee will usually read your application in some detail and rely very heavily on the reviewers' reports for their evaluation. They'll also work quickly because they have to present a number of applications to fellow committee members and must also have some familiarity with all the other applications in the same competition. One committee member will act as the rapporteur and will give a two-minute presentation based on your application and the reviewers' reports. If your application is not punchy and clearly written and exciting

and doesn't show how it meets the funding agency's criteria you don't have much of a chance. In any case, the committee may have 50 applications to assess and only enough funding for six or seven of them although many more bids in the competition are of high quality. So they're going to have to make some tough decisions. You can see how far luck starts to come into the process at this stage. Were your reviewers sympathetic? Is the rapporteur sympathetic? What is the standard of the rest of the competition? How much money does the agency have to allocate in this round?

People often fail to understand the funding agency's overall mission. Applicants really have to understand what sort of research their target agency wants to fund and why. And that won't be explicit in the funding agency's guidance for that particular call, but it's crucial information. You should also find out who is on the panel and predict who may be asked to act as your rapporteur. It is also worth looking at a list of previously funded projects. This information will give you some idea of the sorts of research project the agency supports and is often available somewhere on the funding agency website.

And then there are some researchers who write funding applications without having read the funding agency guidance at all. They get halfway through an application before realizing that the funder doesn't fund support the sort of project they propose, and they waste a lot of time. Or they use the wrong format for their application. So spending a couple of hours in understanding the funding agency, the criteria for the funding competition you target and both the application and assessment process is a good investment.

People fail to understand that the success rates are low and a lot of luck comes into the process. Applicants always hear about their colleagues' research funding successes but not necessarily about their failures. I know very few people who have 100 percent success rate and most researchers put in 4 or 5 applications that are rejected before they win a grant. So you really have to understand that it is a bit of a lottery and find ways of replicating your ideas.

The other mistake is people waste a big, important idea on one proposal. While some agencies allow multiple resubmissions, this isn't usually the norm. You have to think of other funding agencies who might be interested in a similar idea. Or consider whether you could split this idea up so that several different funders might be interested? Or how can I take a different angle on the same idea?

And this is the final one - we'll get more positive in a minute - the final mistake is to ask the wrong people for feedback on your draft applications. If a colleague or collaborator has never been involved in assessing research funding proposals, they may give you completely the wrong advice.



«Applicants must learn how to write simply and clearly for assessors who are not specialist, for reviewers who are highly critical, for readers who haven't got a lot of time, and who may also be reviewing a pile of other competing proposals».

For example, some applicants go to their Ph.D. supervisor or someone they trust, a colleague who's very empathic and sympathetic, and come away with completely inappropriate feedback because the person they asked knows nothing about research funding. What applicants need is critical feedback from non-specialists who read proposals in the way it will be read by the reviewers and committee members.

MJL: But if you really want success, what do you need to do?

JA: You need to start with a defined project. By this, we mean a step by step description of all of the research activity you will carry out in order to answer your question. This must be detailed and comprehensive and the description must not assume any specialist knowledge on the part of the reader. Andrew Derrington, my co-author, and I identify four key propositions that every successful funding application must make. Firstly, importance, which means showing that your research question is worth answering. The second characteristic is success, which means that showing that you can complete the project as described in the proposal. The third is competence, which means proving that you

and any collaborators have the skills, experience and track record to conduct this project. And, finally, value –showing that the project is value for money in terms of both the activity you propose and the outputs it will generate. These four characteristics are common to every research funding competition and implicit in the criteria. This means that every proposal has to drive these four messages home.

Applicants must learn how to write simply and clearly for assessors who are not specialist, for reviewers who are highly critical, for readers who haven't got a lot of time, and who may also be reviewing a pile of other competing proposals. The writing style really matters, and a lot of the book is dedicated to different writing techniques you might use. It's easy for me to say, "Please write simply and clearly," but how do you help researchers achieve this goal? We provide very specific advice. Some of it is very simple: use short sentences and short paragraphs; don't use adjectives and adverbs; avoid acronyms.

But we also provide in the book more specific grant-writing techniques. For example, we show how to construct each paragraph using something Andrew developed and called the 'assert-justify' technique. Academics often use an 'argue-conclude' approach in which they build an argument over the course of a long paragraph and place the main point at the end. The busy assessor who is speed reading a proposal may miss this point when a paragraph is written in this style.

We also show our readers how to 'prime' assessors about important information in advance, 'signpost' key sections of text to help speed readers and repeat 'tag phrases' to help key arguments and terminology make it through to the two minute grant committee presentation. Layout is also very important. We recommend that researchers make use of lots of headings, bullet points and lists and are very specific about how long these lists should be (three to five items).

The overall structure of the project is also crucial. We usually advise that researchers break their research question down into three to five sub-questions that each relate to a different element of the project. This provides a clear logic for the reviewers and also helps applicants re-assemble ideas into different projects or related applications. They can then 'recycle' blocks of text and this helps the process of making serial applications on related topics.

We also believe it's really important to speak to people who sit on grant committees so that researchers understand their perspective and how these panels work. But even if you don't have access to committee members, you can still replicate the experience for yourself. We provide instructions for simple mock panel exercises in which participants read another researcher's proposal for 30 minutes and give a short two minute presentation to the 'panel', summarizing



the main point. This allows participants to feel some of the pressure and frustration that the grant committee member might feel as they try to read and understand a proposal and communicate it to the rest of the panel.

Testing your draft application and obtaining feedback is also very important as the process is so competitive. A senior academic slightly outside your field who sits on a funding agency panel is ideal, but that might not be possible. The book provides a number of different ways of testing a proposal if you don't have access to this sort of support or mentoring.

In brief, you need to give your reader a set of evaluation criteria and ask for specific feedback and criticism. It might be helpful to ask colleagues to each give ten reasons why your draft proposal should not be funded. Or ask them to identify evidence supporting each of the four key propositions. You might ask a non-academic to check your draft for readability.

MJL: Any thoughts about submitting to international grant agencies? Is there anything unique or special?

JA: The book includes a chapter on large collaborative projects for international funders. Applicants need to identify the benefits of becoming involved in a large collaborative project in advance and consider whether they are willing to work with this particular group for several years. Researchers

«Even when the project succeeds, you also need to consider the likely career benefits for you personally in terms of publishable data or grant income».

tell me that winning a grant as part of collaboration that then falls apart can be very damaging. Even when the project succeeds, you also need to consider the likely career benefits for you personally in terms of publishable data or grant income.

MJL: Excellent. Thank you for sharing your years of wisdom with us. I have found the perspective of the reviewers particularly helpful. Very much appreciated.

JA: Thank you for your time and interest in the book. It's very impressive that the ARSP takes such an active interest in the broader professional development of its members. | [ARSP](#) |

DON'TS	DO'S
Don't use within-discipline jargon or write only for fellow specialists.	Do start with a defined project and a step by step description of the research you want to conduct.
Don't ignore how your proposal will be read during the assessment process.	Do learn how to write in a way that is easy to read, easy to understand and convincing.
Don't ignore the funding agency's aims and mission.	Do ask advice from experienced grant committee members.
Don't give up after one try.	Do accept that you will need to make several applications before you are successful.
Don't write your proposal without reading the funding agency guidance.	Do test and check your draft thoroughly.
Don't waste a good idea on just one proposal.	
Don't ask the wrong people for advice on your draft application.	



by Dr. Marlene Janzen Le Ber

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The Profiling Partnership Research column presents cross sector partnership research from around the globe and includes a range of stakeholder and institutional perspectives. We are agnostic to the theories or methods used. In this issue, an innovative project titled, "Cross Sector Social Partnerships in Ecuador: Repsol's Community Engagement and Social Partnership Programmes" describes a recycling education project. The case of Repsol Ecuador is compiled by Dr. Cheryl Martens. It is noteworthy due to Repsol's engagement with local and indigenous communities and the cultural and structural challenges involved in the implementation of these projects.

RESEARCH TITLE:

Cross Sector Social Partnerships in Ecuador:
Repsol's Community Engagement and Social Partnership Programmes.



RESEARCHERS:

Left to Right:

PI: Dr. Cheryl Martens, *Bournemouth University, Facultad Latin Americana de Ciencias Sociales (FLACSO)*

Sonja Janousek, *Casa Grande University; and*

Jorge Albuja, *Research Assistant, Universidad Tecnologica Empresarial de Guayaquil*

Dr. Cheryl Martens is a Senior Lecturer in the Media School at Bournemouth University, Corporate and Marketing Communications Group. Cheryl is currently based in Quito, Ecuador having occupied posts as the Coordinator for FLACSO and a Consultant for the same organization and the Ecuadorian Government's Higher Education Authority (CES). She has researched and published in the area of Corporate Social Responsibility and Cross Sector Social Partnerships, and is a reviewer for the European Journal of Marketing.

FUNDING SOURCE:

Facultad Latin Americana de Ciencias Sociales (FLACSO), a postgraduate university located in Quito, Ecuador. FLACSO is part of a premium network of UNESCO initiated Postgraduate Training Institutions.



RESEARCH QUESTION:

This two year study aims to examine the dynamics surrounding the challenges of implementing and evaluating cross sector social partnerships in accordance with the UN Global Compact.



CONTEXT:

Ecuador, one of the world's most biodiverse and culturally heterogeneous countries, and with indigenous self-governance and more than 24 languages, provides some innovative conceptual examples to inform cross-sector social partnership research and practice, particularly with regard to the configuration of community-corporate relations. Repsol Ecuador, a participant in the UN Global Compact since 2008, has developed its strategies in alignment with the Compact's human rights, labour, environment and anti-corruption principles, making it part of the largest Corporate Responsibility initiative in the world. Cross sector social partnerships in Ecuador, whilst displaying great adaptability in terms of cultural and geographic diversity, have received little attention in the international academic literature.

DURATION: 2011-2014

METHODS:

RESEARCH PHASE 1:

Partnerships in Ecuador's Coastal Region (2011-2013) 'Jardines del Salado' (Saltwater Estuary Gardens)

This first phase of the research aims to examine Repsol projects in Guayaquil, through its company Duragas, which developed a community partnership focused on sustainability, environmental awareness, educating young leaders and reducing waste within educational institutions in the Jardines del Salado cooperative. The main research methods include: participant observation, interviews and documentary and discourse analysis.

RESEARCH PHASE 2:

Partnerships in 'Bloc 16' Ecuador's Biosphere Reserve and Yasuni Nacional Park (2013-2014)

This second phase of the research project seeks to analyze the challenges involved in developing social partnerships with some of the world's most isolated communities. The second phase is particularly concerned with the management of relations



with self-governing communities. This phase of the research is expected to be completed in 2014.

EARLY FINDINGS

As a participant observer, external to both Repsol and the Jardines community, Sonja Yanousek's involvement in the research has provided first-hand experience of the challenges surrounding cross sector social partnerships from both the community and the Repsol perspective. In particular, the need to develop trust and to go beyond creating dependency has been highlighted.

IMPLICATIONS

This study considers the implications of social partnerships in relation to alternative local governance structures and aims to help organizations and communities attain the Global Compact's sustainability goals by determining the relationships between the structural features and the outcomes achieved.

The implications of the research go beyond Repsol and the communities in which they work; the insights and recommendations are relevant for other private sector organizations working with communities to attain sustainability goals. The study presents a unique perspective of a third party participant and seeks to provide insight into effective collaborative structures for working towards human rights and environmental objectives and UN Global Compact principles.

From a practitioner perspective, head of Community Relations, Repsol GLP, Ecuador, Jessica Quintana emphasizes the importance Duragas places on working in partnership with local communities: "With regard to corporate social responsibility and sustainability, we are committed as a company to develop relations that build social confidence within our surrounding communities. We both listen to and attend the expectations of our community interest groups." | ARSP |

If you are interested in finding out more about the study, please contact: Dr. Cheryl Martens cmartens@flacso.edu.ec



by Roberto Gutiérrez

Associate Professor in the School of Management, Universidad de los Andes, Colombia

Organizational and Network Structures to Further Regional Development: Hypotheses to Explain their Low Impact

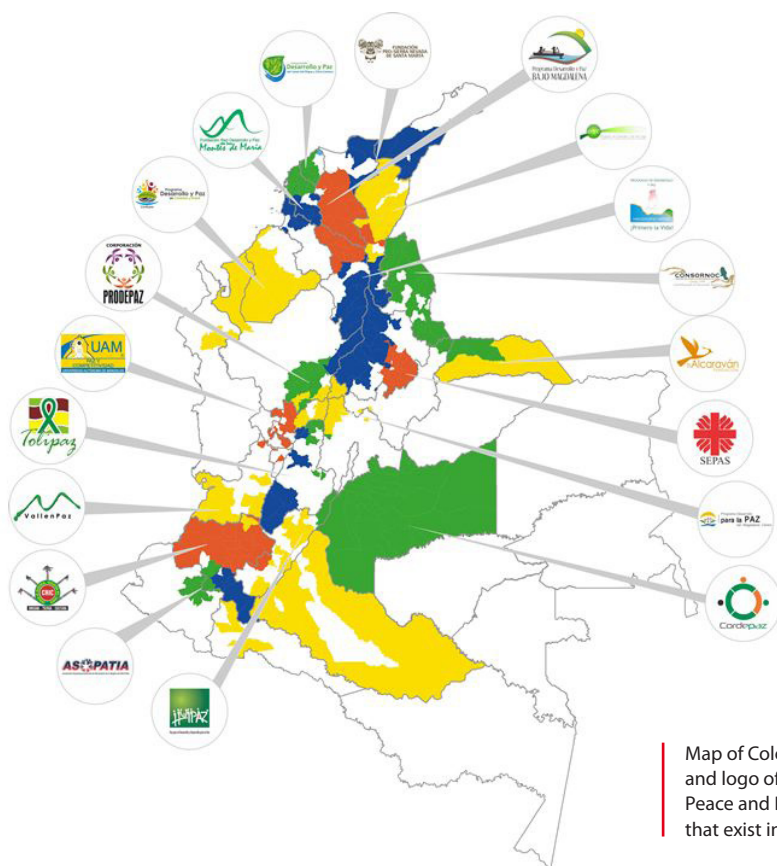
The Colombian government created in 1995 regional development programs that aim to strengthen the economic capacity of regional communities optimizing the current and potential economic growth using innovative organizational and network structures.

Results in some dimensions, but not in others, beg questions of what has happened at the local and regional level.

As a Colombian and as a collaboration scholar I have a profound interest as a citizen but also as a researcher on how cross sector partnerships are implemented and to what effect. As we attempt to solve social problems, we often consider social partnerships and cross-sector collaborations to be more effective than isolated interventions by single organizations. Different types of collaborations have sought a “sustained alignment of efforts” with varying degrees of success: e.g. funder associations, public-private partnerships, multi-stakeholder initiatives, social sector networks, and collective impact initiatives (Kania and Kramer, 2011, p. 39). According to these authors, each of the first four collaborative arrangements has limitations (e.g. lack of engagement, narrow targets, lack of a shared measurement system, inadequate support), and they are trying to distill lessons about what makes collective impact initiatives work. In light of their analyses, what can we say about the accomplishments and limitations of compelling organizational arrangements called Regional Peace and Development Programs (RPDP) initiated in 1995 in Colombia? These programs are more than voluntary efforts by different stakeholders around a common theme, but are still far from being collective impact initiatives as will be explained below.

In the hinterlands of Colombia, nineteen RPDPs have been working to “build peace in the midst of violence” (Prodepaz, 2013). Despite being a promising emerging economy, Colombia has had an internal conflict since mid-twentieth century and has one of the most skewed land distribution and unequal income distribution in the continent. A weak state apparatus needs all the help it can get from a dynamic private sector and a civil society struggling to organize; for more you can read Samper’s description of Colombia’s national context surrounding these cross-sector partnerships in last year’s ARSP (Samper, 2012). From technical assistance to funding, RPDPs provide support to projects that strive to generate income, further a culture of peace, and/or strengthen the institutional fabric of specific communities and regions. Each RPDP resulted from a collective agreement between nonprofits, businesses, universities and branches of the Catholic Church. In each of the nineteen cases, a civil society organization was created (in some cases it existed beforehand) to coordinate efforts. RPDPs were created in the most conflict-ridden regions of the country.

By 2002, the need to coordinate agendas and contribute to a concept of national development that takes into account regional issues drove the creation of a network of RPDPs. The Colombian national government and multilateral organizations, such as The World Bank and UNDP, used the opportunity to invest international cooperation funds that promoted a common developmental agenda and shared measurements among different RPDPs. In 2011, an impact evaluation of four of these investments (i.e. a total of 192 million dollars in 1,400 projects, coordinated by six RPDPs, and targeting half a million people), highlighted some of the results achieved between 2006 and 2010. Two thirds of



Map of Colombia with the name, location and logo of each of the nineteen Regional Peace and Development Programs (RPDP) that exist in the country.

the intervened population lived in rural areas and the average length of their participation in a given project was 21 months. Some of the reported impacts included a quick stabilization process for those with unmet basic needs, and an increased participation in civil society organizations. However, accumulation processes that could improve quality of life were lacking, even for the 53% of beneficiaries who had an average permanence of 37 months in a project (Attanasio et al., 2011). An attempt to explain the lack of accumulation processes needs to focus on what is going on at the RPDP level. An initial hypothesis is that there are measurement problems or that the intangible benefits do not show up in the impact evaluation study. Explicit goals of some of the projects were to increase levels of trust, establish reciprocity as a characteristic of interpersonal relationships, and increase collective action. On occasion, economic gains were privileged over social benefits with unfortunate consequences such as an increase in alcohol consumption and domestic violence in specific communities (Canal et al., 2009). Therefore, a second hypothesis is that less-than-integral projects deliver mixed results. A third hypothesis considers that RPDPs do not have the five conditions of collective impact identified by Hanleybrown and colleagues (2012); namely, common agenda, shared measurement systems, mutually reinforcing activities, continuous communication and backbone support organizations. In fact, more often than not, backbone organizations are left alone to carry out and support specific projects. Without engagement by regional actors, no collective impact initiatives develop and local partners are not taken full advantage of mutually reinforcing activities and shared measurement. One complaint, for example, signals the difficulties of creating synergies with local and regional government organizations. Following the basics of collective impact initiatives increases the probability of changing these situations. RPDPs are platforms to carry out interventions at the regional and municipal level in Colombia. The stage is set to support their efforts and improve their effectiveness. Otherwise, the promise of cross-sector partnerships to solve social problems will remain unfulfilled. As an academic I have a vivid interest in the differences between RPDP programs and collective impact initiatives; but as a citizen I will remain engaged in participatory action research projects that help build capacity in these programs. | ARSP |

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EVENTS

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by Jessica Mankowski

Acting Manager, Knowledge Translation Strategy, Canadian Institutes of Health Research

International Year of Water Cooperation

Wishing all our readers a well-hydrated International Year of Water Co-operation! The aim of the Events Section is to provide readers with up-to-date information on upcoming, or recently completed, social partnership events from around the world, as well as discounted attendance fees or other incentives where possible. To support the celebration of the UN's 2013 International Year of Water Cooperation I've included a number of water and sustainability-focused events in the listings below.

In December 2010, the United Nations General Assembly declared 2013 as the United Nations International Year of Water Cooperation. While there have been, and will be, events and celebrations held around the world to celebrate this resource, the main objective of the International Year is to increase cooperation in terms of water management, explore the success of water co-operation initiatives and highlight important issues such as water diplomacy, transboundary management, financing and legal frameworks and linkages with the Millennium Development Goals. In addition, the International Year of Water Co-operation will provide a chance to support the development of new objectives in support of developing sustainable water resources.

For more information on this initiative please see UNWATER.org. If you would like to submit an event for next year's ARSP, or write a review of an event you recently attended, your contribution would be most welcome. Please send upcoming events or reviews to me at jessica.mankowski@gmail.com. | ARSP |





by Jessica Mankowski

*Acting Manager, Knowledge Translation
Strategy, Canadian Institutes of Health
Research*



Drs. Rufin and Rivera- Santos on the upcoming CSSI Symposia

Since the inaugural event in 2007, the symposia on Cross Sector Social Interactions (CSSI) has gathered academics and practitioners in the field of CSSI every two years to discuss and share insights from both theory and practice. Building on the success of the previous events, next year's symposium will focus on advances in CSSI since the previous symposium in 2012, and will bring together scholars and practitioners to explore knowledge, concepts, tools and methods.

I had the pleasure of speaking with the event organizers, Dr. Carlos Rufin and Dr. Miguel Rivera-Santos, not long after the call for papers had been distributed. Both graciously answered a few questions to give our readers additional insight into the 2014 symposium—it looks sure to be a fabulous gathering for anyone interested in the study and practice of cross-sector partnerships. Below is a summary of our conversation, and an edited version of the call for abstracts appears in the event list along with a link to the call—I will hope to see you all there!

Dr. Carlos Rufin is the Chair of Strategy and International Business Department and an Associate Professor of Strategy and International Business at Suffolk University. His areas of expertise include political economy of privatization and organization, management of political and regulatory risk, business influence on public policy, regulations of private business activity and international business. He received his PhD from the Kennedy School of Government, Harvard University, his MA from Columbia University and his BA from Princeton University.

Dr. Miguel Rivera-Santos is Associate Professor with the Strategy and Organization department at the EMLYON Business School, France and is also an Association Professor at Babson College, U.S.A. Areas of expertise include strategy, international business, business-led poverty alleviation, cross-sector partnerships, alliances, non-governmental organizations and institutions. He received his PhD in Corporate Strategy from the HEC School of Management in Paris, where he also received his Bachelor of Science and Master of Science degrees in Management.



In the group discussion that follows Dr. Rufin and Dr. Rivera-Santos were both responding and offering comments to all questions, hence their answers are indicated by CSSI 2014 .

JM: Why the focus on innovation for 2014?

CSSI 2014: There are a number of reasons we feel this is an excellent focus for the next symposium.

First, the host organization is the Centre for Innovation and Change Leadership , one of the Centres of Excellence at the Sawyer Business School at Suffolk University (Boston, U.S.A.). As the name implies, the Centre is a gathering place for those interested in the study and promotion of innovation to support meaningful change. The Centre's emphasis on best practices and practical strategies to bridge the gap between innovation, theory and practice fits very nicely with our desire to engage a wide range of researchers and practitioners who are interested in exploring practical solutions, tools and new ways of thinking about partnerships.

Second, Boston is widely recognized as an innovation hub in this part of the world. This focus will appeal to many organizations and individuals in the region, and will strengthen links between the academic and community-based stakeholders who are working in this area. Boston has a strong entrepreneurial culture, particularly in the IT and bio tech areas, but it also has a lot of social innovation happening in terms of non-profit enterprises, financial and micro-finance services and venture capitalists. It really is an example of an innovation economy, and it provides us with a rich pool of local expertise and examples that we can draw on to inform the conference's programming and organization. We are actively reaching out to the local community, in both the private and non-profit sectors, including organizations like OXFAM, who have their headquarters in Boston, and STAPLES, who have been very active in promoting and developing partnerships around sustainability.

Finally, we've seen that innovation is playing an increasingly important role in the partnership literature. The research and writing on partnerships has evolved to include a focus on the innovative nature of both the structures of partnerships and on the solutions they are developing. A focus on innovation for the 2014 symposium is in keeping with the direction our community is providing us through their research.

JM: Why the encouragement of early career researchers in this call?

CSSI 2014: Since the symposium was first established there has always been an emphasis on this population. So we are supporting this tradition by continuing to specifically invite those at the beginning of their research career to join us.

The field of cross-sector partnership research is still new, and

there are still many questions that need to be explored. There is room to develop theories and dissertations; we really feel you can have an impact in this field as a new researcher, which is appealing to many people. We want to encourage researchers to do work in this important area, and the symposium will be designed to support that goal.

We plan to keep the number of participants manageable to enable researchers and other stakeholders to have in depth discussions about their work and to create new contacts. This will help researchers to connect with practitioners to better understand their reality, and supports communication between more established scholars and those who are just entering the field. The partnership community is, we've found, a very welcoming one. Ideally, these early career researchers will feel encouraged by connecting with a group of people who understand their interest and will welcome their contribution and support their work.

JM: What are you most looking forward to in terms of both planning for the symposia and the event itself?

CSSI 2014: Well, definitely the glass of wine when it's over... What we're trying to do is make sure the event itself is innovative in terms of how we organize it and how we establish opportunities for dialogue between participants. We are hoping to encourage, and really emphasize the importance of, communication between various sectors and particularly between the academic and non-academic worlds.

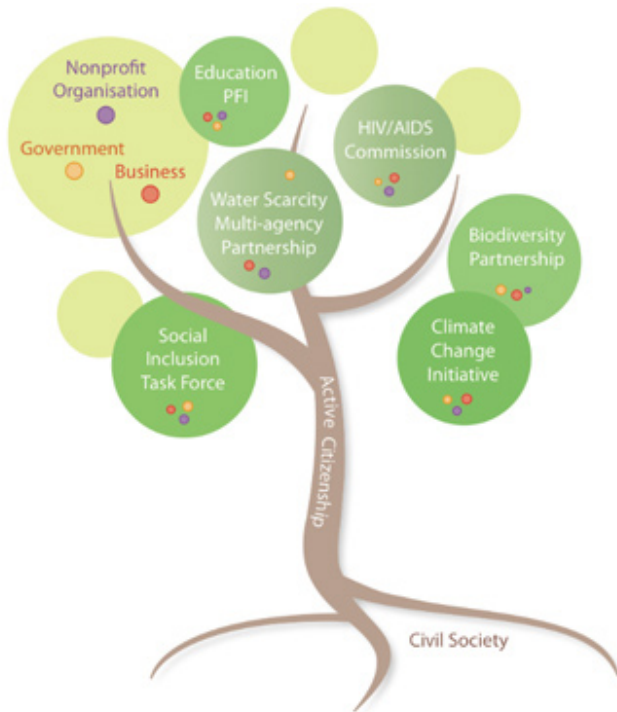
This means that we are really reaching out to the community in Boston, including the private sector, to find partners and sponsors. In terms of sponsorship for an event like this, it's important that we understand the sponsors' motivations and perspectives, and that the symposium is relevant and truly valuable to them as well.

One of our main goals is to get people excited about this field, and to help build bridges between sectors to support meaningful research. We want the symposia to enable practitioners and researchers to work together to define mutually interesting and useful research topics.

And we're both really looking forward to meeting the participants, and working with the local community to make the event a success. It will be wonderful to celebrate with our colleagues and new friends.

JM: Thank you both very much! One last question: How do you plan to share the results of the 4th CSSI Symposium?

CSSI 2014: We are happy to announce in this issue of the ARSP that there will be a thematic special issue of the Journal of Business Ethics that will present symposium papers to a broader audience. We'll have more information available soon. | ARSP |



4th International Symposium on Cross Sector Social Interactions

“Innovative Collaboration for a complex world: Reaching across institutional divides”

Suffolk University, Boston, May 29-30, 2014

Submission deadline for abstracts (600-1,000 words): February 8, 2014

Cross-sector partnerships have become an essential strategic tool for organizations around the globe. Business organizations, non-profits, governmental agencies, and communities increasingly realize the value of collaboration with organizations from other sectors as a means to access key resources they do not possess, and to pursue objectives they could not achieve on their own (Austin & Seitanidi, 2012; Dahlberg, 2007; Kolk, Dolen, & Vock, 2010; Kolk, Van Tulder, & Kostwinder, 2008; Parker, 2003; Seitanidi & Ryan, 2007; Waddock, 1988). At the same time, the vastly different

organizational logics of these sectors make collaboration particularly challenging (Dahan, Doh, Oetzel, & Yaziji, 2010; Rivera-Santos & Rufin, 2011; Selsky & Parker, 2005). Started in 2007, the symposia on Cross Sector Social Interactions (CSSI) aim to bring together academics and practitioners in the field of CSSI every two years in order to discuss and share insights from both theory and practice. Building on this momentum, the 4th International Symposium on Cross Sector Social Interactions will take stock of advances in CSSI since the previous symposium in 2012, and will bring together scholars and practitioners to develop not only knowledge and concepts, but also tools and methods.



In spite of a rapidly growing literature, many of the dimensions and implications of partnering across sectors still remain to be explored. In particular, we are only beginning to understand the specificities of innovation through cross-sector collaboration. For this Symposium, we would like to bring an innovation perspective to the study of CSSI, and to especially consider CSSI not only as innovative forms of collaboration that transcend institutional boundaries in themselves, but also as sources of specific innovations for complex problems (Le Ber & Branzei, 2010a; Le Ber & Branzei, 2010b; Murphy, Perrot, & Rivera-Santos, 2012). As recent and rapidly evolving forms of organizational architecture, CSSI can be usefully regarded as specific forms of innovation. Such an approach offers the potential to bring the rich scholarship on innovation to bear on the analysis of CSSI; conversely, it can also bring important new insights from CSSI to the scholarship and practice of innovation. For example, the innovation literature has paid a lot of attention to the development of teams composed by individuals of deliberately diverse backgrounds and capabilities (Cohen & Levinthal, 1990; Gruber, MacMillan, & Thompson, 2013), who can not only generate new ideas through the recombination and juxtaposition of previously unconnected concepts, but who can also examine innovative concepts from a variety of lenses, such as the social good perspective of non-profit organizations and the emphasis on scalability of many business firms, identifying blind spots and potential pitfalls. In our contemporary world, where “distance” is diminishing in more than just a physical sense, so that organizations of all kinds are coming into contact with other organizations that follow vastly different logics, cross-sector collaboration can help individuals and organizations make better sense of this growing complexity, as we further elaborate below. Yet the management of such diversity poses tremendous challenges for the innovation process. Likewise, CSSI initiatives bring together persons from very different backgrounds, and thus face significant obstacles regarding communication, development of trust, and other factors required for the success of these initiatives. In what ways do CSSI resemble other forms of innovation? What can the innovation literature tell us about how organizations should approach and structure initiatives that involve CSSI? What is unique about CSSI as innovations that can expand our understanding of innovation processes? How do specific innovations stemming from CSSIs tackle complex problems?

In our view, a fundamental element in searching for answers to these questions is the institutional diversity that is innate to CSSI. We are referring here not only to the institutional logics of different organizations of different sectors—business vs. non-profit vs. public—but also, the types of institutional divides encountered across the space of geography and levels of economic development (Rivera-Santos, Rufin, & Kolk, 2012). These divides are growing more prominent as business organizations from the developed world increasingly interact with low-income communities in developing countries. In these communities, a complex and unstable blend of institutions—local, national, and supranational—frequently coexist side by side. How do the pre-existing innate institutional divides affect CSSI when they produce innovative ventures? What are the elements of innovative processes that are able to resolve institutional conflicts and contradictions? Can conflicting institutional logics be recombined to yield innovative and sustainable organizational forms? These are some of the questions that we invite scholars and practitioners to examine in the 4th CSSI Symposium.

Our intention is to consider a variety of forms of submission to the symposium in order to provide a forum for research at a variety of stages of development, and for researchers at different career stages. We particularly encourage proposals from doctoral and early career researchers. Reflecting this, the symposium welcomes both extended abstracts (600–1,000 words) and poster proposals (600 words - a physical poster will be required if selected, with further details to be provided to the selected abstracts). Abstracts should provide a brief overview of your work and/or present interim research findings. Accepted abstract submissions will be offered the opportunity to present their research (around 15 minutes of presentation time) in workshop sessions at the symposium. Accepted posters will be exhibited at the symposium space providing opportunities for scholars to interact and discuss their latest research with the symposium participants. We welcome academic and practitioner research on the symposium topic.

As in previous years, papers submitted to the Symposium will be eligible for the Routledge Best Paper Award in Social Partnership, comprising a certificate to the recipient, a voucher for £100 books by Taylor & Francis Group, and a one-year subscription to *Academy of Management Annals*. The best symposium papers will be candidates for inclusion in a Special Issue of the *Journal of Business Ethics* or/and in an edited volume.



SYMPOSIUM CO-CHAIRS AND ORGANIZERS

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MIGUEL RIVERA-SANTOS – Associate Professor of Strategy and International Business, EMLYON Business School (France) and Babson College (USA), mrivera@babson.edu

ORGANIZING COMMITTEE

ROB VAN TULDER - Programme Chair 2012

ANDREW CRANE - Symposium Chair 2014 & Symposium Chair 2016

JAMES AUSTIN - Recipient of 1st LTA Award

MAY SEITANIDI - Symposia Co-ordinator.

| ARSP |

IMPORTANT DATES

February 8, 2014	Submission of abstracts (600-1,000 words), as an attachment in MS Word or pdf format to cssi2014@gmail.com
March 31, 2014	Selection of papers and posters
May 29-30, 2014	Symposium in Boston, USA
August 31, 2014	Submission of full papers to be considered for the Thematic Special Issue for the Journal of Business Ethics

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by Jessica Mankowski

*Acting Manager, Knowledge Translation
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Partnership Events from Around the World

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he aim of the Events Section is to provide readers with up-to-date information on upcoming, or recently completed, social partnership events from around the world. The information in the profiles below is sourced primarily from the event websites or from correspondence with event organizers. Descriptions from sites or announcements may be edited for brevity.

If you would like to submit an event for next year's ARSP, write a brief review of one of these event, or write a short review of an event you recently attended, your contribution would be most welcome.

Please send upcoming event announcements, calls for papers or requests related to submitting or suggesting a review to me at jessica.mankowski@gmail.com

2013/2014

SOCIAL GOOD SUMMIT 2013

SEPTEMBER 22 - 24, 2013
NEW YORK, NY, USA

The Social Good Summit is a three-day conference during UN Week in September that brings together entrepreneurs and thinkers to discuss how new media can help meet global challenges. The conference is organized by the UN Foundation, Mashable, 92nd St Y, the UN Development Programme (UNDP) and the Bill and Melinda Gates Foundation. This year's event is based on the theme of «2030 Now.» There are three components to the event:

- Interaction with «Keynote Listeners,» including Amina J. Mohamed, the UN Secretary-General's Special Advisor on post-2015 development planning, and others;
- Wesleyan University «massive-open-online-course» (MOOC) on «how to change the world»;
- A segment on campaigns, innovations and digital solutions to the challenges of climate change, hosted by former US Vice-President Al Gore and the Climate Reality Project.

Other speakers include Anthony Lake, the UN Children's Fund (UNICEF); Barbara Bush, Global Health Corps; and Matt Wallaert, BING, among many others.

Website: www.undp.org/content/undp/en/home/presscenter/pressreleases/2013/07/31/social-good-summit-2013-announces-new-speakers-first-group-of-keynote-listeners-and-massive-open-online-course-mooc-

Email: boaz.paldi@atundp.org

SUMMIT 2013: CREATING AN ACTION AGENDA FOR THE NEXT DECADE

OCTOBER 21-23, 2013
UNIVERSITY OF MICHIGAN, ANN ARBOR,
MICHIGAN USA

The Base of the Pyramid (BoP) sector shows great potential to scale and transform lives. The past decade has seen growth in the number of BoP ventures, in the provision of quality services to the poor and vulnerable and in investor interest in the sector. But there is also a growing recognition of the roadblocks to venture scalability, sustainability and success. The BoP Summit will address these challenges with a strong, action-oriented framing. The Summit will:

- Take stock of what we know thus far about the domain
- Identify what works and what gaps must be filled
- Determine an action agenda for the next decade that builds upon existing successes and addresses current limitations.

The organizers are excited to announce this summit and gather leading thinkers, social entrepreneurs and action agents in one place to discuss the future of the BoP sector. Attendance will be limited to ensure an in-depth and result-oriented dialogue. Along with plenaries, attendees will participate in breakout sessions to identify lessons worth sharing, discuss opportunities worth exploring and develop strategies worth further investment. Organizers are planning to work with participants to jointly create a roadmap for the future development of the BoP domain.

Email: bopresearch@umich.edu



WORLD FORUM ON NATURAL CAPITAL

NOVEMBER 21 - 22, 2013
EDINBURGH, UK

The first World Forum on Natural Capital will be dedicated to discussing how to turn the debate on natural capital accounting into action. It will build on the private sector interest shown at the UN Conference on Sustainable Development (UNCSD or Rio+20) held in Rio in June 2012 and the many developments that have since taken place. The UN Environment Programme (UNEP) is one of the key partners in the World Forum on Natural Capital.

Web site: <http://www.naturalcapitalforum.com/>

3rd GRADUATE SCHOOL OF BUSINESS CONFERENCE ON THE BUSINESS OF SOCIAL AND ENVIRONMENTAL INNOVATION: "CO-INNOVATION TO ADDRESS WICKED PROBLEMS" AT THE UNIVERSITY OF CAPE TOWN, GRADUATE SCHOOL OF BUSINESS

NOVEMBER 22-24, 2013
CAPE TOWN, SOUTH AFRICA

The overarching objective of this conference series is to create a better understanding of the role of business in solving societal challenges by generating social and environmental innovation, especially from an African perspective.

This year's theme is "Co-innovation to address wicked problems". Wicked problems are large, messy and complex, and they involve inherent interdependencies and conflicting interests between stakeholders. Some of the world's greatest challenges are wicked problems, such as poverty, climate change, biodiversity loss, or food insecurity. The resolution of wicked problems demands a new approach to generating wider systemic transformations, comprising innovations that are complementary, coordinated and collaborative. We capture these dimensions in the phrase co-innovation for sustainability.

This conference integrates views and insights from both research and practice to advance our understanding of the processes, dynamics and outcomes of co-innovation.

Website: <http://gsbblogs.uct.ac.za/gsbconference/>. Email: BSEI at gsb.uct.ac.za

EUROPEAN ACADEMY OF MANAGEMENT (EURAM 2014): WAVES AND WINDS OF STRATEGIC FOR SUSTAINABLE COMPETITIVENESS

JUNE 4-7TH, 2014
VALENCIA, SPAIN

EURAM 2014 is aimed to be a forum for dialogue about how management research and education, by itself and in combination

with other disciplines, can contribute to the enhancement of new waves and winds of strategic leadership that will stimulate a balanced and sustainable view of competitiveness in our societies. At EURAM 2014: Symposium on Cross-Sector Partnership Driving Social Innovation

A symposium is a discrete session around a specific topic that engages a group of panelists with issues that cut across existing SIGs and which is attractive to a significant number of scholars. The aim of this symposium is to take stock of the state of research and practice on this topic by bringing together scholars that are studying it from different sectoral and disciplinary angles. The symposium aims to provide a venue in which participants can debate key issues regarding cross-sector partnerships for social innovation.

Website: <http://www.euram-online.org/conference/2014/>

UN CONFERENCE ON SMALL ISLAND DEVELOPING STATES (SIDS)

SEPTEMBER 1-4, 2014
APIA, SAMOA

Leaders of Small Island Developing States aim to make partnerships a cornerstone of the 2014 SIDS Conference, calling for the "strengthening of collaborative partnerships between SIDS and the international community" as one of the important ways and means to address new and emerging challenges and opportunities for the sustainable development of Small Island Developing States (SIDS).

Website: <http://www.sids2014.org>

GENDER, WATER AND DEVELOPMENT CONFERENCE 2014

FEBRUARY 19 - 21, 2014
EAST LONDON, SOUTH AFRICA

This conference will consider how to address gender, poverty and water challenges across Africa under the theme of 'Gender, Water and Development: The Untapped Connection'. The conference is hosted by the Water Research Commission of South Africa, in partnership with the Department of Water Affairs of South Africa, the African Ministers Council on Water (AMCOW), the Southern African Development Community (SADC) and the Women for Water Partnership.

The Gender and Water conference aims to bring together a wide range of people from inside and outside the water sector to engage, debate and find solutions to these challenges, and through this to assist AMCOW, African countries and other developing nations to address the developmental challenges of gender, poverty and water.

Web site: <http://global-water-conference.com/>

Email: kruger@kruger-association.com



Past events



CROSS SECTOR PARTNERSHIP PROFESSIONAL DEVELOPMENT WORKSHOP AT THE ACADEMY OF MANAGEMENT

DATE: AUGUST 10, 2013 ORLANDO, FLORIDA

Partnership scholars and practitioners convened again in August 2013 for the fifth annual Cross-Sector Partnership Professional Development Workshop (PDW) at the Academy of Management. The theme that brought this diverse group together again was “Transforming Markets: Cross-Sector Partnerships for Sustainable Product Standards.” The partnership under consideration—The Sustainability Consortium—is a multistakeholder collaboration involving companies, NGOs, universities, and government agencies to create frameworks for measuring the sustainability of consumer products. Consortium representatives, including leaders from the University of Arkansas, Walmart, and the Environmental Defense Fund, presented the case of the consortium’s initial three years of institution building after which they engaged with scholars from around the world on the challenges and opportunities of partnership. | ARSP |



by Esben Rahbek Gjerdrum Pedersen

*Professor (MSO) and Director of Copenhagen Business School
Centre for Corporate Social Responsibility*

Cross-Sector Collaboration at Roskilde Festival, Denmark

Roskilde Festival is an annual, week-long Danish music and culture event with approximately 130,000 guests. Approximately 200 bands play at 8 different stages during the festival which also serves as a playground for a number of other events regarding sports, arts, food, architecture and more. The permanent organisation behind Roskilde Festival event is made up by approximately 50 staff members, 200 volunteers during the year and around 32,000 volunteers directly involved in the festival planning and implementation (food, security, etc.). Roskilde Festival is organized by an NGO, Roskilde Festival Charity Society, and the income generated from the festival is donated to charitable projects in a variety of fields (such as culture, sustainability, education).

From Rio to Roskilde (and back)

In 2013, Roskilde Festival and Copenhagen Business School established a partnership to analyse the sustainability barriers and opportunities at the festival. The objective of the project is to create awareness of how the global sustainability challenges discussed at the Rio+20 Summit manifest at a local setting, in this case the Roskilde Festival. The partnership between Copenhagen Business School and Roskilde Festival involved a number of other research institutions, private companies, and industry organisations, including the University of Copenhagen, Aalborg University, Confederation of Danish Industry, Rockwool, and Implement Consulting Group.

In close dialogue, the partners identified three sustainability areas were relevant to the festival and society more generally: food, housing, and waste. In the following section, we will briefly summarise some of the insights from each area. During the one-week festival, the researcher team observed behavior, conducted interviews, wrote blogs, participated in the festival work, and developed photo/video documentation for research and dissemination purposes. Some of the work can be found on the project website, www.rioutilroskilde.dk (in Danish only).



The research team (the author of this article is first on the left middle row). Photo: Barbara Louise Bec.

Results from the Partnerships

It is estimated that globally, around one third of all food produced never reach the stomach of the end consumer¹. To make things worse, the food wasted has taken up other resource (water, land, energy etc.) and often produced using pesticides etc. Therefore, food waste represents a major sustainability challenge across the world. At Roskilde Festival, guests can eat at approximately 150 food stalls, run primarily by civil society organisations (charity, schools, sports clubs). The objective of this sub-project was to identify challenges and solutions for reducing food waste at the Roskilde Festival, which would reduce the environmental footprint and increase the income generated to the festival and the civil society organisations. The findings from the study indicate an extreme variation in practices which call for a much more knowledge sharing and the need for coordination of efforts. Moreover, the project documented the potential for making unused food from one location available for people at another. Last, the project highlighted some of the systemic barriers for reducing food waste within and outside the Roskilde Festival setting.

Millions of people around the world are living without proper housing in refugee camps, slum cities and rural areas. To address this problem, the Danish company Rockwool made a real-life experiment at Roskilde Festival where they tested a new type of temporary housing that was water proof, fire resistant, kept temperature constant, and was flexible in use. The Rockwool experiment was part of Roskilde Festival's Orange Innovation initiative, which is an area of the festival dedicated to cultural and social events and experiments.

During the festival, one of the benefits for the Rockwool Corporation was the inspiring insights they received on how to improve the design of their 'base of the pyramid' product and adapt it to new markets. Actually, the company ended up transforming one of the prototypes to a cooling system that was used by one of the food stalls at the festival.

Last, the project looked at how waste from the festival can be transformed into resources. In particular, the focus was on the festival guests' perception of when something valuable becomes waste (and vice versa), e.g. tents, beer cans, and sleeping bags. The analysis seems to indicate that guests have a 'festival identity' and 'everyday identity' which influence their perception and how they handle waste. The results from the analysis may serve as input to future experiments that will decrease the amount of waste generated and disposed at the festival.

Next steps

The long-term objective of the partnership is to test a number of new sustainability solutions at the Roskilde Festival which has the potential alleviating some of the social and environmental challenges experienced by the festival and society more generally. During the one-week event, Roskilde Festival is one of biggest cities in Denmark, and hence an ideal laboratory for running sustainability experiments. In the future, we hope that the festival will serve as an extreme case for action based research that can advance our knowledge on various sustainability challenges and inform the underlying literature of nudging, collaborative consumption, lean management and more. | ARSP |

¹ http://www.imeche.org/docs/default-source/reports/Global_Food_Report.pdf

MEMBERSHIP

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SECTION EDITOR:

N. Yvonne Claire Ndifor

*PhD Candidate University of Kent,
Canterbury, UK*

Welcome to the Membership Section of the ARSP!

Every day our community is growing with new practitioners employing more and more social partnerships, academics having originated from a variety of disciplines now studying interfaces with cross sector collaboration and PhD students discovering the multiple rewards of our field. We extend our warm welcome to all of you for joining our community! Our aim is to facilitate getting to know each other, familiarise with the each other's interests and projects and as a result enabling as many interactions as possible between all the different groups of individuals (academics, students and practitioners of business, nonprofits and public sector organisations) all around the world.

As in previous issues of the ARSP, we profile new and existing members of the NPO-BUS Partnerships Yahoo Group (click to visit the page and join) under two sections of *New members* and *Members' news*. The current membership of the NPO-BUS Partnership Yahoo group is 399, with 17 new members in the new period since the publication of the 7th issue of the ARSP (2012). To communicate within the year with each other: we use, in addition to the yahoo group, the following platforms: on facebook (the Cross Sector Social Interactions Facebook group), which currently has 154 members and on linkedin (the NPO-BUS Partnership Group) with 29 members. All three groups are used as membership platforms and are linked to the ARSP. We look forward to receiving your profiling information and updates. | [ARSP](#) |



by Adriana Reynaga
Morales

*PhD Candidate, National University
of Mexico, Mexico City*

Welcome to all our new Members! Below we profile new members and we bring you existing members' news. We look forward receiving your profiling information and updates via email at: reynaga.adriana@gmail.com



HATEM GAFSI holds an MSc in Management and Organisation from the University of Tunis El Manar, Tunisia. Hatem's MSc thesis dealt with Corporate Social Responsibility (CSR), codes of ethics and organisational behaviour.

Hatem Gafsi, is currently studying for an MA in Management in Non Profit Organisations at the University of Osnabruck, Germany. Hatem is interested in the Management of diversity and governance of cross sector social interactions.



JULIA HELENA DÍAZ RAMÍREZ holds a bachelor's degree in computer science and a master's degree in industrial engineering. She is currently a Ph.D student of Management at Universidad de los Andes in Colombia. Her research examines the factors that influence to the small and medium enterprises to collaborate with civil society organizations. She has worked in the public sector in education and e-government. During the last term of 2013 she is PhD visitor student at the School of Management of the University of Kent, working under the direction of Prof. Dr. May Seitanidi.



MICHELLE SHUMATE is an Associate Professor at Northwestern University and the director of the Network for Nonprofit and Social Impact (NNSI). NNSI is dedicated to answering the question: How can nonprofit networks be rewired for maximum social impact? Her research on corporate-NGO partnerships is grounded in the Symbiotic Sustainability Model (Shumate & O'Connor, 2010), which suggests that their primary feature is their communicative construction for internal and external stakeholders. This model assumes that, for most cross-sector partnerships, the positioning of the relationships with stakeholders are more important than the resources exchanged in the relationship. Her research examines the number of partners that both NGOs and corporations describe in their public material, and the pairings of economic and social industries. This work has been featured in several journal articles and by organizations, like the Conference Board and National Communication Association.



Members' News



Since 2008 Professor **ANS KOLK** has published multiple partnership studies, and recently an overview chapter that is forthcoming in the Routledge volume, "Social Partnerships and Responsible Business. A Research handbook", edited by May Seitanidi and Andy Crane. Her current foci include microfoundations of partnerships, partnerships in fragile states and other areas characterised by situations of institutional gaps/weaknesses. Concerning the former, Ans with her colleagues Marlene Vock and Willemijn van Dolen, have done a study on individual-level ('trickle') effects, particularly looking at the role of employees, which is forthcoming in Journal of Business Ethics as part of the special issue resulting from the 2012 CSSI Symposium. Regarding the latter, Ans has published papers with François Lenfant, inter alia in Business and Society, and with Miguel Rivera-Santos and Carlos Rufin on Subsistence/'Bottom of the pyramid' markets in the Journal of Business Research. Professor Ans Kolk has currently follow-up work in progress, again with François Lenfant, on partnerships in fragile states and post-conflict areas, with specific attention to Central Africa. Her recent publications are featured under the relevant categories in the Publications Section of the ARSP. For a full list of her publications and more information, please visit: <http://www.anskolk.nl>



Professor **JOSÉ VARGAS** is member of the National System of Researchers in Mexico. He has been visiting professor at institutions such as Carleton University in Ottawa Canada, Universidad de Guayaquil in Ecuador and visiting scholar in University of California-Berkeley in the United States. He is a PhD Professor and adviser of several Mexican higher education institutions. Professor Vargas holds a PhD in Public Administration (Columbia University) and a PhD in Economics (Keele University, England). He has published four books, more than 200 papers in international journals and reviews, and more than 300 essays in national journals. One of his current projects is on: the Analysis of strategies that promote the development of BRICS (Biggest Richest Innovative Countries Association) with the aim to identify strategies that enable emerging economies of the BRICS group to adapt to structural changes in their political and economic environments and enable them to become bigger players globally in the development of the economy and the society.



PETER KROMMINGA for more than ten years works as Director and CEO of UPJ in Germany. He holds University degrees in Protestant Theology and Social Work. UPJ (www.upj.de) is the German national network of engaged businesses and local non-profit intermediary organizations. Projects and programmes create new connections between businesses, civil society organizations and public authorities thus contributing to solving societal challenges and shaping sustainable communities. UPJ, a registered charity under German law, provides organizations from the business, community and public sectors with information and consultancy to improve their Corporate Citizenship and Corporate Social Responsibility activities. Founded in 1996, UPJ challenges and supports business to play a more active role as responsible Corporate Citizens and to get involved in new forms of social co-operation with community organizations and public authorities in their local communities. Moreover UPJ supports companies to introduce and implement responsible business practice not only in the community, but also in the marketplace, the environment and the workplace, as a contribution towards sustainable development and as a source of competitive advantage. | ARSP |

ANNUAL REVIEW
of SOCIAL
PARTNERSHIPS

Deadline for submission of material for the next ARSP issue:
15th April 2014 to the relevant ARSP Editor.