Collaborating to improve Healthcare: A case study

Master's thesis in Entrepreneurship and Business Design – Intellectual Capital Management track

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Gothenburg, Sweden 2018

Report number: E2018:105

MASTER THESIS E2018 105

2018:105

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Gothenburg, Sweden 2018

AKNOWLEDGEMENTS

This master thesis is the final project of the Master Program Entrepreneurship and Business Design at Chalmers University of Technology, Gothenburg, Sweden.

I would like to start by warmly thanking Åse Rosenqvist, the initiator of the Crowd Ideas project, for her mentorship and support during the time I worked on this Thesis.

I will also thank Bowman Heiden, Ph.D and Deputy Director at Center of Intellectual Property, for providing me with the educational environment and guidance necessary to complete this thesis, Anton Svensson for being my supervisor, and Magnus Eriksson for his academic guidance.

This research would not have been possible without the support of the whole steering committee of Crowd Ideas who agreed to welcome me for interviews and took time to complete my survey.

Finally yet importantly, I would like to thank my opponents and friends, Lili Yun and David Genelöv, as well as Pooja Soustanmath and Dynion Bakkers, who can add “edition of endless documents on Microsoft Word” as a top skill on their LinkedIn profiles. Cheers!

Florence Ducler,

Gothenburg, may 2018

ABSTRACT

To tackle the societal challenges of the blooming Healthcare sector, different organizations are increasingly seeking to connect and cooperate. They are looking towards a more holistic vision of Healthcare in which products or services are not simply aiming to suppress a particular illness, but at increasing well-being in patients. It is deemed of primary importance to include patients in innovation processes, as innovators must be able to grasp the complexity of their needs if they want to meet them accordingly.

That is what the Crowd Ideas project aims to achieve when it comes to breast cancer care in the Västra Götalands region. The pilot project assembles actors from the private, public, adademic and civil sectors, around the goal of improving the life of people affected by breast cancer.

This report examines the way these actors with different organizational cultures and goals managed to work together and come up with innovative solutions. To investigate this cross-sector collaboration, the author conducted semi-open interviews of the members of the steering committee of Crowd Ideas as well as sent them a survey.

The study revealed that high levels of jointness in decision-making processes, as well as the building of administrative and social leadership mechanisms, were important for this collaboration to take decisions and action. It proved equally important to establish mutual partner relationships in which organizations are open about sharing their interests and resources. Furthermore, a trust building process between actors enabled the innovative project to be pursued without formal hurdles.

However, the author has identified a need for new legal tools to facilitate cross-sector innovative collaborations, especially concerning the joint ownership of project results, which is a sensitive issue. More research has to be conducted in this area to encourage the Healthcare ecosystems to co-innovate with increased oppenness.

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CHAPTER 1. INTRODUCTION

In the introduction, we will respectively present the background of the case, the problem statement, the purpose, the research questions, the scope and delimitations, and the disposition of the study.

1.1 Intro funnel

Background and key concepts

The Healthcare sector currently needs to adapt to large-scale societal challenges such as the consequences of an ageing population and the expansion of the geographical markets.

Global healthcare spending is expected to reach $8,7 trillion by 2020. (Cooper and Allen, 2018). To contrast, in the year 2011 Global healthcare spending was worth $6,9 trillion (World Healthcare Organization, 2014). By 2020, 50 percent of global health care expenditures – about $4 trillion – will be spent on three leading causes of death: cardiovascular diseases, cancer and respiratory diseases (Deloitte, 2017).

In this rapidly evolving context, the Big Pharma companies are challenged to find new ways to innovate (McKinsey, 2014). Indeed, at this time, while R&D expenditures have exponentially increased to reach an all-time high - $141 billion in 2015 (Schumacher, Gassman, Hinder, 2016) - the number of New Molecular Entities being recommended for approval in Europe (statistics from the European Medicines Agency, 2018) and in the United States (Kaitin and Kenneth, 2010) is staying linear over the years. This unsustainable situation pushes for the creation and implementation of new models of innovation. The notion of Openness has been at the center of discussions for the last few years, as it is argued to be necessary to sustain success in this very competitive industry. Indeed, it has been proposed that opening R&D processes to external actors, such as universities, was an effective way to manage stagnating research and development. (Schuhmacher, Gassman, Hinder 2016)

Another way to innovate and solve challenges that has globally raised interest is the model of social innovation.

This concept is apprehended in this thesis in a broad, conceptual way, as in “new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and planet” (Pol and Ville, 2009). The core characteristics of social innovation are that it involves changing the playing rules between the different stakeholders of a particular field, engages all stakeholders in innovation processes, and seeks to produce long-lasting outcomes in and for society. (Voorberg, Bekkers, Tummers, 2013).

The nature of the Healthcare sector and the multiplicity of actors evolving in the related ecosystems makes it a promising scene to implement social innovation projects. (Christensen, Baumann, Ruggles, &Sadtler, 2006; Christensen, Grossman, & Hwang, 2009).

The necessary recombination of actors that is at the heart of these initiatives has for consequence that organizations of different nature and with different purposes collaborate. Cross-sector collaborations make up a unique form of social organization (Koschmann and Kuhn, 2012). The notion of "sector" in this thesis will be understood as "a means of organizing the most prevalent political-economic engines in a society: namely, profit seeking firms, government, and "civil" sector organizations that represent non-rent seeking entities devoted to pursuing a particular socially-embedded mission or interest." (Googins&Rochlin, 2000)

The rationale behind cross-sector collaborations is that by creating a pool of skills and resources that are characteristic of each of their respective sectors, collaborating organizations can achieve together goals they would not be able to achieve on their own, and thus are able to tackle large social issues such as those related to public health (Selsky& Parker, 2005).

Public health issues are about improving the quality of life of the patients rather than selling products. That is why the Service-Dominant (S-D) logic of value creation is also very relevant trend to apply to innovation processes in the Healthcare sector. This notion, which originates from marketing research, implies that "humans apply their competences to benefit others and reciprocally benefit from others' applied competences through service-for-service exchange (Vargo and Lusch, 2004). Hence, the application of S-D logic is strongly linked to (1) a more holistic, dynamic, and systemic perspective of value creation and (2) the emphasis of institutions and institutional arrangements as coordination mechanisms in such systems (Vargo and Lusch, 2016). It is opposed to the Goods-Dominant logic, which refers to the creation of value by the means of delivering products to customers. In the context of Healthcare, applying S-D logic implicates a change of mindset from the action of delivering a drug to cure a sickness, to providing integrated well-being solutions that are co-createdtogether with the patient. The patients become actors of the value creation processes instead of powerless receivers of care, which enables the implementation of solutions that fit their needs. (Joiner &Lusch, 2015).

The three notions of social innovation, cross-sector collaborations and service-based logic in the context of Healthcare all point towards a more holistic, or ecosystemic, approach to delivering health (Greene and al, 2012). Achieving this vision requires stakeholders of the Healthcare field to pool their resources to create solutions for the patients, with the patients, and to see the broader picture by shifting their focus to the notion of well-being rather than on the sole treatment.

An overview of Breast Cancer in Sweden

Breast cancer is the most common cancer among women as it concerns around 30% of all cancer diagnosis. Sweden, similarly to other European countries, has seen a rise of breast cancer cases in the recent decades (see fig.1), which can be partly imputed to the gradual demographic change towards a more ageing population. (Socialstyrelsen, 2017)

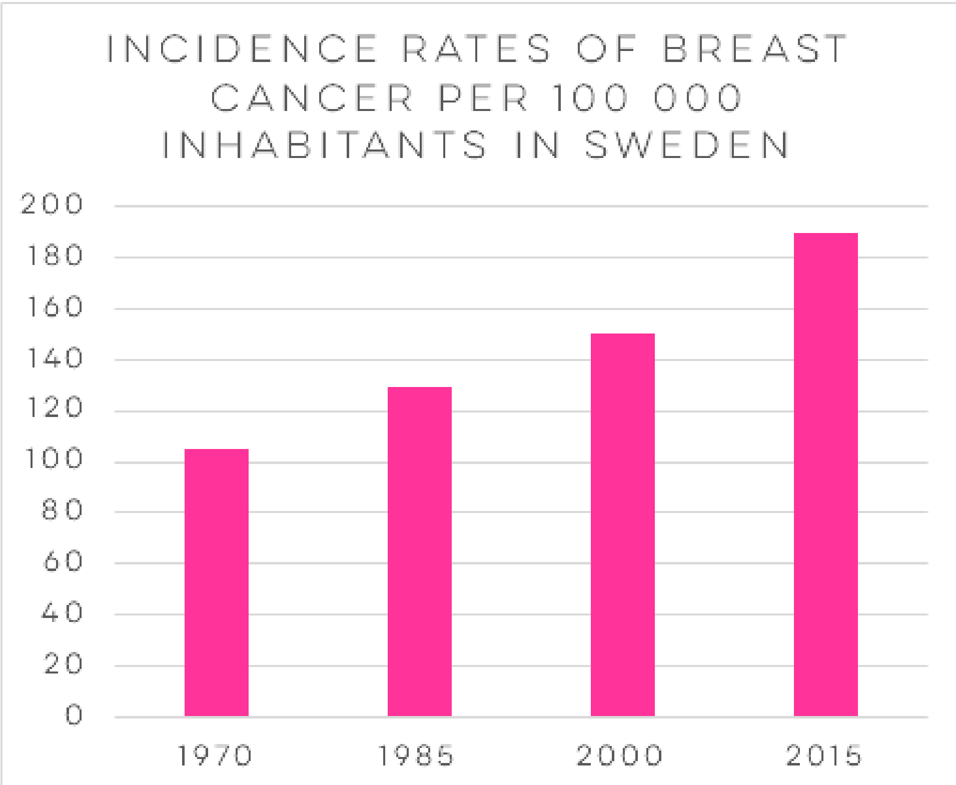

Fig 1. Source: Socialstyrelsen, 2017

The Case: Crowd Ideas

This is with this ecosystemic vision of Healthcare in mind that Novartis initiated the Crowd Ideas concept in relation to breast cancer care. The project, of which goal is to improve care of breast cancer patients, is a collaboration between Novartis, Johanna Patient Advocacy Group, Sahlgrenska Science Park, VästraGötalandsregionen, GöteborgsUniversitet, SahlgrenskaSjukhuset, and the Chalmers Center for Healthcare Improvement.

Therefore, it brings together for-profit, non-profits and governmental organizations. The project mainly consisted in the launch of a crowdsourcing website addressed to breast cancer patients and survivors as well as their support circles. The website was a safe platform for them to submit anonymously their ideas and suggestions to improve breast cancer care along with the follow-up of the patients. The project received a lot of attention in the media and within the healthcare ecosystems of the region. More than a hundred ideas of various nature were submitted, ranging from suggestions to reduct the incidence of adverse effects of chemotherapy to thoughts on how to facilitate the transition back to working life after going through cancer treatment. It was considered a success, both because it enabled for the formation of a long term relationship between the different organizations that constitute the steering committee, and also because it lead to the development of four concrete solutions aimed at fulfilling patient needs.

Relating the case to the key concepts

The need for implementing new ideas to improve breast cancer care is a public health concern and a pressing social cause. This goal is embedded in the D.N.A of the Crowd Ideas concept, as all the actors involved pursue it. While public-private collaborations of some sorts are rising in Healthcare, such a project bringing together organizations from the Big Pharma industry, the academia, the regional councils, the life science industry and patients themselves is a rare occurrence. These two elements are primarily what makes the Crowd Ideas concept a Social Innovation project.

Crowd Ideas also qualifies as a cross-sector collaboration, as the different organizations involved are engaged in “linking or sharing information, resources, activities, and capabilities (...) to achieve jointly an outcome that could not be achieved by organizations in one sector separately.” (Bryson, Crosby, Stone, 2006)

Additionally, the Crowd Ideas concept put the patients of the center of the innovation processes: patients are included in the steering committee (in the shape of the Patient Advocacy group Johanna), consulted online via the website and at the occasion of workshops and interviews. Giving space to stakeholders to express their needs allows them to become actors in value creation practices, as the providers and the patients are mutually exchanging services.Moreover, it enables the actors of the Healthcare ecosystems to focus on the solutionsthatare veritably needed, beyond the treatment of the cancer in itself, which are “the experience of healthy living, and ideally, a sense of wellness.” (Joiner and Lusch, 2015)

Therefore, one can conclude that logic behind Crowd Ideas is that of a Service-Dominant perspective.

Focus of the thesis

The common denominator of these three concepts is the collaborative aspect (fig.2). Partnership, an advanced form of collaboration, has been argued to be a promising solution to provide better healthcare (Deloitte, 2018). In addition, the development of a successful partnership is the first step to create the collective agency necessary to tackle large-scale social challenges (Koshmann and Kuhn, 2012).

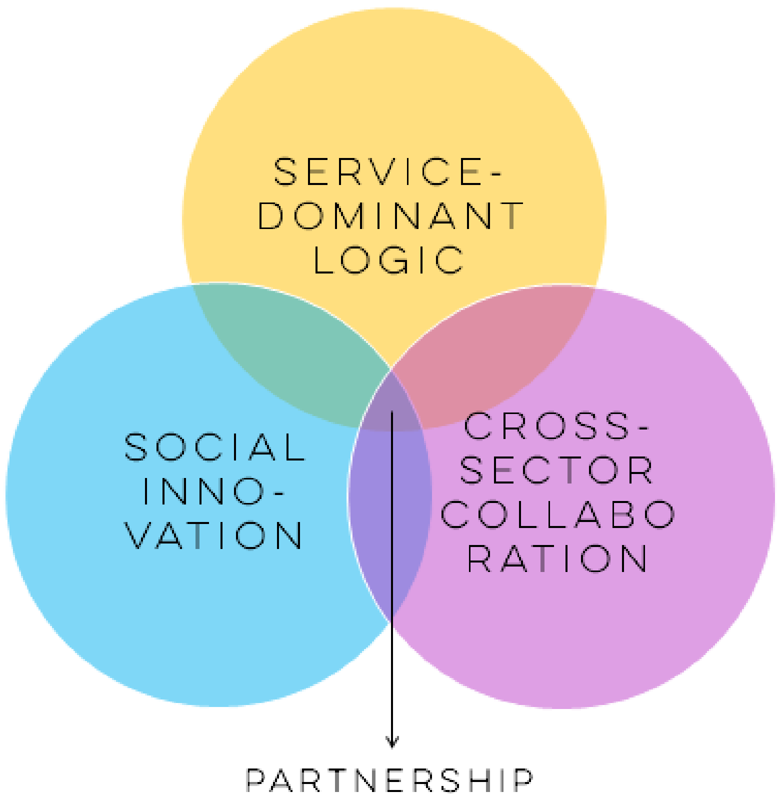

Fig.2: Intersection of the three key concepts

The steering committee sees Crowd Ideas as a new way of working. While it is too early in time to study the effects of its implementation on breast cancer care, it is possible to focus on its early impact, which lies in the relationships created between the different organizations that took part in the project.

1.2 Problem statement

The Crowd Ideas concept is at the crossroads of several theoretical frameworks: Service-Dominant Logic, Social Innovation and Cross-Sector Collaboration. These notions are getting a lot of attention in academia and in ecosystems, both in the public and in the private sector, as ways to tackle the challenges of the Healthcare sector. What they have in common is a strong collaborative element. Collaborations have been studied through the years as means to find new innovative solutions to social issues (e.g Roberts and Bradley, 1991) in spite of organizational differences. However, to the author's knowledge, no study has been conducted to evaluate the collaboration formed in the frame of a concept that strongly includes the end user of the value created, in this case the patients.

It has been well recognized in the litterature that solving complex problems requires forming a particular type of collaborative relationship: a partnership (Brinkerhoff, 2002). Therefore, in this study, we also want to examine the relationship formed between the actors taking part in the Crowd Ideas concept in order to determine if it was able to create a successful partnership.

The subjects of the study will be the representatives of the stakeholders organizations involved in the steering committee, which are Novartis, Johanna, SahlgrenskaUniversitetssjukhuset, Sahlgrenska Science Park, VästraGötalandsregionen, and Chalmers Center for Healthcare Improvement.

1.3 Purpose

The author would like to investigate the early impact of the implementation of the Crowd Ideas concept, in relation to the development of the relationship between the stakeholders. The goal is to assess the different dimensions of a collaboration formed in such context.Particular attention will be drawn to the two dimensions that characterize the notion of partnership, as the formation of such relationship is the first step towards developing collective agency necessary to impact significantly a specific issue.

1.4 Research questions

1. How is the project governed by the stakeholders?
2. How is the project administered?
3. How autonomous are the different organizations?
4. How mutually beneficial are the relationships formed in the collaboration?
5. How are the levels of reciprocity and trust in this team?

1.5 Methods and delimitations

Sampling and methods

The scope of this study will cover the stakeholders of the Crowd Ideas steering committee located in Göteborg, Sweden.

Crowd Ideas is a rather unique concept which is experimenting a more holistic way of working and innovating with patients in the Healthcare sector. Therefore, it will not be compared to other multi-stakeholder social innovation projects or public-private partnerships.

All of the representatives of the different stakeholder organizations have taken part in in-depth interviews. After the interviews were compiled, a survey was constructed and sent to this same list of participants in order to confirm and complete the answers gained during the interviews. Eight people took out the survey, out of the ten interviewed.

Representatives of all the organizations that took part of the project were interviewed. When possible, the author tried to interview more than one person and to reach to persons holding different roles in the organization. However, it was not possible for all organizations as some of them only had one member taking part in the project and some did not reply to solicitations. Two organizations were able to let the author interview more than one representative.

Theoretical framework

There are various definitions and explanations of collaboration and partnership. In this study, the author uses the definitions from Brinkenhoff and Thomson and al to evaluate the relationship formed in the Crowd Ideas concept. The framework in use has been created by prominent figures of strategic management. The process to produce it has been thoroughly detailed by the authors and included testing on numerous collaborations including private and public partners (Thomson, Perry, Miller, 2007). Therefore, the author thinks that the framework possesses strength and reliability as a theory to base her research on.

Theaforementionned framework developed by Thomson and al lists and evaluates five aspects of a collaboration. In the frame of this study, all five of these dimensions will be taken into account.

These dimensions are governance, administration, mutuality, organizational autonomy and norms (namely trust and reciprocity). The author will focus more thoroughly on mutuality and organizational autonomy. This is because they are the characteristics that distinguishes the notion of partnership from other relationships resulting from collaborative actions. Furthermore, the notion of trust will also receive a particular interest in this thesis.

The reason behind the author's decision to focus on this last notion stems from the fact that trust has been identified by the author during informal conversations as being of particular importance to stakeholders.

Indeed, when assessing a collaboration, it has been recognized that the collaborating parties should decide themselves on markers of a successful enterprise (Brinkenhoff, 2002). That is because success remains a highly subjective notion that is hardly quantifiable.

1.6 Disposition of Thesis

- Chapter 1: Introduction - The background, the problem statement, the purpose, the research questions, the scope and delimitations, and the disposition of the study.

- Chapter 2: Theory - The theory of social innovation, cross-sector collaborations and service-dominant logic, the notion of partnership, and the framework in use.

- Chapter 3: Method - This chapter outlines the method of the study, starting with describing and explaining the research strategy and design. Afterwards, the author will cover the topics of sampling and quality issues related to the research.

- Chapter 4: Research Findings and Analysis - In this chapter the author presents and analyses the research findings from the interviews and survey.

- Chapter 5: Discussion and Further research - This chapter discusses important insights from the research, reflects on the framework used by the author, gives idea for further research and discusses how the study could be improved in hindsight.

- Chapter 6: Conclusion - This chapter concludes the research findings and discussions by answering the research questions.

CHAPTER 2. THEORY

In this Chapter, we will introduce and describe the three concepts of social innovation, cross-sector collaborations and service-dominant logic as well as their common denominator, collaboration. Afterwards we will focus on the notion of partnership and elaborate on the framework that is being used in the study to assess the collaboration.

2.1 Social Innovation

Definition

Social Innovation is a broad concept that has been recently gaining traction. Although the occurrence of this phenomenon is as old as humankind, it has only been observed and categorized by researchers in the past twenty years. (Cajaiba-Santana, 2014)

As the term was used as buzzword in numerous contexts, scholars originating from different disciplines such as urban and regional development, public policy, management, social psychology, and social entrepreneurship (Cajaiba-Santana, 2014), have been focusing on establishing a definition.

Numerous authors have been attempting to conceptualize this phenomenon by drawing on the meaning of the concept of innovation, to then add a social dimension to it. Innovation research has started in the field of economics, mainly with the work of Schumpeter. Since then, “the concept has evolved separately in different scientific traditions such as technological studies, social psychology, urban development and management”. (Cajaiba-Santana, 2014). Within the Green Paper of Innovation report submitted by the European Commission, the concept is apprehended as follows: “Innovation is not just an economic mechanism or a technical process. It is above all a social phenomenon. (…) By its purpose, its effects, or its methods, innovation is thus intimately involved in the social conditions in which it is produced.” (European Commission, 1995).

At the light of this definition, one could wonder “What is, then, the specificity of the concept of social innovation?” To draw a line between innovation and social innovation, researchers have been looking towards separating social innovation from both technical and commercial innovation.

Firstly, the difference between technical and social innovation lies in the “what”, namely the product or process that is being created. As opposed with technical innovation, social innovation does not refer to physical or immaterial devices requiring technical capacities and having a technical effect. (Howald and Schwald, 2010). Conversely, it entails the production or creation of immaterial concepts such as “new social practices that will ultimately become institutionalized”. (Cajaiba-Santana, 2014).

Secondly, one could say assess that what separates social innovation from commercial innovation resides in the “why”, as in the purpose behind the innovative processes. The intended result of a commercial innovation is the generation of profit. Profitability and commercial success have been frequently identified as drivers for innovation, especially in literature emanating from the management field (Dawson and Daniel, 2010). Contrariwise, social innovation embeds a strong sense of purpose as it aims at tackling prevalent social issues, therefore innovating towards common welfare.

Cajaiba-Santana concludes that in the context of defining social innovation, “what is meant by ‘social’ does not relate only to the behavioural practices or the human relationship involved in the process of innovation creation and diffusion, it has a larger meaning based on the creation of a greater common good.” This definition aligns with those from other researchers such as Pol and Ville, according to whom “Social innovation refers to new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and planet. A true social innovation is system-changing –it permanently alters the perceptions, behaviours and structures that previously gave rise to these challenges.” (Pol and Ville, 2009). It is also in line with authoritative institutional bodies such as Stanford Business, which states on its website “Social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress.” (Stanford Business, 2018) In that sense, Social innovation is not defined by the organizational form of the actors who initiates it, but by its problem-solving character and its social progress purpose.

Characteristics

According to Voorberg, Bekkers and Tummers, Social innovation present four characteristics: long lasting outcomes, change of playing rules between involved stakeholders, stakeholder involvement in designing the innovations, and the production of new processes of innovation. (Voorberg, Bekkers, Tummers, 2013). We will use the social innovation literature to explain those characteristics.

- Long lasting outcomes

As stated by Howalt and Schwartz, the first crucial component of Social innovation is that it aims at producing solutions aligned with values that are considered important in society and that are sustainable in time. (Howalt and Schwartz, 2010).

- Change of playing rules between involved stakeholders

Recombining social relationships between actors in a given field equals pursuing a transformative discontinuity with existing practices (Osborne and Brown, 2011). This precise characteristic is what Social innovation has in common with the other important concepts that are discussed in the frame of this study: the idea that “burning bridges”, or creating new interactions between stakeholders, is an efficient way to impact pressing problems.

- Stakeholder involvement

Social innovation refers to the idea of participation of and collaboration with relevant stakeholders that cross-organizational boundaries and jurisdictions (Bason, 2010; Sorensen and Torfing, 2011). It has been tightly linked to the concept of co-creation that emerged from design thinking litterature. According to Leavy, “the core principle of co-creation is ‘engaging people to create valuable experiences together while enhancing network economics; and organizations need to learn how to “pull” together, and mobilize as needed, the resources to meet the demands of more engaged consumers, responsively and flexibly as they unfold.” (Leavy, 2012). By using co-creation, social innovators focus on creating solutions that are highly relevant to the needs of the concerned stakeholders. Co-creation is also an important qualifier of Service-Dominant logic.

- New processes of innovation

Considering the three precedently discussed characteristics of Social innovation, one can easily conceptualize that the processes leading to the production of such solutions require more openness. This notion has recently been at the epicenter of discussions around innovation management after it was made popular by successful large-scale open source software initiatives such as Linux or Android. The main theorist of Open Innovation is Chesbrough, who defines it as "the use of purposive inflows and outflows of knowledge to accelerate internal innovation and expand the markets for external use of innovation" (Chesbrough 2006).

The notion has been further extended to reach out of the logic of markets. Chesbrough affirms that Open Innovation “will be more extensive, more collaborative, and more engaging with a wider variety of participants” (Chesbrough, 2012). In the context of Social innovation, Voorberg and al state “Innovation processes require the ability and willingness of the relevant actors to cooperate and to link and share ideas, as well as to exchange vital resources, such as staff. It refers to the rather free and interactive exchanges of knowledge, information and experiences, in which new ideas and concepts are discussed in intra- and inter-organizational networks" (Voorberg, Bekkers, Tummers, 2013).

Social innovation in Healthcare

As the author previously stated, the Healthcare sector is currently experiencing substantial growth and faces multiple challenges. It is a field in which "commercial, voluntary, and public organization deliver services, in which public policy plays a key role, and in which consumers co-create value alongside producers" (Voorberg, Bekkers, Tummers, 2013). The multiplicity of actors and social character characterizing the Healthcare sector makes it an interesting and promising milieu to implement and study Social innovation initiatives. (Christensen, Baumann, Ruggles, &Sadtler, 2006; Christensen, Grossman, & Hwang, 2009)

2.2 Cross-sector collaboration

In this paper, the author will adopt the definition of cross-sector collaboration stated by Bryson and al, who asserted that they are "partnerships involving government, business, nonprofits and philanthropies, communities, and/or the public as a whole." (Bryson, Crosby, Stone, 2006). In the literature, they are also frequently referred to as "strategic collaborations".

It has been widely recognized that in a world in which various parties are becoming more interconnected and interdependent, cross-sector collaborations became necessary and are expected to gain in importance in the future (Austin, 2000). Indeed, the functions of the governments and of the private sector are evolving and in many instances, converging. Additionally, digital transformations gave the public (as in both users of public services and customers of private enterprises) access to new platforms to express their needs and participate to ongoing discussions.

In this context, both the public and the private sector are starting to understand the need for adaptation and are trying to form new organizational approaches.

Cross-sector collaborations are seen as a way to pool resources to solve together complex problems that could not be solved by organizations separately. "Partners from different sectors may bring distinctive advantages to such collaborative endeavor" (Selsky and Parker 2005; Gazley and Brudney 2007).

Indeed, private entities can contribute with financial, legal, or marketing resources as well as goal-oriented project management capabilities. Public organizations "may hold particular mandates or powers" to tackle problems (Andrews and Entwistle, 2010). Organizations from the civil sector hold better connexions to the targeted groups and thus benefit from a greater understanding of the issues that they tend encounter. (Andrews and Entwistle, 2010)

Googins and al have established a potential list of contributions of private and public partners:

- Business contributions to community include financial resources, technical expertise/innovation, management training, volunteers/manpower, leveraging of the relationship with other stakeholders (policy makers, funders), board participation and development. (Googins and al, 2000)

- Community contributions to business include: safe, secure environments, strong infrastructure, opportunities to train employees through "service learning", increase employee morale, access to unique data that can define trends for certain communities, potential to develop new markets and processes, provision of the corporate "licence" or "freedom to operate", support during times of crisis, support of employee interests. (Googins and al, 2000)

Therefore, a successful cross-sector collaboration benefits from collaborative advantage. This notion is "a common concept in Business where strategic alliances and joint ventures are only entered into when there is added value to be derived from organizations working collectively. The risks and benefits of the venture need to be shared. so when success is achieved all partners are better off." (Huxham, 1993).

However, establishing these types of collaborations, organizations do face a variety of structural and strategic challenges that have been identified in the literature. "These challenges have been attributed to factors such as environmental constraints; diversity in organizational aims; barriers in communication; and difficulties in developing joint modes of operating, managing perceived power imbalances, building trust, and managing the logistics of working with geographically dispersed partners." (Babiak and Thibault, 2009)

In the Healthcare sector, such collaborations have flourished and have been studied by researchers (for example Magee, 2003).

2.3 Service-Dominant logic

Definition

The notion of Service-dominant logic has been introduced by Vargo and Lusch in 2004, and has been widely commented since. This concept, which emanated from marketing litterature, describes a shift of mindset relating the creation and exchange of value.

In order to explain Service-Dominant logic, it is common to start by describing the opposite concept, namely Goods-Dominant logic, which has been dominating managerial thinking and businesses since Industrial Revolution (Joiner and Lusch, 2015). Goods-Dominant logic entails that goods are end products and the primary unit of exchange. Customers are therefore conceptualized as receivers of the goods, as irms deliver goods to them at the occasion of transactional activities. In this context, value is determined by the producer and the source of economic growth arises from owning, controlling and producing goods and customers, which are seen as operand resources. (Vargo and Lusch, 2004).

Operand resources can be defined as resources on which an operation or act is performed in order to produce an effect, such as land or animal life. They are finite by definition and have been considered primary for moist of human civilization.

Operant resources are, conversely, resources that produce effects. “Penrosesuggested, "It is never resources themselves that are the `inputs' to the production process, but only the services that the resources can render. Operant resources are often invisible and intangible; often they are core competences or organizational processes. They are likely to be dynamic and infinite and not static and finite, as is usually the case with operand resources.” (Vargo and Lusch, 2004).

It is the latter category of resources thatare considered of primary importance in the Service-Dominant logic: knowledge and skills are objects of exchange. According to this logic, goods are only transmitters of embedded value-creating knowledge, and customers are the ones who define the value created. They are, most of the time, seen as operant resources as they co-produce together with the firms, which role is to enact value propositions. (Vargo and Lusch, 2004).

This notion marks a shift of mindset coherent with the rapid growth of Software as a Service companies, other firms offering digital platforms, and the Internet of Things. In these cases, physical goods are simply used as “transporters” of value, if not completely excluded from the value proposition. One can easily draw a parallel between the evolving mindset towards a Service-Dominant logic and the emergence of the knowledge economy, which is the system of production and consumption prevalent at these times. In such economy, growth is achieved by the means of trading on intellectual capital rather than tangible, physical products.

In such context, it is interesting to focus on the way Service-Dominant logic can impact the Healthcare sector, which has been expected to grow in importance over the years. Service-Dominant logic in Healthcare has been mainly theorized by Joiner and Lusch Their contribution and point of view will be discussed below.

Service-Dominant logic in Healthcare

In the Healthcare system, Good-Dominant logic is the norm. Indeed, according to Joiner and Lusch, the focus has been, and still is, on "the profusion of more specialized and sophisticated providers, delivery systems, pharmaceuticals, medical devices, facilities, procedures, sources of information (genomics, proteomics, and metabolomics), information technologies, and more." (Joiner and Lusch, 2016).

Applying a Service-Dominant logic, conversely, would entail to take a step back and view Healthcare from a broader perspective that is not "simply" focusing on freeing people from a state sickness. The two authors pursue by stating, "The problem is that none of these products represent what people inherently need, let alone want. What they need and want are solutions to their health care problems, the experience of healthy living, and ideally, a sense of wellness "(Joiner and Lusch, 2016). This viewpoint reminds of the "job-to-be-done" theory of innovation, which includes thinking deeply about what sort of "job" the customer is looking to fulfill when buying a product or a service. When it comes to health, the needs of the end receiver extend beyond the fact of being free from illness, to a more positive sense of wellness. In that context, the "job-to-be-done" is to provide this state of being. According to Joiner and Lusch, that end goal cannot be achieved if the designers of the future Healthcare industry keep applying a Good-Dominant logic. (Joiner and Lusch, 2016).

At the heart of the Service-Dominant perspective lies the concept of co-creation, which can be defined as the action of bringing different parties together to jointly produce a mutually valued outcome. (Prahalad and Ramaswamy, 2004). In Healthcare service design, the emerging trend of patient-centeredness practices generally includes co-creation processes as a way to better understand and meet the needs of patients. However, according to Joiner and Lusch, Service-Dominant logic requires the formation of a stronger relationship between the parties involved. As claimed by the authors, "S-D logic is one of togetherness. Both the health provider and the consumer (or client or customer – rather than patient) are sensing and experiencing, creating, integrating resources, and learning. In the process, they co-create value using a definition of value, which far transcends that reflected by concepts, including patient engagement and patient activation, and measurements such as life expectancy, mortality in infancy or from treatable conditions, vaccination rates, and more" (Joiner and Lusch, 2016).

This strong "togetherness" element, which goes beyond patient inclusion, is an interesting notion. The author noticed that this compelling collaborative notion is at the intersection of the three concepts discussed in this chapter, which are all impacting the evolution of the Healthcare sector. Further down, the author will dig deeper into the theory of collaboration as a way to achieve change.

2.4 Partnership

Definition

One of the most prominent authors who contextualized the notion of partnership is Brinkerhoff. Her definition is the one that will be retained all along this thesis as it fits to the context of the study and the cross-sectional nature of the collaboration that is being created with Crowd Ideas. Brinkerhoff has reviewed precedent partnership litterature and assessed that most researchers have came up with "ideal" definitions, that were more based on what type of relationship is meant to achieve by collaborating partners rather than how such relationships were operated concretely in practice. Therefore, the definitions were rather subjective and lacked clarity. One example of an "ideal" partnership can be comprehended as follows: "a partnership' can be defined as " a dynamic relationship among diverse actors, based on mutually agreed objectives, pursued through a shared understanding of the most rational division of labor based on the respective comparative advantages of each partner. Partnership encompasses mutual influence, with a careful balance between synergy and respective autonomy, which incorporates mutual respect, equal participation in decision-making, mutual accountability, and transparency." (Brinkerhoff, 2002)

Brinkerhoff identified the need to establish a scientifically solid definition of a partnership and did so as she established a framework based upon cases of collaborations. Her retained definition is the following:

"A partnership is a collaboration between organisations and/or groups in the delivery of services that is rooted in the principle of mutuality, with working relationships characterised by "horizontal (as opposed to hierarchical) coordination and accountability, and […] equality in decision making, as opposed to domination by one or more partners" (Brinkerhoff, 2002).

From this definition, we can understand that partnerships are collaborations of which intensity goes deeper than other forms of collaboration involving members of different organizations, such as advisory boards. Partnerships involve stronger commitment from the different parties.

This type of collaboration is of particular interest in the eyes of the author. The reason behind this choice of focus is that partnerships have been recognized in the litterature as ways to achieve social change, as they are means to develop collective social agency. (Koschmann and Kuhn, 2012). Brinkerhoff identified two characteristics of partnership: mutuality and organizational identity.

Characteristics

The notion of mutuality is one that communicates the mindset behind partnership. According to Brinkerhoff, “mutuality encompasses the spirit of partnership” (Brinkerhoff, 2002). The idea of mutuality is rooted in the horizontal nature of this type of collaboration: in a partnership, all members are having equal power in making decisions. There is an absence of vertical hierarchy between the organizations. Mutuality also concerns the rationale behind the formation of the partnership: alignment behind a shared goal and common values. Behind the concept also resides the idea that every partner is valuable and essential to the collaboration: as in partners are mutually dependant from each other. Brinkerhoff highlights that this state of interdependence entails rights and responsibilities for each partner, which seek to maximize benefits for each partner. (Brinkerhoff, 2002)

Organizational identity is the second characteristic of a partnership relationship. It appears to be of high importance that every organization strongly maintains their own identity in the course of the collaboration. The reason behind it is related to the previously explained idea that every partner is essential to the collaboration. If an organization is meant to contribute with distinct resources and skills, then a dilution of its identity in the collaboration would result in a loss of those contributions. The partner would no longer be essential to the partnership.

According to Brinkerhoff, it is indispensable that partners keep their core values and constituencies. (Brinkerhoff, 2002)

Maintenance of organizational identity can be observed from two points of view: it necessitates firstly a continuous strong commitment to ones core values, and secondly, a maintenance of the comparative advantage reflective of the sector a given organization originates from. (Brinkerhoff, 2002)

According to Brinkerhoff, both high levels of mutuality and maintenance of organizational identity are necessary to classify a collaboration as a partnership (see fig 3)

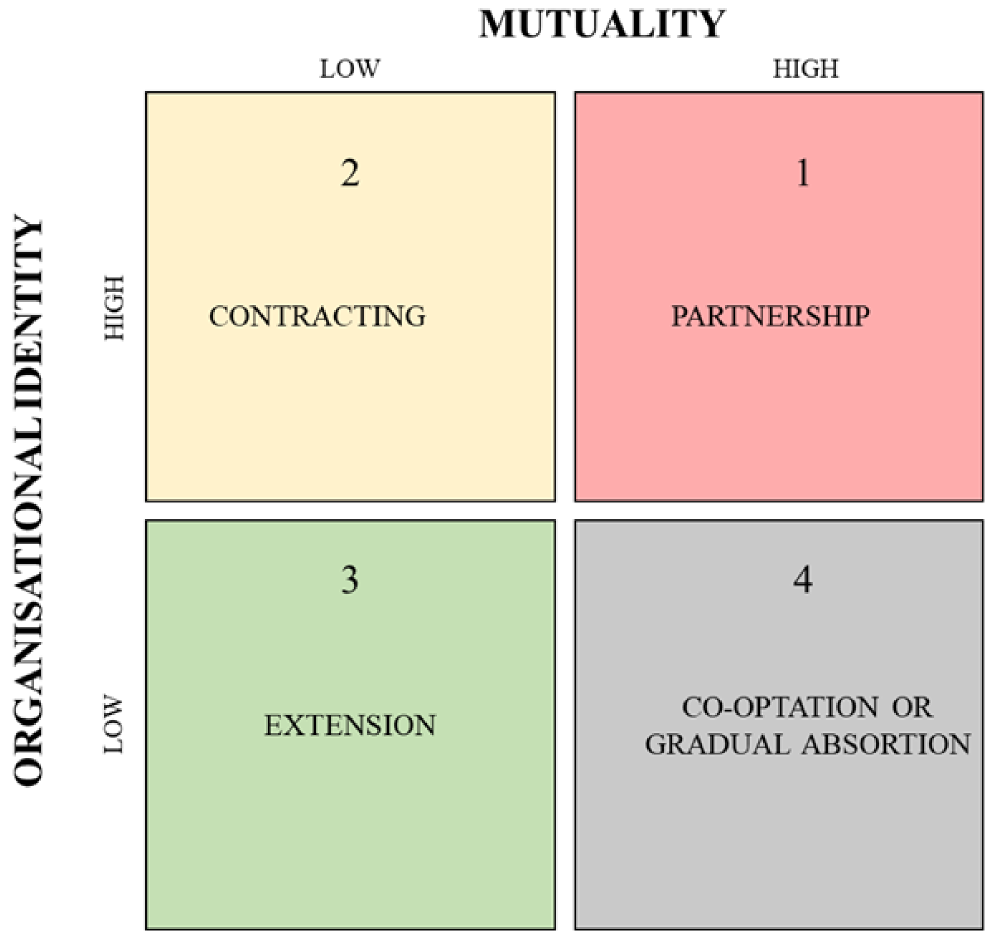

Fig 3: partnership compared to other forms of collaborations. (Brinkerhoff, 2002)

Mutuality and maintenance of organizational identity have been theorized by Brinkerhoff in the frame of her partnership studies, but they are also two core dimensions of the more holistic framework of collaboration assessment theorized by Thomson and al. In this paper, the five dimensions are taken into account. Those will be detailed below.

2.5 Assessing collaborations: the chosen framework

Definition

Using the results of their own field research, Thomson and al provide with the following definition of a collaboration: “Collaboration is a process in which autonomous or semi-autonomous actors interact through formal and informal negotiation, jointly creating rules and structures governing their relationships and ways to act or decide on the issues that brought them together; it is a process involving shared norms and mutually beneficial interactions.” (Thomson, Perry, Miller, 2007)

They comprehend collaborations as multidimensional social phenomena (see fig.4). From this definition, as well as from previous research conducted on collaborations (Gray 1989, 2000; Huxham 1996; Huxham and Vangen 2005) they listed the five dimensions of collaboration that are studied in this paper: governance, administration, organizational autonomy, mutuality and norms. (see fig 4) Governance and administration are structural norms. Mutuality and norms are related to social capital. The last notion, organizational autonomy, is linked to the concept of agency. Wewilldefineeachofthesenotions.

- Governance

The notion of governance is characterized by the process of decision making in the frame of a collaboration. To solve collective actions problems that may arise, collaborating teams have to put in place rules and mechanisms defining who is eligible to make decisions, which actions are allowed or constrained, what information needs to be provided, and how costs and benefits are to be distributed (Ostrom 1990). According to Thomson and al, people who collaborate must reach a state of *jointness,* which equals to reaching consensus to decide on the course of actions and share responsibility.

- Administration

Administration can be seen as “the next step” in the course of action, right after governance. It relates strongly to the question”When the decision is taken, how do we, together, get things done?” In other words, “administrative structures differ conceptually from those of governance because the focus is less on institutional supply and more on implementation and management—doing what it takes to achieve a goal.” (Thomson, Perry, Miller, 2007).

In collaborations, implementation is different from a formal company environment, in the fact that members benefit from more autonomy to complete their tasks. Moreover, a collaboration implies voluntary participation.

Consequently, traditional operating systems are harder to put in place. That is why Thomson and al reiterate the necessity for “a central position for coordinating communication, organizing and disseminating information, and keeping partners alert to the jointly determined rules” (Thomson, Perry, Miller, 2007). Freitag and Winkler call this form of administration “a social coordination”. (Freitag, Winker, Miller, 2000).

- Organizational autonomy

This element, which refers to the notion of agency, can be defined by the duality of identities that organizations who collaborate have to face. On the one hand, the shared goals, structures and actions of the collaboration account for a collaborative identity. On the other hand, they have their own distinct identity as an organization that is part of a certain sector.

Thomson and al recognize that this situation is at the source of an “intrinsic tension between organizational self-interest—achieving individual organizational missions and maintaining an identity distinct from the collaborative—and a collective interest—achieving collaboration goals and maintaining accountability to collaborative partners and their stakeholders .”(Thomso, Perry, Miller, 2007).

- Mutuality

According to Thomson and al, mutuality can be based on common interests that the stakeholder organizations share, that are”based on homogeneity or an appreciation and passion for an issue that goes beyond an individual organization’s mission”. For example, Thomson has previously discovered that “commitment to similar target populations proved to be one of the most important factors holding collaborations together”. (Thomson, 2006).

However, they can also be based on differences, in which case they chose to collaborate to be able to complement one another.

Mutuality happens when a situation in which parties holding particular skills or resources agree to use them for the benefit of the collaboration. This choice can include foregoing opportunities to use these skills or resources for the sole benefit of one’s organization.

Chen and Graddy found that the most important variable in explaining collaboration outcomes was the organizations’ need to “acquire resources from other organizations that they need and do not have but are critical for their continuing functioning” (Chen and Graddy, 2006)

- Norms

Norms are linked to the notion of social capital. One simple definition of this concept can be “the links, shared values and understandings in society that enable individuals and groups to trust each other and so work together.” (OECD, 2007)

Thomson identifies two dimensions to the normative aspect of a collaboration: reciprocity and trust.

Reciprocity refers to a shared mindset among partners, which can dictate their actions within the collaboration. This mindset implies that a partner will act collaboratively only if they see the others parties do so as well. Thomson calls it a “I will if you will” mentality. It is based on mutual expectations that all organizations will participate to the collaboration equally. In a rather long term view of collaboration, the will to act collaboratively becomes based on experience and on a reputation of trustworthiness (Ostrom, 1998).

This last finding leads us to the notion of trust, which appears to be of high importance in the context of cross-sector collaborations according to Thomson. Cummings and Bromiley define trust according to three criteria: partners who trust each other will (1) make “good-faith efforts to behave in accordance with any commitments both explicit and implicit,” (2) “be honest in whatever negotiations preceded such commitments,” and (3) “not take excessive advantage of another even when the opportunity is available” (Cummings and Bromiley 1996).

When trust is being developed between collaborating partners, operating complexity and costs are lower compared to other forms of organizations (Ostrom 1988). Ring and Van De Ven talk about “psychological contracts” (Ring and Van De Ven, 1994).

It is suggested that over time, the dynamics of social norms in collaborations evolve from a reciprocal to a trust-based mindset as collaborating parties learn to work with each other. (Thomson, Perry, Miller, 2007)

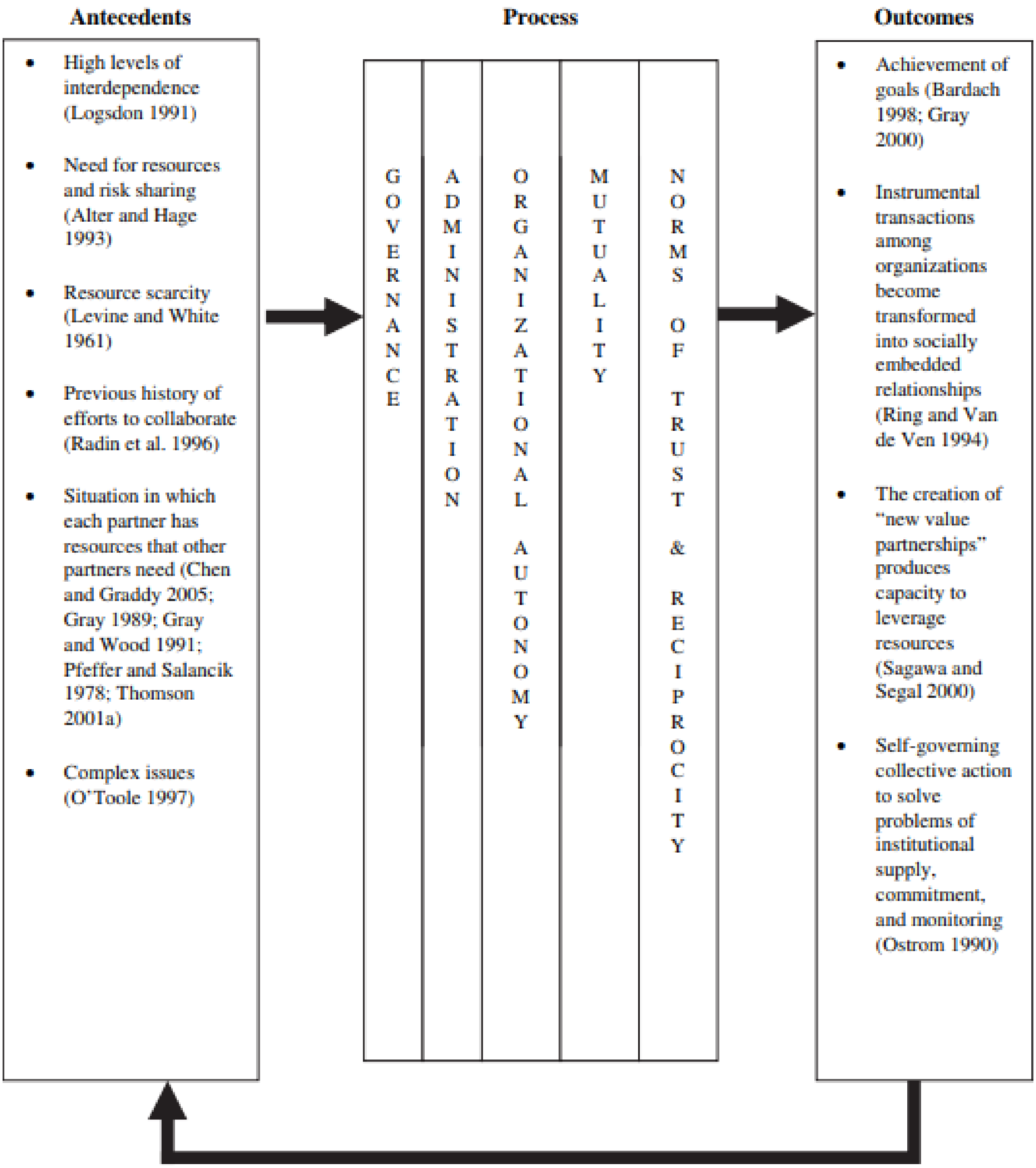

Fig 4: the five dimensions of collaboration. (Thomson, Perry, Miller, 2006)

CHAPTER 3. METHOD

This chapter outlines the research methodology adopted in this study. To begin, the author will discuss the philosophical stances adopted by the author and the subsequent choice of a qualitative mindset. Then, the research design will be described and explained. The author will afterwards detail the methods used to collect and analyse the data. The chapter will be concluded by an assessment of the limitations of the research and the ethical considerations.

3.1 Philosophical considerations

According to Flowers, discussing ontological and epistemological factors is a critical step when engaging in Business research. Indeed, as these have to do with "perceptions, beliefs, assumptions and the nature of reality and truth" as seen by the researcher, they can only greatly impact the way research is conducted. (Flowers, 2009)

Ontology

Ontology is related to the nature of being, and tries to answer to the question "What is?" In the context of social sciences research, Blaikie links this concept to 'claims about what exists, what it looks like, what units make it up and how these units interact with each other' (Blaikie, 2007).

The two main ontological points of views adopted when partaking in business research are objectivism and constructivism (Bryman and Bell, 2011). Objectivism entails that the social phenomena exists independently of the actors involved, while in the view of constructivist, the social phenomena are constantly created by actors.

This paper focuses on interorganizational relationships created in the frame of a project. In the view of the researcher, organizations are constituted and constantly being created by people who define them as such. What follows is that one cannot study organizations without taking into account the human beings behind them. Therefore, the researcher adopts a constructivist point of view. This approach is a common choice in business and social science researchers. (Bryman and Bell, 2011)

Epistemology

Epistemology is another key philosophical concept that has to do with the nature of knowledge. Relevant epistemology questions include "How do you get to know something?" "How do you know when you know?". There are two main current of thoughts regarding these questions: positivism and interpretivism. Positivism signifies that the social phenomena should be studied using the same methodology as if the researcher was studying natural sciences. For a positivist, knowledge is confirmed by the senses. The opposite point of view, interpretivism, recognized the subjectivity of interpretation and the difference between human experiences. (Bryman and Bell, 2011)

In the frame of this study, the author adopts both point of views: this study is partly interpretivist in the sense that the author conducts interviews to study relationships formed between people. But the choice to add a standardized survey proposing participants to quantify their impressions with numbers leans toward a positivist stance.

3.2 Mixed research methods

The previously explained philosophical considerations influenced the choice of the methods the author of this study decided to apply.

A constructivist mindset entails that qualitative research methods are the ones which can provide the best insights. As mentioned in the previous chapters, the purpose of this study is to assess the collaboration between the different organizations taking part in a social innovation project with a service-dominant logic. This is a complex issue, involving multiple societal and human factors that are hard to quantify.Therefore the author thinks that a qualitative approach is the logical way to conduct this study.

This choice has been widely supported by previous researchers who studied interorganizational collaborations (Charles and McNulty, 1999 ; Brinkerhoff, 2002).

However, mixed methods have been increasingly used by researchers in social sciences and strategic management as a means to strengthen their arguments (Bazeley, 2015). According to Molina Azorin and Cameron, adopting mixed research design methods have several benefits. (Molina Azorin and Cameron, 2015)

"Attention to both process and outcome through mixed methods benefit theory-building, for example with qualitative methods contributing insights as to the mechanisms through which different variables contribute to a measured outcome;

study of complex organizations would benefit from analyses that are integrated across micro and macro levels; and use of mixed methods helps to bridge the academic-practitioner divide through enhancing the interpretation and communication of results." (Molina Azorin and Cameron, 2015)

The author will study a complex organizational environment in which collaboration is both an outcome and a process. Moreover, trends that are discovered while performing quantitative data analysis can be straightened and more vividly explained with corresponding quantitative data on the matters. Therefore, the author sees the benefit of combining both qualitative and quantitative data collection to gain a better understanding of the observed phenomenon.

3.3 Research approach

An interpretivist point of view is often strongly associated with inductive approach to research, as it allows for scholars to apply subjective reasoning with the help of various life examples (Ridenour and Newman, 2008). Positivist stance is more typically linked to deductive approaches. An inductive reasoning implies observing a specific case to generate a theoretical conclusion (Bryman and Bell, 2011). As opposed to deductive reasoning, which concerns the act of confronting theory and reality by testing an hypothesis, inductive reasoning aims at contribute to the field by generating new theory. In this thesis, the reasoning is primarily inductive, as the findings go beyond the frame of the theory used. However, in relation to the assessment of the collaboration regarding partnership, the reasoning is more deductive.

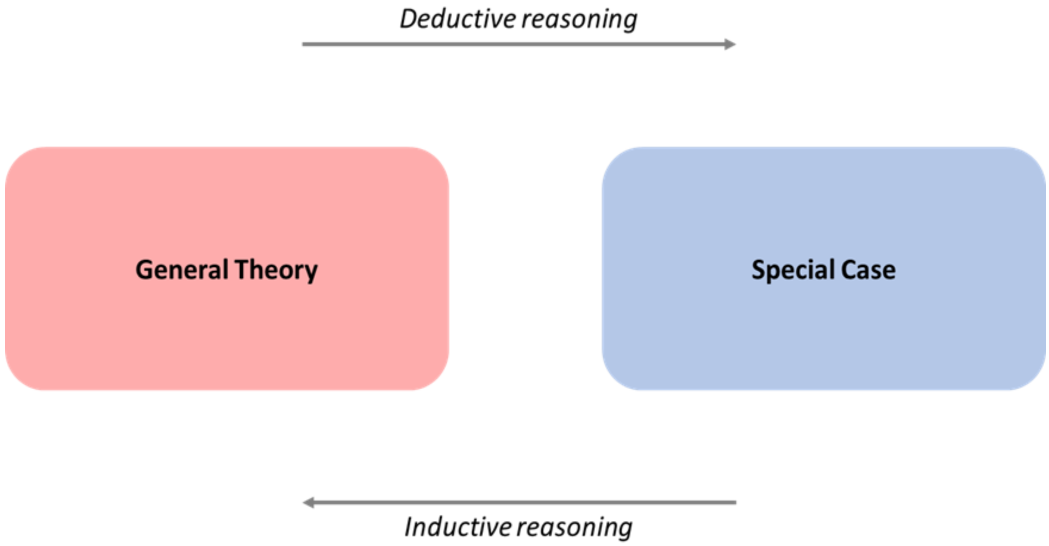

Fig 5: Deductive and inductive reasoning. (Bryman and Bell, 2011)

3.4 Sampling

This study solely focuses on one single project, Crowd Ideas, pursued in Göteborg, Sweden. The author found it interesting to study as it is, in practice, strongly related to the three concepts explained in Chapter 2. The organizations involved in this concept are of various sizes. Needless to say that it was neither possible, nor desirable to study every member of each organization to assess the collaboration. Instead, the author decided to study the relationships formed between the different organizations via the people who are the most strongly involved in the project. These people are forming the steering committee. Additionally and if possible, the author tried to include more than one person for every organization in order to increase the validity of the study, as explained further down in this chapter. The different organizations present in the project will be briefly presented below as well as the position of the interviewees (see fig.6)

- Novartis is a global pharmaceutical company, originally based in Switzerland. Recently, the company developed a new treatment catering to breast cancer patients.

- Sahlgrenska Science Park is an enterprise park based in Gothenburg. The mission of the company is to accelerate Life Science businesses so that patients can benefit from accurate treatments in the best possible delay. As of now, Sahlgrenska Science Park is home to 80 companies.

- Johanna is an association that brings together cancer patients and their loved ones for support and advice about the cancer journey.

- Innovationplatformen is a platform owned by VastraGötalandsRegionen. It aims at enabling and connecting innovators and businesses to create solutions to meet real healthcare needs.

- Sahlgrenska University Hospital provides emergency and basic care to the 700 000 inhabitants of the Gothenburg and highly specialized care to the 1.7 millions of inhabitants of West Sweden.

- Chalmers centre for Healthcare Improvement is an educational centrethat is part of Chalmers University of Technology. Its goal is to innovate and transform the healthcare system.

- VästraGötalandsRegionen is the administrative body covering the region of Gothenburg.

- Gothenburg University is a public higher education academy which is home to 25 000 students.

Interviewee	Organization	Role
Interviewee 1	Sahlgrenska University Hospital	Professor in Dermatology/Venerology
Interviewee 2	Sahlgrenska Science Park	Project Leader
Interviewee 3	Johanna	Member
Interviewee 4	Innovation Platform	Head
Interviewee 5	Center for Healthcare Improvement	Lecturer
Interviewee 6	Västra Götalands Regionen	Head of Department
Interviewee 7	University of Gothenburg	Senior Adviser
Interviewee 8	Innovation Platform	Project Coordinator
Interviewee 9	Novartis	Market Access / External affairs manager
Interviewee 10	Novartis	Hospital Business Lead Oncology

fig. 6: List of interviewees

3.5 Research design

Yin defines the case study as a one that “investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2003). According to Dul and Hak, at the origin of the book “Case study Methodology in Business Research” “Case study research has consistently been one of the most powerful methods in operations management, particularly in the building of new theory.” Indeed, it has been well documented and can have high impact in the business field. (Dul and Hak,2007). The case study method has been considerably supported in social science research as “a rigorous research strategy in its own right” (Hartley, 2004).

On another hand, case study research has been subject to confusion among research communities. Is case study research always explorative, in a way that it creates new theory? In that case, how reliable are the results? Alternatively, is it about testing theory by confronting theory and practice?

Case studies have been however recognized as being able to provide an analysis of the context and processes in the phenomenon under study (Johnston, 1999).

This approach has been considered by the author as appropriate to the object of this study, for the reason that attempting to understand the dynamics of a cross-organizational collaboration would be difficult without the insights about the context and the different interactions provided by a case study of said collaboration.

This study has an exploratory nature as more research needs to be performed to generalize characteristics of cross-sector collaborations in social innovation with the mindset of service-dominant logic. According to Zainal, exploratory case studies set to explore any phenomenon in the data, which serves as a point of interest to the researcher (Zainal, 2007).

Data collection

Given the different arguments against case study research, it is common and seen as desirable to give particular attention to the design of a study to improve the validity of the data collected.

Therefore, many case researchers employ triangulation, which is the act of combining different methods of data collection. As explained by Mason, the aim of triangulation is to "seek to corroborate one source and method with another… [and to] enhance the quality of the data" (Mason, 2002).

Esterby identifies four types of triangulation: theoretical triangulation, data triangulation, triangulation by investigators and methodological triangulation (Esterby and al, 2004). While theoretical triangulation concerns the use of theory from different research fields, methodological triangulation entails using diversified methods to collect data, such as interviews and field observation. Data triangulation is used in research works in which data is collected at different points in time or from different sources. Finally, triangulation by investigator is applied when different researchers work on the same data in the same conditions.

For this study, the author decided to use both interviews and a questionnaire.

Several reasons led to the choice of this particular design. Firstly, using solely semi-open interviews on the diverse range of topics covered in the collaboration assessment framework increased the risk of collecting different data points from different people. This is partly desirable, as it can lead to the collection of insights that can generate new paths to explore in further research, as well as desirable feedback for the participants. However, it would have made the data hard to analyse and weaken the conclusions. Secondly, as the author interviews stakeholders who are tightly linked together by the project they had in common, she prefers giving the subjects the option to express themselves in a more private setting, without the presence of an investigator, which is made possible by the questionnaire. Thirdly, conducting interviews before sending out the questionnaire allows for the subjects to all receive the same definitions of the terms used by exchanging and addressing questions directly with the author. The two methods used by the author will be documented below.

- Interview

The goals of the qualitative interview are to “understand the world from the subjects’ points of view, to unfold the meaning of peoples’ experiences, to uncover their lived world” (Kvale, 1996) as well as to “see the research topic from the perspective of the interviewee” (King, 2004).

The nature of the research topic chosen by the author touches elements that are subjective and highly dependant on human perceptions, such as motivations and trust. Therefore, a semi-structured qualitative interview design appeared to be relevant.

The author tried to interview more than one person representing each organization, if that was possible. The aim behind this choice was to reach out to people from different levels of responsibility within the partner organizations, so that the author could capture a range of viewpoints on the collaboration processes. The interviews took place in Göteborg between March 2018 and April 2018.

The questions from the interview, although allowing for a high degree of freedom for the interviewees to express their point of views and concerns, arebased on the framework of Thomson and al developed in 2006.

- Questionnaire

A follow-up questionnaire was sent to all participants after interviews were completed. The goal behind this additional source of data collection was to collect the same data from all participants as well as to further cross-validate the results of the in-depth interviews and confirm potential trends. In a similar fashion as for the qualitative data collection, the questions asked in this survey are those elaborated by Thomson and al in 2006. Therefore, they follow the logic of the different elements of collaboration that is being used as a framework in this paper. There are seventeen questions and participants are expected to give Likert-style answers going from 1 “not at all” to 5 “to a great extent”. Using questionnaires and interviews is a method that has been widely used by researchers (Harris and Brown, 2010).

Data analysis

To analyze the data collected during the qualitative interviews, the author decided to use content analysis methods.

According to Hsieh and Shannon, who studied this method, “Qualitative content analysis is one of numerous research methods used to analyze text data. (...) Research using qualitative content analysis focuses on the characteristics of language as communication with attention to the content or contextual meaning of the text” (Hsieh and Shannon, 2005). Among the different approaches to content analysis, conventional content analysis appeared to the author to be a good fit for the design of this study. As stated by Hshieh and Shannon, “data analysis starts with reading all data repeatedly to achieve immersion and obtain a sense of the whole as one would read a novel” (Hsieh and Shannon, 2005). Afterwards, the author took notes and gave particular attention to words that appeared to describe important concepts for the participants of the study, taking in consideration all five dimensions of a collaboration. This way the author can get to understand what the participants have answered, and not answered, and classify these answers by theme. The author is then able to identify trends within the five dimensions of collaboration. Interpreting the data is the next crucial step of this process, so the researcher can come to conclusions or formulate more hypothesis for further research, as well as link the results back to the framework used in the data collection activities and the concepts of interest.

When analyzing quantitative data derived from the questionnaire, the author will use the statistics automatically generated by Google forms. The results will then be compared to the results of the qualitative data collection and will be used by the author to confirm the identification of relevant trends in regards to the five dimensions of collaboration.

It is worthy to note that since the different dimensions of collaboration are interrelated and influence each other, the author draws parallels to different aspects when analysing the result of one.

3.6 Limitations and ethical considerations

In order to evaluate the quality of the study, both the internal and external reliability and validity, as well as the replicability needs to be addressed (Bryman and Bell, 2011).

Reliability and replicability

Reliability refers to the degree to which the study could be replicated repeatedly and come to the exact same results. (Bryman and Bell, 2011). Two components of reliability have to be considered: internal validity and inter-observer consistency.

In terms of internal validity, one identified limitation remains in the fact that the phenomena observed by the author are dependant on human factors such as commitment, motivation, state of mind. These are not static and develop over time. Moreover, the nature of the collaboration might evolve as the project takes different directions when the tasks to accomplish differ from previous points in time. Therefore, it is impossible to affirm that an assessment of the collaboration performed at a different point in time would lead to the same results and the same conclusions. It is impossible to the author to assess the collaboration in different points in time, as this project is conducted in the frame of a Master Thesis course.

The author thinks that more research could be conducted in order to investigate the results of such a concept at later stages, especially when it comes to the long-lasting relationships formed and the impact on the quality of breast cancer care in Gothenburg.

Inter-observer consistency raises the question of the subjectivity of the researcher: would this experiment lead to the same conclusions if another researcher had made it? The author hopes that conducting a pre-made survey in addition to the interviews mitigates this risk.

Replicability refers to the amount to which the effectuation of the study has been written in details. A study with high replicability is one that can be conducted by another researcher in an identical way. The author has put particular attention in details when producing this report. One can say that the replicability of this study is fairly high.

Validity

Validity can be thought of as whether the integrity of the conclusions that appears in the research (Bryman and Bell, 2011). Or, as Saunders (2009) explains it “there is validity when the results are what they are believed to be”. Two kinds of validity have to be taken into account, internal and external validity. Internal validity questions refer to whether or not the results are induced by what is being researched, while external validity asks if the results would be similar if the study would be in other, but identical environments.

The author of this dissertation has identified a limitation to the internal validity of this study. The concern is related to the extent to which the personalities of the different organization representatives influence the process and outcome of the collaboration. In other words, the author is wondering whether or not the success of the collaboration can be explained by the fact that the members of the team appreciate each other on a more personal level.

To mitigate this threat, the author has been trying to interview more than one person at every organization, if possible at different levels and with different roles.

However, this proved to be a rather difficult enterprise, as most organizations only allocated one person to pursuing this concept.

Another limitation to the internal validity comes from a potential interest bias from the participants, as there is a possibility that some would rather want to say only positive things about the project they dedicate much of their time for. That is why the author decided to conduct semi-structured interviews. The level of openness was decided so that the participants could discuss their concerns out of the proposed questions, which opened the way for the author to be try to “read between the lines”.

When it comes to external validity, no particular threat has been thought of. That is because the concept in itself is quite unique. Hopefully, the Crowd Ideas concept could be replicated elsewhere in similar conditions with corresponding actors. Concerning those cases, the external validity of this study will be fairly high.

Ethical considerations

The author obtained the consent from the interviewees to record the conversation, or to take notes when this measure was not applicable. In order to preserve the integrity of the group, the author made a point in anonymizing the data collected.

CHAPTER 4. RESEARCH FINDINGS AND ANALYSIS

In this chapter the research findings from the interviews and survey will be presented and analysed. The chapter will first present the results according to the five notions of collaboration.

4.1 Governance

Governance is the first structural dimension of collaborative endeavours. It can be defined as “joint decision-making”. To gauge the level of governance in the steering committee studied in this paper, the author asked questions such as “Can you describe the process of making a decision in this team?” or “How is the team managing disagreements and conflicts?”

Governance in Crowd Ideas

In Crowd Ideas, the steering committee started their collaboration by signing an informal agreement resuming the terms of the collaboration. Those terms include basic legal provisions linked to the way the team would handle ownership of the results of the crowdfunding website, a general code of conduct related to how the team should interact, and abstract project goals for the collaboration. This document was created by the person who has been identified by the steering committee as the initiator and leader of the project, which represents the leading pharmaceutical company involved.

A word which spontaneously came back in most interactions with the interviewed parties was “consensus”, as a “Swedish way of making decisions” (Personal interactions, march 2018). The process was described to the author as “smooth”, and “without significant conflict”. (Personal interactions, march 2018).

In the occurrence of disagreements, “sometimes [the steering committee] doesn’t take a decision right away, but says - everybody goes home and think about this”. Other words which were used by the interviewees to describe the process of decision-making were “democracy” and “negotiation”. Most interviewees have expressed confidence towards the idea of “having their voice heard”. The survey does confirm the tendency: 50% of participants gave a score of 5 “to a great extent” to the statement “Partner organizations take your organization’s opinions seriously when decisions are made about the collaboration.” 25% answered “to a great extent” and the remaining 25% agreed “to some extent”. (see fig. 7)

While all members of the steering committee expressed satisfactory feelings towards such a way of deciding how to go forward in the project, the lengthy character of the discussions has been a source of frustration to some. Indeed, discussing a problem for a long time to be able to jointly decide on the course of action has been perceived as lacking efficiency. “Sometimes, I get annoyed when it is obvious what we should do” (Personal interactions, march 2018). It is interesting to note that this concern has been raised by a member who originates from a clinical organization. They described their usual working environment culture as very fast-paced, sic “we have to act within ten seconds” (Personal interactions, march 2018).

It has been remarked by the author that very obvious differences in working habits and cultures required to some members to adapt to “this way of deciding upon things” for the sake of the collaboration. The survey presents very mixed results regarding the amount of brainstorming that the group did to solve problems. (see fig. 8)

When it comes to the notion of hierarchy, a large majority of the steering committee members perceived a flat, or non-existent hierarchy within the collaboration, in the sense that “everyone can come up with ideas” and that “the purpose is to have an agreement in the group.”

Personal differences have been noticed in the discussions; “there are people who take more or less space in the team but there is no bossing around or people who have more power over the group”. The dominant impression of the researcher is that the member of this team understood their organizational and personal differences and negotiated at the same level to come up to satisfying solutions.

That being said, the interviewees and the author have remarked the existence of a strong leadership within this collaboration. The main leadership figure appeared to be the person who initiated the project by constituting the team of stakeholders. The second leadership figure arises from the same organization and was temporarily part of the project.

They “drive the discussion forward” and “make sure everyone is heard” (Personal interactions, march 2018).

The inclusive and careful type of leadership stemming from representatives of the pharmaceutical industry has been very largely approved by the other members of the steering committee. One member, for example stated “It is good that she does that (...) otherwise we would just talk”. The person identified by the rest of the group as a leader makes a point of “asking the steering committee before doing anything”, “asks everyone for their opinions and thoughts”. The leadership position, which has been pointed by the interviewees as one of the key success factors for this project, will be discussed further in relation to the administrative dimension of the collaboration.

Analysis

There has been a range of descriptive terms to explain the notion of governance, such as “participative decision making” (McCaffrey, Faerman and Hart, 1995) and “shared power arrangements” (Crosby and Bryson, 2005).

According to Thomson and al, these terms encompass four elements that are characteristic of a high level of governance. These elements are respectively (1) a lack of authoritative structure or hierarchical division of labor; (2) an awareness that participants are not only directly responsible for reaching an agreement but must also impose decisions on themselves ; (3) a willingness to accept that all participants have legitimate interests, ; and (4) an understanding that this kind of governance emphasizes openness in information sharing, respect for others’ opinions, and potentially lengthy negotiations to reach agreement (Thomson, 2007).

The fourth and last element is one that has been particularly evoked by the members of the steering committee of Crowd Ideas. The words “transparency” and “openness” have been used in the interviews to describe the dialogue occuring in the frame of this collaboration. A member, for example, stated “I don’t feel that anyone doesn’t mean what they say.” (Personal interactions, 2018). These notions have been raised in relation to the third element of governance enunciated by Thomson. It appeared that interviewees were very aware that each representative that took part in the project agrees to collaborate partly because it can benefit their own organization. For example, representatives of the pharmaceutical company were open about the fact that a new medicine for breast cancer was in the pipeline when concerns were raised by the other collaborating partners. This openness when sharing information was at the basis for a certain “realism” expressed by the interviewees, in the sense that the group was aware of how the project could benefit other organizations. This openness and sense of realism appeared to be beneficial for the discussions:

“There was no fight, no competition, nothing like that, and it was very surprising.” “If you are suspicious towards one another, you cannot contribute as good”. (Personal interactions, march 2018).

The second element raised by Thomson implies that participants to a collaboration impose collectively agreed decisions on themselves. This aspect is what renders cross-sector collaborations particularly interesting to the author in contrast to isolated organizations. Indeed, in collaborations the control and sanction mechanisms to ensure that responsible partners do their part are less obvious, or even lacking, in comparison to organization environments. That was the case in Crowd Ideas as members of the steering committee were solely responsible on implementing the decisions on themselves or on their own organization. This element is fundamental to build a perception of credible commitment among the members (Thomson, 2006). This credible commitment seems to have been successfully achieved in Crowd Ideas : “They are trustworthy, because they have the commitment” (Personal interactions, march 2018). This element will be further reported and discussed below when describing the normative aspect of the collaboration.

Conclusion

Overall, the Crowd Ideas concept allowed for a collaboration with a high level of jointness in the way the project is governed and carried forward.

fig. 7: First question related to governance

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration.

8 réponses

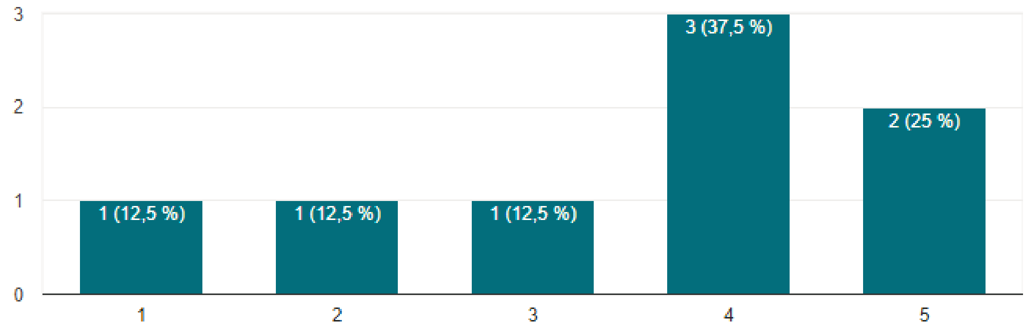

Fig 8. Second question related to governance

4.2 Administration

Administration is the second structural aspect of the collaboration. It can be defined as the way the steering committee translates its joint decisions into concrete actions.

The questions the author asked during the interview to evaluate Administration was "Do you understand what your organization has to do when a decision is taken?" "Do you always know what you are working towards?"

Administration in Crowd Ideas

An important feature to take into account when assessing the way a collaboration administrates itself is the existence or lack thereof of roles within the group, which has to do with how different people contribute. In Crowd Ideas, some members of the team contributed with expertise and thoughts during the meetings. However, some others completed concrete tasks, such as preparing for a public conference with decision-makers, managing the application for public funds, taking responsibility for the creation of the crowdfunding website or aggregating the crowdsourced ideas into larger needs of the breast cancer patients and their closed ones.

Consequently, different members of the team had different views of how the group was administered: those who did not complete tasks other than participating in meetings described the functionment of this collaboration as an "advisory board" or a "network", as opposed to a team of co-workers (Personal interactions, march 2018). The minority who saw the project as an advisory board tended to not foresee the existence of dominant roles in the team. Despite this difference, all the participants agreed that the meetings accomplish what is necessary for the collaboration to function well, at least "to minimum extent". (see fig 10)

Otherwise, within Crowd Ideas, the perception of having a clear role and that others also have a clear role is fairly strong. Collaborating representatives have shared that "[they] complement each other" and that "[they] know what role they should take" (Personal interactions, march 2018). 50% "understand their organization's role and responsibilities as a member of the collaboration" "to a great extent." 35,7% understand "to a moderate extent" and 12,5% "to some extent" (see fig 9)

In practice, different actors took on different roles and tasks as the needs of the project arose.

For example, both the representative of the regional administration and the representatives of the pharmaceutical company took on the financing roles as both of their organizations could dispose of funds to sustain the project, which started with an absence of money. The representant of the breast cancer association was responsible to enact the necessary legal documents to get this funding. The representant of the academic entity working with healthcare improvement provided with expertise on healthcare related project. In the survey, it translates by 50% of group members assessing that “[Their] organization’s tasks in the collaboration are well-coordinated with those of the partner organizations” “to a moderate extent”, 37,5% agreeing “to some extent” and 12,5% “to a great extent”. (see fig 12)

That being said, building to these perceptions was a process, and that is due to the innovative and novel nature of the collaboration, that some described as “pilot”. Indeed, when they started meeting, the team “did not know how it would turn. [They] defined it.” (Personal interactions, 2018).

Another member of the team described the process as “advancing in the dark” and that they did not have “real roles” to start with. “No one knew what to do because it is out of everyone’s comfort zone”. (Personal interactions, 2018). They only had overarching goals that were clearly understood. (see fig 11)

Despite having been effective, this way of collaborating was presenting difficulties. One major difficulty that has been expressed is related to the lack of predefined target goals and timeframes. Indeed, representatives stemming from public organizations have expressed that the lack of clear targets has made the project difficult to engage in. Public organizations spend money from the taxpayer, therefore public managers have to be able to account and justify for every knona that they use. If the project had more clean defined targets, the public managers could have spent more time on the collaboration.

Analysis

It appears that one phenomenon that has been of high importance to transition from words to actions in Crowd Ideas has been the leadership figure, who provided with project management skills in the team. They would organize meetings and write agendas, then lead those encounters and provide minutes or summaries to the rest of the group. During the meetings, “[she] would ask people” to take on tasks. “She, driving the project, would have a clear idea of what she wants from who (...) X is a good task for Y”.

That being said, tasks were attributed to group members as a result of discussions such as those described in the previous section on Governance: “But there are discussions in meetings and someone may volunteer for a task”. (Personal interactions, march 2018).

This notion of “volunteering” was strong in the project and regularly came back during interviews. Members assessed that “people take tasks on a voluntary basis” or that “everyone say how they can help out”. (Personal interactions, march 2018)

That is because, as Gray and Wood assess, participations in collaborations are voluntary and actors work in an autonomous way (Gray and Wood, 1991). People who collaborate chose to do so because they see that they can achieve together a particular goal or overarching purpose. This proved to be the case in Crowd Ideas, as all representatives strongly believed in making a change together in relation to breast cancer care.

For example, a member assessed that “if you really want to change something, you have to gather all the relevant stakeholders in a room”. Another representative described the team as “people [who] come with a true willingness to make things better.” (Personal interactions, march 2018)

The facilitator role taken on by the project leader has been identified as a success factor to keep the members motivated to contribute and take on the tasks that they can handle. One member, for example, stated that “she offers me a vision, a kind of purpose” and that “she is quite excellent in the role”. (Personal interactions, march 2018)

There are parallels to be drawn between the leadership position assumed by this person in the group and the concept of “social coordination” which can be defined as “coordinating communication, organizing and disseminating information, and keeping partners alert to the jointly determined rules that govern their relationships”. (Thomson, Perry, Miller, 2006)

In the course of their research Thomson and al found administration to be a critical dimension of collaboration. “When asked about their worst and best experiences with collaboration, the agency directors interviewed repeatedly identified the presence (or absence) of clear roles and responsibilities, the capacity to set boundaries, the presence of concrete achievable goals, and good communication as the key characteristics of their experiences.” (Thomson, Perry, Miller, 2006). In Crowd Ideas it seems that the leadership figure had a clear role in shaping those experiences.

Conclusion

To conclude, one can say that in Crowd Ideas the leadership figure both provided with administrative mechanisms (such as planning and sending minutes or updates) as well as nurtured the will for other members to collaborate for the end goal. These two elements allowed formembers to build roles for themselves in the collaboration through time despite the blurry nature of the innovative process the team goes through.

Therefore, it appears that the way this project is being driven is in line with what has been previously agreed upon by collaboration scholars: the statement that both administrative and social elements are required to “get things done” in a collaborative endeavour (Thomson, Perry, Miller, 2006).

3. You, as a representative of your organization in the collaboration, understand your organization’s roles and responsibilities as a member of the collaboration.

8 réponses

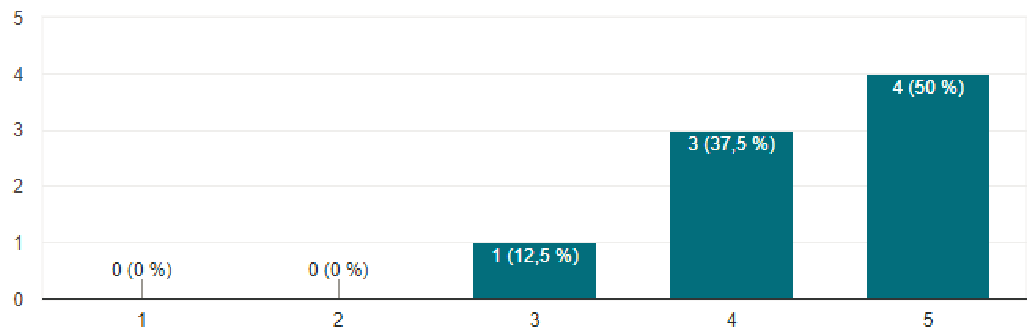

fig 9: First question related to Administration

4. Partner organization meetings accomplish what is necessary for the collaboration to function well.

8 réponses

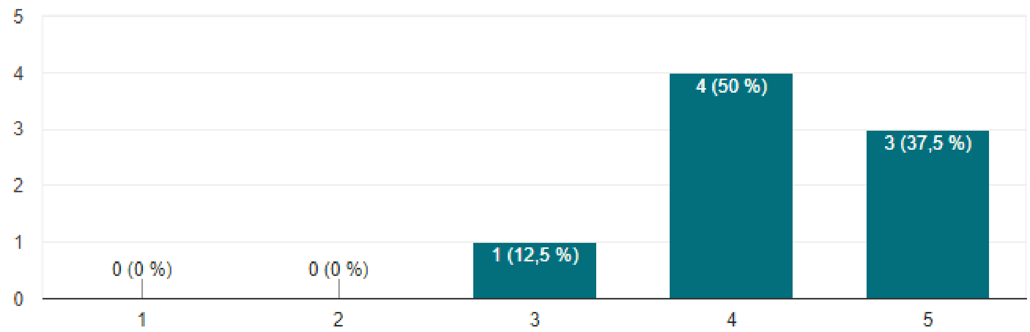

fig 10: Second question related to Administration

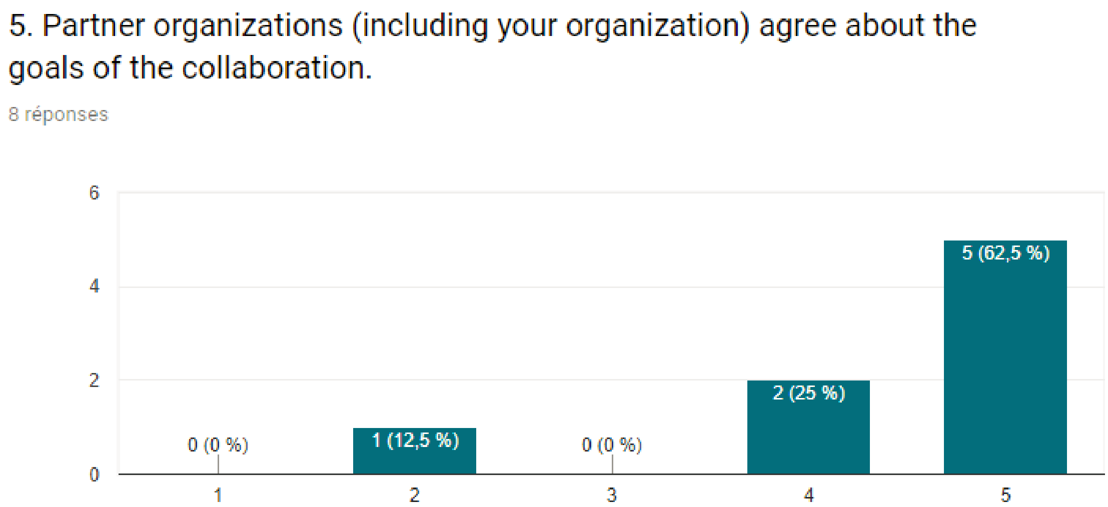

fig 11: Third question related to Administration

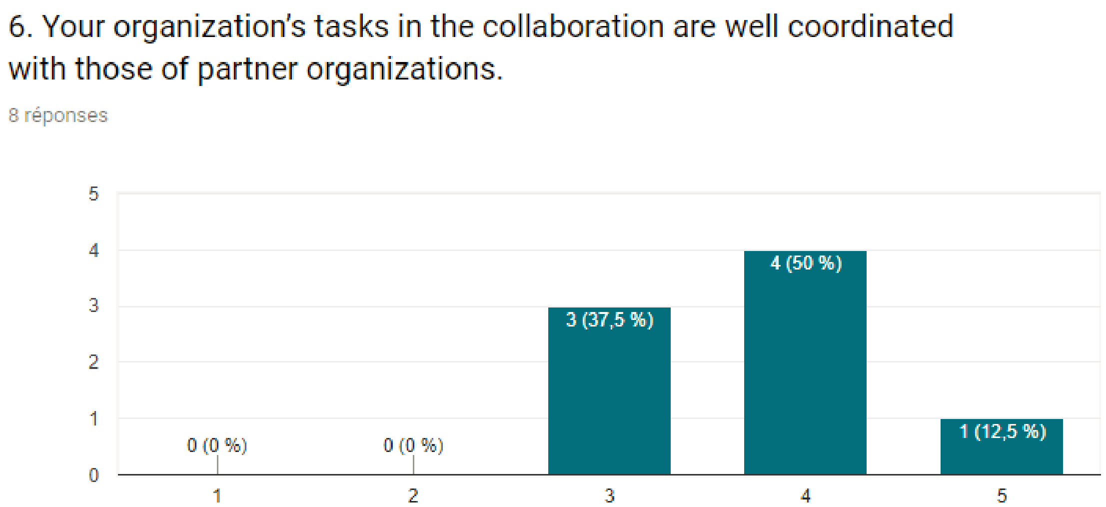

fig 12: Fourth question related to Administration

4.3 Organizational Identity

Among all the complex and nuanced notions and concepts emerging from the studies of collaboration, the dimension of autonomy, or maintenance of organizational identity, is the one that is the most delicate to address. That is because it relates to the necessary balance between individual and collective interests in a collaboration (Brinkerhoff, 2002). To assess the maintenance of organizational identity or autonomy in Crowd Ideas, the author asked questions such as “How does the project benefit your organization?” and “Is there any conflicts between your job and your role in Crowd Ideas?”

Organizational identities in Crowd Ideas

As we have seen before when reporting the administrative dimension of the collaboration, not all actors are involved in the same manner. It also translates in the various degrees of detachment of the representatives towards their own organization when they participate in the collaboration. In other words, while some representatives took part of the project after having been solicited by their organizational hierarchy, some others are there on their own, completely besides their professional obligations.

As a result, the latter ones were not concerned about maintaining the autonomy and organizational identity of their organization, which might have influenced greatly the results of the survey, which shows very little degree of perceived loss of organizational independence through the collaboration. (see fig 14 and 15)

The opinion and thoughts these members provided during the steering committee meetings are their own. Through the interviews, the author gained the impression that it encouraged the previously described state of openness and honesty that dominated the communication in the collaboration, which itself encouraged the development of relationships between the group, as will be addressed when reporting the normative dimension of the collaboration. Another point to note is that the ones who did not participate on behalf of their own organization had significantly less amount of time and resources to contribute to the project. However, those people tended to be individually present because they deeply believed in the project and were motivated at the idea of making a difference, which is a foundation and a success factor of this collaboration. For example, one of them reportedly stated being there “for the good sake (...) because they believed in patient-centredness” (Personal interactions, march 2018). The author noticed that, even though some members were there “on their own”, the project appears to be in line with their organization’s goal as well as relevant to their current or past professional roles.

All of the representatives have expressed a high degree of alignment of the project with the goals of their organization, which was not surprising. Indeed, every organization does play a role in the way society responds to a citizen being affected by breast cancer. As Crowd Ideas “tried to take a bigger perspective”or a “holistic” vision of breast cancer care, it was easy for every organization to strongly relate to the concept. (Personal interactions, march 2018)

This observation is verified by the survey, in which the participants have overwhelmingly assessed that the collaboration did “not at all” hinder their organization from meeting its own organizational mission. (see fig 13)

That being said, Crowd Ideas helped some organizations to reach their own goal in a deeper way: certain organizations place a particular emphasis on the value of collaboration in itself. In other words, connecting with other stakeholders and “tearing down the walls” between them is already fulfilling an organizational goal. That is the case for example for the company park and the innovation platform, of which goals are respectively to “accelerate the access of innovation to patients” and to act as a “connector” within actors of healthcare.

Analysis

Maintenance of organizational identity is an important and delicate notion of collaboration. The reason why it is the case is that there is “an intrinsic tension between self-interest - achieving individual organizational missions and maintaining an identity that is distinct from the collaborative - and a collective interest - achieving collaboration goals and maintaining accountability to collaborative partners and their stakeholders” (Tschirhart, Christensen, Perry, 2005). In Crowd Ideas, the level of perceived conflict between the organizational and collective goals was low, which has been attributed to the fact that ultimately, all of those collaborative organizations have for overarching goal to improve healthcare, despite the fact that they are using different capabilities and operating at different levels.

Furthermore, the voluntary nature of collaborations has for consequence that “partners generally need to justify their involvement in it in terms of contribution to their own aims”. (Eden and Huxham, 1996). In Crowd Ideas, the strong “volunteering” notion previously addressed is also a factor to explain the low level of perceived conflict between organizational and collective interests.

However, in the eyes of some partners, maintaining high involvement in the collaboration was difficult. For public managers, the reason why is that they have to account for the money and other resources they spend when giving time to the project which was hard in Crowd Ideas.

Moreover, all members have limited amount of time to give out of their daily responsibilities - even those who took on Crowd Ideas in the frame of their job. This fact is here similar to another collaboration that has previously been studied by Thomson and al. Indeed, one of the people she interviewed, a church representative, assessed that “Tension exists because of [our funders]. You have to prove you are meeting [your organization’s] mission”. (Thomson, Perry, Miller 2006). This source of tension is related to the maintenance of organizational identity.

This tension was well managed in the team thanks to the group dynamics which promoted transparency and honesty between the different representatives. A team member highlighted the importance about “being clear about what you can and cannot do” and “to be open about resources.” This observation reminds of what Himmelman sees as a distinguishing characteristic of collaboration. As opposed to individual control, which entails protecting rather defensively their organizational identities, shared control involves sharing information about the resources that can be put in common for the sake of the collaboration. “This is the willingness to share information for the good of the partners (even at the risk of compromising a particular organization’s autonom)”. (Himmelman, 1996).

When it comes to conciliating private and public interests, Logsdon assessed in 1991 that such event was only happening “when partners began to understand the problem in terms of the high stakes of not engaging in a shared solution” (Logsdon, 1991). In Crowd Ideas, this was verified through the reactions of some committee members to the ideas that were collected via Crowdsourcing, which reflect some urgent needs of breast cancer patients that are currently being unmet. (Personal interactions, 2018).

Conclusion

To conclude, the author can state that most of the organizational representatives entered the collaboration because it benefited either their own organizations or themselves (in relation to their values and interest which are aligning in the project). A constantly open dialogue helped to maintain the interests of all organizations. By keeping the expectations realistic in the group, and by being aware of the others organizational identities that should be respected, the steering committee was able to simultaneously respect and go past their differences to collaborate, such as illustrated in the quote “Some organizations are in for their own interests. But as long as it benefits the patient, it is good” (Personal interactions, 2018).

7. The collaboration hinders your organization from meeting its own organizational mission.

8 réponses

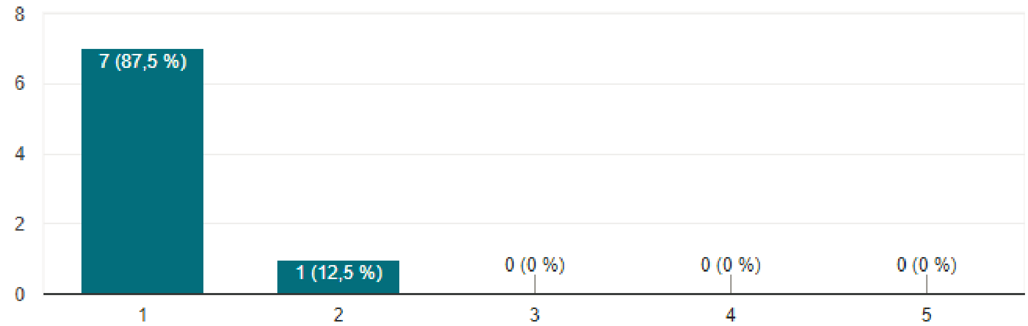

fig 13: First question related to the maintenance of Organizational Identity

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration.

8 réponses

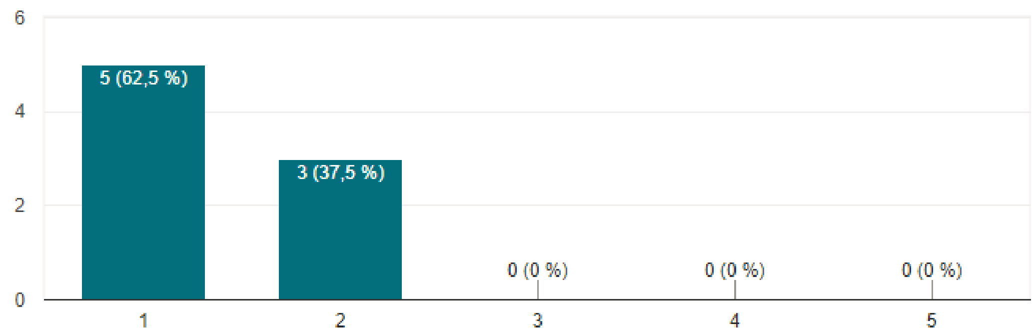

fig 14: Second question assessing the maintenance of Organizational Identity

fig.15: Third question assessing the maintenance of Organizational Identity

4.4 Mutuality

“Although information sharing is necessary for collaboration, it is not sufficient for it to thrive. Without mutual benefits, information sharing will not lead to collaboration.” (Thomson, Perry, Miller 2006)

Mutuality characterizes a situation in which different parties who collaborate contribute with different resources for a common goal. Mutuality encompasses both interdependence - a situation in which individual partners lack the necessary skills to complete the tasks - and mutual benefits.

To assess the degree of mutuality in the frame of this project, the author asked questions such as “Is your organization achieving its own goals better when collaborating with others rather than when working alone?” “Do you feel that every organization contributes with useful resources or expertise?”

The mutuality dimension in Crowd Ideas

The dominant impression in the steering committee is that all the members contributed with valuable elements within the group. All participants of the survey have assessed that they feel that their contribution was appreciated and respected by other organizations “to a great extent” (62,5%) or “to a very great extent” (37,5%) (see fig 18). Insights from interviews such as “everyone brought something to the table” or “everyone is contributing from their own point of view” were present from every member of the group. (Personal interactions, march 2018)

It also appeared that group members were conscious and appreciative of the differences of point of views and of expertises that were brought to the table. One member, for example, recognized that “all of these people have different ways of thinking about things”. They were able to make advantage of their differences to “learn a lot” from each other, by “break[ing] the borders between competences (Personal interactions, march 2018). The survey shows that 50% of participants feel that “Partner organizations (including your organization) work through differences to arrive at win–win solutions” “to a very great extent”. The rest assessed that they did so at least “to some extent” (see fig 20).

In that way, we can see that a clear mutual benefit from this collaboration was the increased knowledge that every team member could access and take back to their own organization and sector. Increased knowledge about other sectors is, to the author, a very relevant benefit to have acquired from this particular project knowing the fact that while some members contributed with tasks, all of them saw their expertise as their main contribution to the table. In the survey, this tendency was confirmed. Indeed, all participants assessed that “partners have combined resources so all partners benefit from collaborating" and that "their organization shares information with partner organizations that will strengthen their operations and programs" at minimum "to some extent". (see fig 16 and 17).

A common perception in the group is that the levels of contribution by every members are uneven. For example, one member declared that "Not everyone contributes to the same extent, which is not necessarily a bad thing". (Personal interactions, 2018) There are two reasons why this imbalance between contributions is perceived in a positive light. Firstly, different tasks would arise at different points in time, and they required efforts and inputs from specific partners. Secondly, as the author has previously assessed, representatives contributed out of their main professional responsibilities, which could let them with only few hours to dedicate to the project. A member explained that "levels of contributions vary according to tasks and time. It also depends on how busy we are". (Personal interactions, 2018)

However, while being conscious of these differences, the group is contrasting them with the shared idea of high commitment among the members, also described as "high engagement".

Furthermore, a high level of mutuality shows in the fact that the majority sees all stakeholders as essential to the collaboration, as it proves that their contributions are essential.

"If anyone was missing we would have missed that. It's not only about cancer care, not only about research, not only about innovation. The question is "is there any irrelevant stakeholder? And to that I would say no".

Ultimately, all of the participants of the survey have assessed that "[their] organization achieves their own goals better while working with partner organizations than working alone" (see fig 19).

Analysis

According to Thomson, "organizations that collaborate must experience mutually beneficial interdependencies based either on differing interests — what Powell (1990) calls "complementarities" — or on shared interests, which are usually based on homogeneity or an appreciation and passion for issues that go beyond an individual organization's mission — such as the moral imperative of environmental degradation or a humanitarian crisis." (Thomson, 2006).

In this project, the author could pinpoint elements of both complementarities and shared interests.

Firstly, complementarity can happen “when one organization has unique skills and resources that others can benefit from - and vice versa”. For example, the patient organization was a gateway for other organizations to meet and interact with a large number of patients, which does not occur easily out of collaborative projects. In return, this organization benefited from being heard by all the stakeholders of the local ecosystem of healthcare, as it was an occasion to voice concerns in the hope to change uncomfortable situations for the community that it represent.

According to Wood and Gray, mutuality is a foundation to develop common views out of differences. (Wood and Gray, 1991). This is, from the point of view of the author, what happened in Crowd Ideas when collaborating organizations do “negotiate” to decide on the course of actions in the project.

Secondly, when it comes to shared interests, we know that the committee is bound by a high stake societal cause. This issue, which goes beyond the partnering organization’s missions, is the imperative of improving the quality of lives of the breast cancer patients. This overarching goal, or problem to solve, has been identified by the author as the root of their shared commitment. Thomson found that the commitment to the same target population was an important factor to pinpoint shared interests in collaborations (Thomson, Perry, Miller, 2006), which is the case in this project.

Brinkerhoff relates the principle of mutuality to “equality in decision making, as opposed to domination of one or more partners. All partners have an opportunity to influence their shared objectives, processes, outcomes and evaluation.” (Brinkerhoff, 2002). This view resonates with what have been discussed previously in the sections concerning Governance and Administration, as it has been established that the team exchanged in a democratic and honest way. Furthermore, she highlights the notion of “horizontal” as a characteristic to mutuality, and adds that it is also of high importance to have “jointly agreed purpose and values; and mutual trust and respect”. These notions will be further developed in the next section concerning the normative aspect of the collaboration.

Conclusion

We can say that there has been established a high degree of mutuality in Crowd Ideas, which is a promising sign for the future of the collaboration.

Indeed, as reminded by Brinkerhoff, when partners generally benefit equally from their relationship, partnerships tend to be more enduring (Austin, 2000) and high performing (Kanter, 1994). (Brinkerhoff, 2002)

This high degree of mutuality in Crowd Ideas, added to the high degree of maintenance of organizational identity discussed in the previous section, allows the author to conclude that this collaboration presents the characteristics of a Partnership following the definition of Brinkerhoff. (Brinkerhoff, 2002).

It would be fair to note that mutuality, as the rest of the aspects of collaborations, is a process-oriented notion. Now that the ideas have been crowdfunded, gathered into more general needs and transformed into a series of new projects, it will be interesting to see how the different organizations will take part in the implementation of these projects. According to that, the mutuality degree could significantly change.

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating.

8 réponses

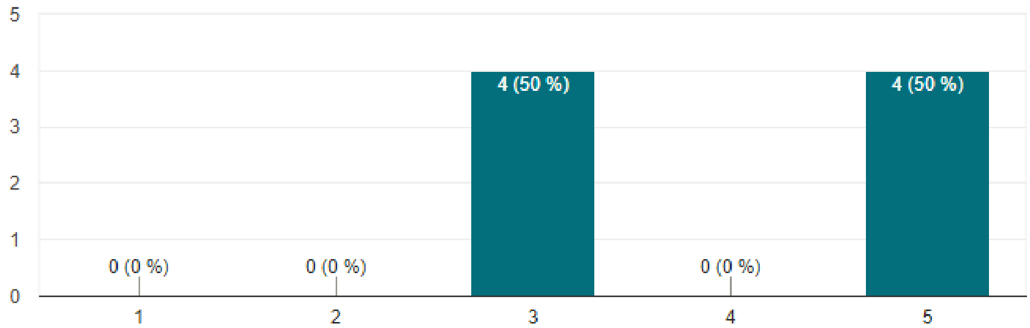

fig 16: First question in relation to Mutuality

11. Your organization shares information with partner organizations that will strengthen their operations and programs?

8 réponses

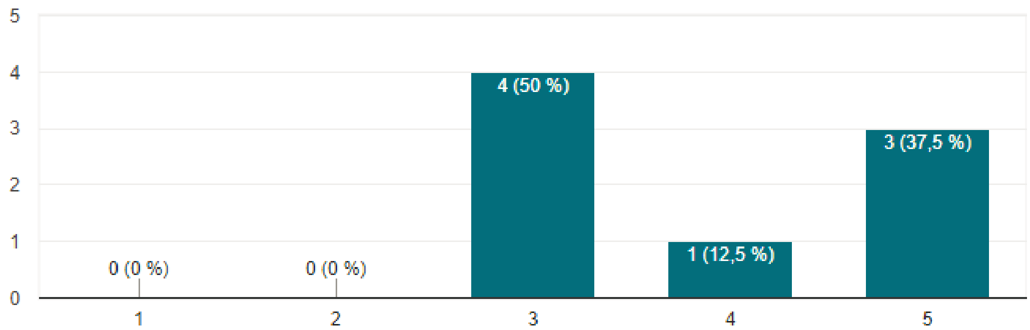

fig 17: Second question in relation to Mutuality

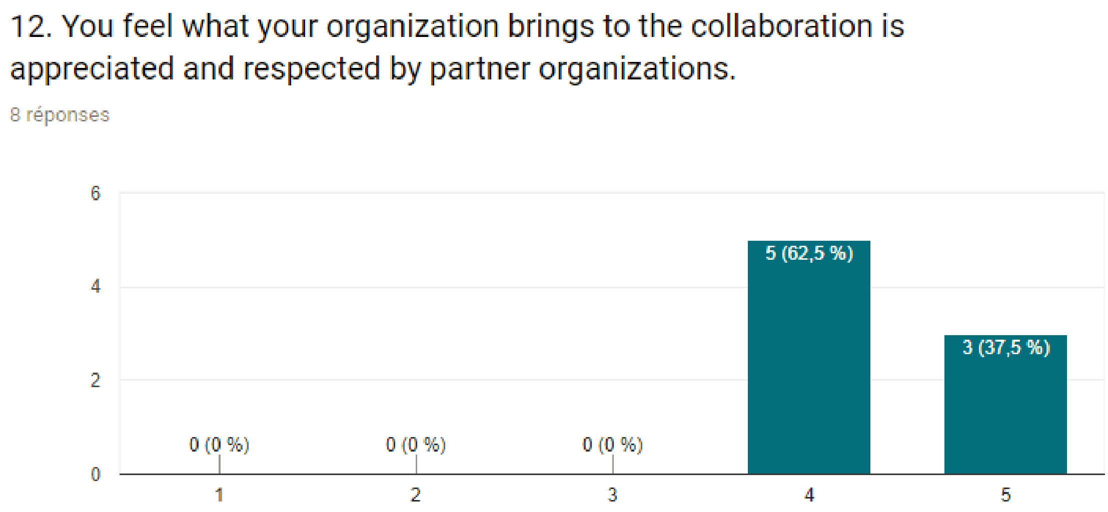

fig 18: Third question in relation to Mutuality

fig. 19: Fourth question in relation to Mutuality

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions?

8 réponses

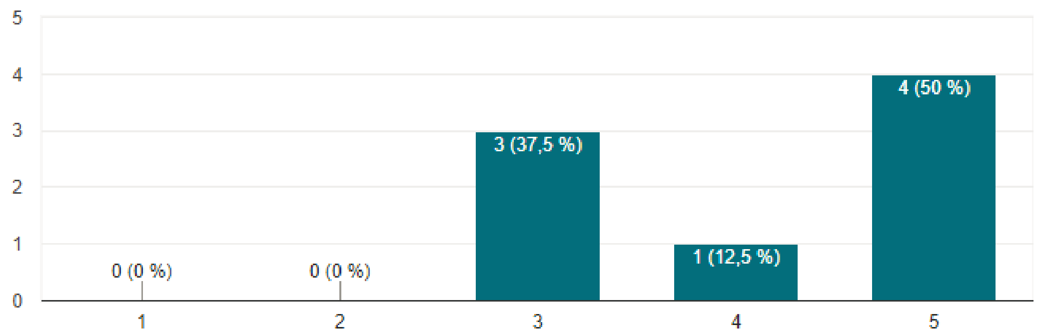

figure 20: Fifth question in relation to Mutuality

4.5 Norms

In the context of a cross-sector collaboration, norms refer to the building of social capital (Thomson, 2006). There are two notions attached to this concept: reciprocity and trust (Thomson, 2006). To understand the levels of reciprocity and trust within the steering committee meeting, the author asked to representatives questions such as “How trustworthy are your partners?” “How reliable do you feel that they are when a task has to be done for the project?”

Norms in Crowd Ideas

When interviewing the members of the team, the author could not pinpoint the “i-will-if-you-will” mentality that characterizes reciprocity. However, what has been observed is a high degree of reliance to the leadership figure to check on the tasks that have to be performed for the project. For example, members declared “I am confident on [the leadership figure] to check on that, she does it very well”or “Leadership is needed to check on and remind people”. (Personal interactions, march 2018)

In the survey, 25% of the participants have said that “[their] organization can count on other organizations to meet its obligations to the collaboration” to some extent, 50% “to a great extent” and 25% “to a very great extent” (see fig 22).

While the reciprocity mentality may have been present in the earlier stages of the partnership relationship, the foundation of the commitment of the members is rather based on trust.

This state of trust, that has been manifested orally by the members of the steering committee during the interviews, concretely manifests in the absence of formal legal document to frame the project results. In other words, the ownership of the project is common and based on informal, social contracts. This way to function is possible in this project because members trust each other to not take over the project results. A group member declared “we don’t need any contract. If we need a contract, it [will be] for a rainy day.” (Personal interactions, march 2018). In the survey, 37.5% of the participants assessed that “those who represent partner organizations were trustworthy” “to a great extent”, and the remaining 62,5% answered “to a very great extent”.

This absence of formulated need to formalize the project allows for a fluid and straightforward evolvement of the actions taken: smaller initiatives have now risen from the collaboration, for which responsibilities have been awarded orally following this volunteering process.

However, this shared ownership is still subject to challenges. Indeed, members emanating from the public sector have raised concerns when it comes to the accountability that their organizations have to present to the citizens. There is a need to render this project more legitimate and official in the eyes of the public. Nevertheless, this need is unrelated to the levels of trust between the collaborating parties.

One factor that has made the development of trust within the group challenging is linked to the involvement of a private partner in the project. During the interviews, three committee members have expressed concerns connected to the profit-making interests carried on by private companies. “It can be problematic that big pharma is involved” “We may prefer that pharma is giving money without involving themselves”, “I have trust but there is a challenge because of certain interests”. (Personal interactions, march 2018). Among those who expressed skepticism, the concern is rooted in previous experiences of collaborations related to “distrust in healthcare settings”. One member assessed that “hostile takeover is a risk in collaborations”. (Personal interactions, march 2018).

Acknowledging this skepticism, the author could identify factors that could explain why and how these partners chose, and are still continuously choosing by being part of the project, to collaborate with a private company.

The first factor is rooted in the belief that greater things can be achieved if different organizations collaborate. One member declared “If you don’t cooperate, you don’t develop anything”, while another one stated that “as long as it benefits the patient I’m okay with that”. (Personal interactions, march 2018). This belief is translated in the survey by the fact that 100% of the participants declared that “[their] organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration” at least “to some extent” (see fig 23).

Another factor rests in the existence of both pre-existing and evolving personal relationships between the members of the steering committee. Indeed, some organization representatives have been professionally present in the local healthcare ecosystem for many years and were familiar with some other members of the team. “The reason it turned out so well is because I know [leadership figure] very well”. “I think [personal relationships] could influence things. It is easier when you know people.” (Personal interactions, march 2018)

While some members already knew each other thanks to previous instances, it was not the case for all of them. Group members were able to develop relationships with each other through the course of the project. The dominant feeling in the group is that the previously addressed high degree of voluntary commitment towards the breast cancer community is a factor to explain how well they got along. An insight illustrates this idea particularly well: “Personal relationships are always important but the expectations on this project are quite high because people volunteered to take part of it. You have a sympathetic view of them and their persona in the project even if you don’t know them. Of course there is suspicion of hostility in the beginning but it evolves with time.” “When other organizations listen what you have to say, it is very powerful” (Personal interactions, march 2018). Presently, steering committee members show high degree of appreciation towards each other. For example, one member assessed that “They [were] good people.” (Personal interactions, march 2018).

Norms in the literature

Thomson’s framework addresses both reciprocity and trust as markers of norms in a collaboration. Reciprocity refers to “the belief that others will reciprocate” as the basis of action. (Thomson, Perry, Miller, 2006). The author has not found a prevalence of reciprocity mindset in the Crowd Ideas project, but rather a high involvement of the leadership figure and a state of trust.

Trust can be defined as a common belief among a group of individuals that another group (1) will make “good-faith efforts to behave in accordance with any commitments both explicit and implicit,” (2) will “be honest in whatever negotiations preceded such commitments,” and (3) will “not take excessive advantage of another even when the opportunity is available” (Cummings and Bromiley 1996).

The first criterion is verified in Crowd Ideas, as all members of the steering committee described “high commitment” to the project and its goal (Personal interactions, march 2018).

The second criterion, related to honesty, have also been widely addressed by the author when measuring the other dimensions of the collaboration.

The third dimension, in Crowd Ideas, relates to voiced concerns on the involvement of a private partner in the project, especially about the “fuzzy ownership” of the project results.

While it has already been stated when discussing Organizational Identity and Mutuality that every organization must individually benefit from the collaboration to be able to take part in it, there is a limit to respect by every organization to not make disproportionate and selfish use of the commonly created result. In Crowd Ideas, while this concern is still, to some extent, present for some organizations, the concerns are mitigated by the social relationship created with the representatives of the private company who takes part in the project.

This idea concurs with the findings of Huxham and Vangen who state that "trust building takes an inordinate amount of time and nurturing." (Huxham and Vangen, 2005). Indeed, as one of the interviewees of Thomson declared, "You have to be willing to invest inordinate amounts of time at low productivity to establish relationships and trust building." (Thomson, Perry, Miller 2006)

Another element of trust in Crowd Ideas that is confirmed in the literature is the absence of formal documents, which facilitates collective action in the project. Indeed, Ring and Van De Ven evoke the "psychological contracts" which replace legal contracts in trustful collaborations (Ring and van De Ven, 1994). This situation, according to them, is in favor of sustained interorganizational relationships (Ring and Van De Ven, 1994).

Conclusion

The author has identified a relatively high degree of trust between the team members of Crowd Ideas. This trust is challenged by concerns about collaborating with a private company, but supported by the building of personal relationships between people who genuinely appreciate each other, partly because they are commonly committed to a social goal.

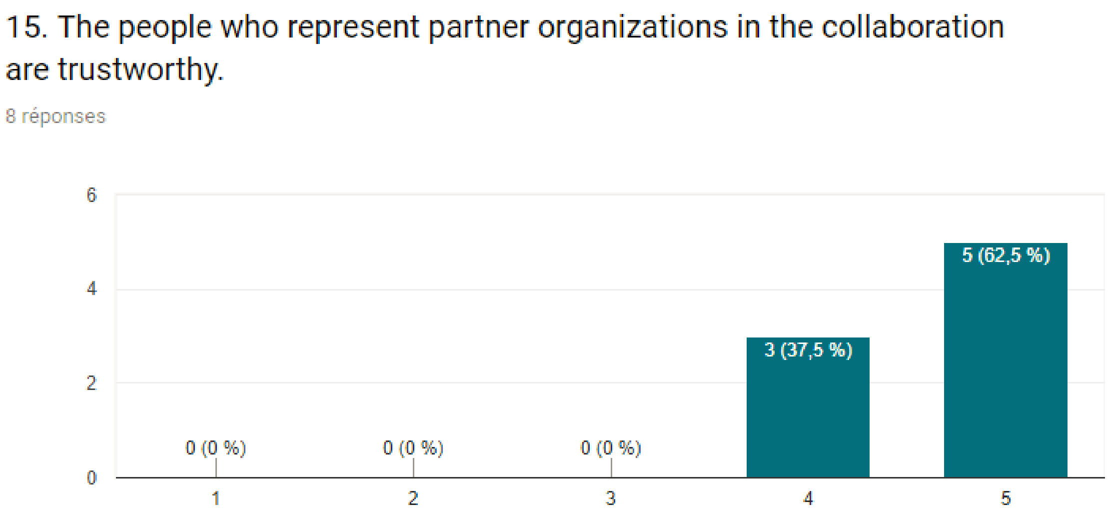

fig. 21: First question related to Norms

16. My organization can count on each partner organization to meet its obligations to the collaboration.

8 réponses

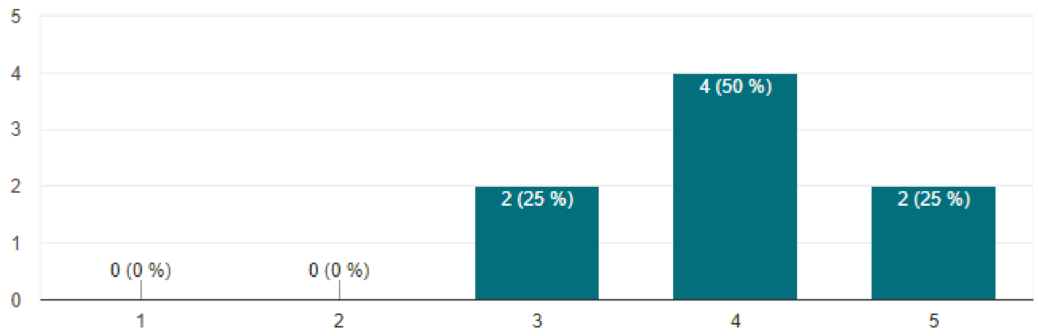

fig 22: Second question in relation to Norms

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration.

8 réponses

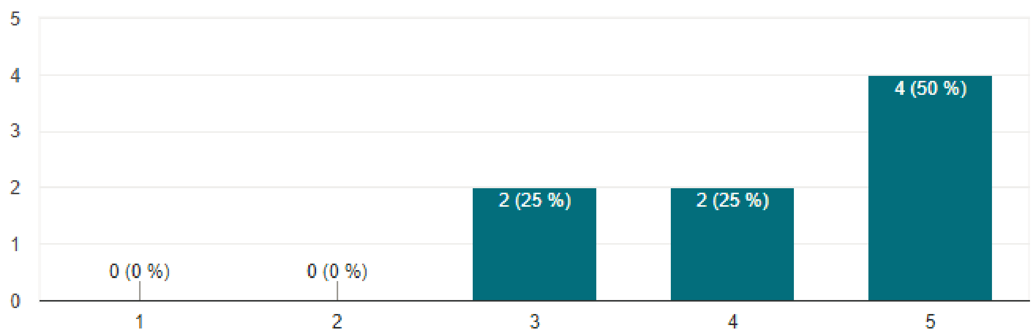

fig 23: Third question in relation to Norms

CHAPTER 5. DISCUSSION AND FURTHER RESEARCH

In this chapter the author will reflect on the research design and process, discuss the findings in the light of previous studies of projects, and provide with suggestions for further research.

5.1 Reflection on the research design and process

This thesis has been mainly handled by the author as a "snapshot" of the collaboration as it was during the first semester of the year 2018. To some extent, it also contains reflections of past events in order to understand how the five dimensions of collaboration evolved in time as the group carried on with the project. An evaluation of better quality could have been provided if the author studied the thesis at different points in time, or if she was present in all the meetings as an observer to understand the dynamics of the steering committee. However, the author was subject to time limitations as this small-scale research project was conducted in the frame of a Master thesis course.

Another limitation comes from the fact that the results of the interviews are the author's perceptions of the steering committee members' own perceptions on the collaboration and on the project. Therefore, they are subject to a rather high margin of error. However, the author gave all the interviews before sending the survey to the participants in order to ensure that all participants received a common understanding of the topics addressed. Furthermore, unforeseen technical issues impaired the practical possibility to record the discourse of the interviewees. In those cases, the author took notes during and after the interviews to captivate the answers and impressions of the participants.

5.2 Highlights from the Crowd Ideas research project

In the course of the interviews, several topics were continuously raised by the participants when explaining the way of function of this collaboration. These topics were addressed regularly during discussions about each of the five aspects assessed by the author. Therefore, the author identified the topics as important factors to explain why people collaborate the way they do in this project.

These factors are the leadership figure role and the ownership of the project.

A strong and inclusive leadership

While attempting to understand the way different organizations functioned in Crowd Ideas, the author noticed that leadership was a crucial factor to explain the dynamics of interaction and action in the group. Therefore, the author suggests that a leadership dimension could be a relevant adding to the framework of the five dimensions of collaboration.

Crosby and Bryson's "leadership for common good"

While not being present in Thomson and al's assessment framework, the aspect of leadership has been commented more recently by other authors in the literature about cross-sector collaboration.

For example, Crosby and Bryson elaborated on the concept of integrative public leadership, which can be defined as "[the action of] bringing diverse groups and organizations together in semi-permanent ways, and typically across sector boundaries, to remedy complex public problems and achieve the common good." (Crosby and Bryson, 2010) This notion is at the center of a framework elaborated by the same authors in 2005, "leadership for the common good" (Crosby and Bryson, 2005). This framework presents four elements of successful leadership in cross-sector collaborations: attentions to the dynamics of a shared-power world, the wise design and use of forums, arenas and courts, effective navigation of the policy change cycle, and the exercise of leadership capabilities.

In this framework, two dimensions appear to the author to be relevant in the frame of the Crowd Ideas project: attention to the dynamics of a shared-power world, and the exercise of leadership capabilities. The reason behind this choice is that these two features are important in the project at this stage, and are focused on the internal interactions of the group, similarly to the Thomson framework. However, other dimensions may be equally relevant to the project if it is ever observe at another stage of advancement or under another theoretical lens.

The first dimension of the "leadership for common good" framework, "attention to the dynamics of a shared-power world" is related to the belief that collaborations are necessary to make a change in complex issues."Whether they are working in government, business or nonprofit sectors, they need to recognize that the power to meet social needs such as employment, housing and education is widely shared within and across sectors." (Crosby and Bryson, 2005)

Repeated interactions with the main leadership figure showed that this mindset is consistent with the rationale the leader uses when interacting with the group. (Personal interactions, 2018). She appeared to have a very holistic perception of breast cancer as not simply a sickness, but an event that affect all the areas of a patient's life, for example as a working professional, parent or partner. The holistic view of the state of the patient also applied to their health. Indeed, the cancer was not seen by this person as an conglomerate of unhealthy cells, but as a sickness that is also affecting their mental health, appearance, and physical capacities. Therefore, she finds extremely important to involve a multiplicity of stakeholders who can impact different aspects of the sickness and different areas of life. She identified those key stakeholders in order to found the steering committee.

She was able to share this point of view with them, which helped creating a vision to foster commitment and motivation within the team. The way this project was brought to existence is consistent with Crosby and Bryson's view of leadership in cross-sector collaborations. "A central challenge for leaders is to bring diverse stakeholders together in shared power arrangements in which they can pool information, other resources and activities around a common purpose. The focus should be on key stakeholders – those most affected by a social need or public problem or who have important resources for meeting the need." (Crosby and Bryson, 2005)

The second dimension of the "leadership for common good" framework we will comment on is the exercise of leadership capabilities. Crosby and Bryson identify eight leadership capabilities. These capabilities are: "leadership in context (understanding the social, political, economic and technological 'givens'), personal leadership (understanding self and others), team leadership (building productive work groups), organizational leadership (nurturing humane and effective organizations), visionary leadership, (creating and communicating shared meaning in forums), political leadership (making and implementing decisions in legislative, executive and administrative arenas), ethical leadership (adjudicating disputes and sanctioning conduct in courts) and finally, .policy entrepreneurship (coordinating leadership tasks over the course of policy change cycles)." (Crosby and Bryson, 2010)

Not all dimensions of leadership are relevant to the Crowd Ideas concept and project at that stage. They might become relevant in a scenario in which the steering committee would start to advocate for policy changes, would it be in hospitals or relating to work related regulations for people affected by breast cancer, for example. However, the project has not reached this stage of advancement. Those types of leadership are ethical leadership, policy entrepreneurship, political leadership and organizational leadership.

The most relevant types of leadership in the frame of Crowd Ideas, and which impacted how the steering committee interacted are leadership in context, personal leadership, team leadership and visionary leadership. Those are the types the author will focus on below.

Firstly, when executing leadership in context, leaders "need to clarify how existing social, political, economic and technological systems – the givens – have contributed to the need and how trends or shifts in those systems are opening up new opportunities for leadership in the area of concern" (Crosby and Bryson, 2005). In the frame of breast cancer care, the relevant evolving context is, among other elements, the way that patients are treated in hospitals. Indeed, hospitals are fast-paced environments whichcan be subject to monetary restraints, while having to care for a high number of patients. Consequently, they can be brutal environments for patients to experience, even though Swedish healthcare is one of the most efficient in the world (Nordic Business Insider, 2017). Patient-centeredness is a current trend that attempts to counteract this issue (Gabutti, Mascia, Cicchetti, 2017). Therefore, the development and awareness of this trend gave an opportunity for the Crowd Ideas project to be implemented.

Furthermore, according to Crosby and Bryson, "leadership in context is also about understanding when a situation is ripe for successful change – that is, when enough favorable conditions are in place that a trigger". (Crosby and Bryson, 2005). In the case of Crowd Ideas, that trigger was the release of a new drug designed for postmenopausal breast cancer patients from the pharmaceutical company that the leadership figures emanate from. Indeed, this event was accompanied with a rise in budget to kickstart initiatives.

Secondly, personal leadership relates to a certain "call for leadership" (Crosby and Bryson, 2005) which "stems from what an individual really cares about – in other words, what is important enough to invest one's time and energy in, to risk unpopularity and failure in service of a worthy goal" (Bolman and Deal 2001). In Crowd Ideas, the main leadership figure was able to strongly connect the concept and project to her deep values and professional commitments. She saw the need to action, therefore she decided to take the risk and take on this innovative project.

Personal leadership would have limited impact without team leadership, of which important elements are "recruitment, communication, empowerment (...) of team members" (Crosby and Bryson, 2005). The leadership figure of Crowd Ideas has stressed the importance of creating a "dream team", which involves knowing how to identify which stakeholders are relevant to invite to take part of the project, but also to “clarify what stake these people have in the change – What exactly is their interest? What expectations might they have of any change effort?” (Crosby and Bryson, 2005).

Taking into account the interests of each organization that takes part in the collaboration works in favour for high levels of maintenance of Organizational Identity, as it was the case in Crowd Ideas since participants saw the value of working together in this project in relation to the goals of their own organization.

Crosby and Bryson’s definition of team leadership also encompasses elements relevant to other dimensions of collaboration of Thomson and al’s framework. These elements are “an atmosphere of openness, information sharing and respect” which are necessary to build “mutual understanding and trust”(Crosby and Bryson, 2005).

Honesty and openness were frequently brought up by the members of the steering committee when discussing the dimensions of Governance, Administration and Norms. These notions appeared to be an important feature of the way stakeholders communicated and a success factor for the project.

The third type of leadership relevant to Crowd Ideas is visionary leadership. As we have previously written, the leadership provided a vision to the group. Crosby and Bryson state that “[leaders] work with constituents in formal and informal forums to frame and reframe the problems or needs that concern them and develop a shared vision that can guide collective action in pursuit of the common good”.

In the communication of Crowd Ideas, the idea of togetherness is very present. One can say the leader communicates in a “we” perspective, and that this “we” includes both the organizations and the breast cancer community as a whole. Simultaneously, the Crowd Ideas steering committee communicated by using personal examples of struggles that can happen to a breast cancer patient or their closed ones because of the occurence of breast cancer. This also helps to create a compelling vision, both for the team and for external parties. Crosby and Bryson recognized this double-faced rhetoric as a powerful element of visionary leadership.

Conclusion

The author concludes that leadership was an important dimension in the Crowd Ideas collaboration, and that it was interlinked with other dimensions of Thomson and al’s collaboration assessment framework. Therefore, the author suggests that adding a leadership dimensions could be useful to evaluating cross-sector collaborations.

Ownership of the project

An important insight on the functioning of the Crowd Ideas collaboration that regularly came back both as a success factor and a source of concern during the interviews was the ownership of the project. Indeed, there was no contract to define the outcomes of the collaboration, the time organizations should spend on it, and the ownership of the project results. While this factor had clear advantages such as a possibility to act rapidly and efficiently, it also showed a "fuzzy" ownership that certain organizations judged as a risk or a barrier to spend more time on the project. Agreements about the collected data and the smaller projects emanating from it were made orally during the meetings.

The literature on cross-sector collaboration largely neglects the dimension of legal framework in general, and of ownership of results in particular. It was surprising to the author as this factor had such an important impact in Crowd Ideas.

It seems to the author that innovative partnerships such as Crowd Ideas appear "at the margins" of organization's daily practices, which grants them with a certain unstability and limits their possibilities, for example to receive monetary value. In regards to ownership of results, there is a gray zone in the law.

Insights on shared ownership can be found in the field of intellectual property law. In countries that are members of the European Union, "joint ownership arises by law when a work (e.g. results in EU funded projects) is jointly developed by several partners and their respective contribution to the final work cannot be ascertained, or the work (results) is by nature indivisible". (European IP Helpdesk, 2015)

However, this provision is not sufficient in the case of the project. That is because, "ordinary assistance and sharing of ideas and informations are excluded". Therefore, all results of the meetings such as ideas of emerging projects and crowdsourced ideas cannot be protected if additional agreements are not implemented, both between members of the group and towards the idea providers of the crowdsourcing campaign.

An additional difficulty stems from the innovative nature of this project, as the partners could not know in advance what would be the results of the crowdsourcing campaign and of the collaboration itself. Therefore, it would have been very difficult for them to write an agreement beforehands. Furthermore, without the possibility to define what counts as a project result, it would also be hard for collaborating organizations to predictively agree on the allocation, conditions of use and exploitations of the results between joint owners.

In the case of Crowd Ideas, the author thinks that the solution that would be the most in line with the rhetoric of the project would be to leave the ownership to the patient association.

However, in a more general sense, neither literature of cross-sector collaboration or the current european legal framework seemed to offer suitable answers about the best possible equal way to collectively own, share and use the project results of innovative initiatives, even though ownership is a very important element for parties who collaborate.

In a world in which collaborations are becoming increasingly desirable and relevant, it is important in the eyes of the author to provide parties who are willing to work together while satisfying the needs and requirements of their own organizations with formal tools to render collaborations easy to navigate, but also more secure. The rationale could be similar to the use of licences commonly integrated in open source software or hardware projects, which allow for many parties to easily contribute to one same initiative and gain retribution on fair terms.

5.4 Suggestions for further research

The main suggestion for further research pinpointed by the author is related to the previous discussion on legal frameworks and ownership of results.

Indeed, in order to suppress barriers to entry to collaborative innovation projects, scholars interested in cross-sector collaborations could reflect on and elaborate possible formal frameworks that could allow different organizations to own collectively an innovative project, while respecting the obligations pending on all organizations, including public ones. In that sense, such framework would differ from a joint venture which caters to for-profit organizations (Harrigan, 1986).

Reflecting the experience of studying the collaboration in Crowd Ideas, the author suggests that a legal framework could reassure public managers who have to account for the resources they spend as well as partners with less resources and legal means to react to a possible takeover of project results.

Another possibly interesting research topic would be to study Crowd Ideas at a future point in time. For example, another assessment of the collaboration using Thomson and al’s framework would be useful to see how the dynamics in the steering committee have evolved in a further stage in the project. Knowing that the committee is now focusing on the implementation of ideas in the frame of smaller projects, different contributions might be needed from the organizations than the ones that have been needed so far. Changing this parameter will probably cause changes in the five dimensions of collaboration. In a later stage, the concrete results of the Crowd Ideas project on the local breast cancer care could also be evaluated in the frame of a small-scale research work.

Additionally, it would be of interest to study if the Crowd Ideas concept and project has contributed in opening the dialogue and potential new collaborations involving the clinical entities, which have been described by the team members as harder to engage with and include in innovative initiatives. (Personal interactions, march 2018).

CHAPTER 6. CONCLUSION

This chapter summarizes the study, answers the research questions, and reflects back to the purpose and the background of the case.

6.1 Summary

Crowd Ideas is a cross-sector collaboration project which presents characteristics of Social Innovation and uses a Service-Dominant mindset.

The present research seeked out to investigate the early impact of the implementation of the Crowd Ideas concept, in relation to the development of the relationship between the stakeholders. In order to fulfill this goal, the author evaluated the five dimensions of collaboration theorized by Thomson, by the means of semi-open interviews of the steering committee members and a quantitative questionnaire. Two of these dimensions allowed the author to relate the collaboration to the notion of partnership elaborated by Brinkerhoff. Furthermore, the author was also able to pinpoint important factors which strongly influenced the way the different organization representatives collaborated, which are the aspect of leadership and the absence of legal framework.

6.2 Research questions

The five research questions mirrored the five dimensions of collaboration.

Question 1: How is the project governed by the stakeholders?

Overall, the Crowd Ideas concept allowed for a collaboration with a high level of jointness in the way the project is governed and carried forward. When the steering committee has to take a decision, its members engage in a negotiation process which typically ends when the group reaches a consensus.

Question 2: How is the project administered?

In Crowd Ideas the leadership figure both provided with administrative mechanisms (such as planning and sending minutes or updates) as well as nurtured the will for other members to collaborate for the end goal. These two elements allowed for members to build roles for themselves in the collaboration through time despite the blurry nature of the innovative process the team goes through. Both those administrative and social elements were necessary to transition from decision to action in the project.

Question 3: How autonomous are the different organizations?

Organizational representatives entered the collaboration because it benefited either their own organizations or themselves (in relation to their values and interest which are aligning in the project). Organizational and collaborative interests were maintained by the fact that dialogue was open. By keeping the expectations realistic in the group, and by being aware of the others organizational identities that should be respected, the steering committee was able to simultaneously respect and go past their differences to collaborate, therefore safeguarding organizational autonomies.

Question 4: How mutually beneficial are the relationships formed in the collaboration?

We can say that there has been established a high degree of mutuality in Crowd Ideas, which is a promising sign for the future of the project, as it has been established that building mutually beneficial relationships acts in favour of long term collaboration.

Question 5: How are the levels of reciprocity and trust in this team?

While the reciprocal “I-will-if-you-will” mindset was not present in the collaboration, the author identified a relatively high degree of trust between the team members of Crowd Ideas. This trust is challenged by concerns about collaborating with a private company, but supported by the building of personal relationships between people who genuinely appreciate each other, partly because they are commonly committed to a social goal.

6.3 Reflections on the collaboration in relation to the notions of Social Innovation and Service-Dominant Mindset

Social innovation: the effect of the purpose on the collaboration:

The main trait of Social Innovation that could be found in the project is related to its purpose. Breast cancer is the most common cancer happening in women and the number of cases have been raising in the past decades in Sweden. As population is aging in the country, the number of cancers is expected to rise even more. In this context, offering better care to patients diagnosed with breast cancer has been identified as a pressing social concern by the different stakeholders involved in the Crowd Ideas project. Therefore, they shaped the project with this purpose in mind.

Insights collected by the author during the interviews have shown that the cause of breast cancer care is an element which contributed largely to the commitment of the members of the committee. The fact that they feel strongly about improving situations for people affected by breast cancer resulted in them giving time, therefore priority, to a project backed with a minimal amount of funding and that exceeded their daily professional responsibilities. The social purpose of the project also contributed to facilitate interactions between representatives from different organizations. In this project, stakeholders managed to a large extent to focus on the common purpose in spite of organizational and cultural differences. Moreover, shared commitment was a factor which facilitated the development of more relationships within the group which allowed for the project to be run in a smoother way.

In the end, knowing the fact that there is no or very little legal framework to frame the project, so called "soft" factors are what allowed the team to carry it forward. The author wonders how cross-sector collaborations with a social innovation purpose perform over time compared to those which do not have any.

Service-dominant mindset: the effect of the inclusion of the patients on the collaboration

The rhetoric behind Crowd Ideas advocates for a more holistic cancer care in the sense that it includes promoting "beyond the pill" solutions to improve situations that are affecting the patients, but also their social circles. Furthermore, patients are strongly included in the project: both in the crowdsourcing process and in the steering committee. Those elements are what makes Crowd Ideas a project with a Service-Dominant mindset. The fact that the breast cancer association was involved in the steering committee gave strength to the collaboration. That is because the commitment of the representatives was increased as they interacted with someone who has been living through the experience of cancer. Similarly to as in section 6.3.1, the authors wonders how cross-sector collaborations which strongly involve the community they try to solve problems for perform compared to those who do not.

6.4 Concluding words

“Collaboration is like cottage cheese. It occasionally smells bad and separates easily” (Thomson and Perry, 1998). This statements not verified in Crowd Ideas. Since there is no official, academically approved optimum levels of each of the five dimensions, the challenge for collaborating organizations is to “seek a balance among the dimensions” (Thomson, Perry, Miller, 2006). In the eyes of the author, the organizations which collaborated in Crowd Ideas found their balance, through a lot of consensus and mutual management of expectations. In the end, they were able to form a functioning collaboration that presents the characteristics of a partnership. Hopefully, this promising first step is the beginning of an undertaking that can have real, long lasting impact in breast cancer care in VästraGötalandsRegionen.

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TABLE OF FIGURES

APPENDIX

1. Questions from the survey

Circle the number that best indicates (how much—"not at all" to "to a great extent")

Governance
1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration.
2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration.

Administration
3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration.
4. Partner organization meetings accomplish what is necessary for the collaboration to function well.
5. Partner organizations (including your organization) agree about the goals of the collaboration.
6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations.

Autonomy
7. The collaboration hinders your organization from meeting its own organizational mission.
8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration.
9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations.

Mutuality
10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating.
11. Your organization shares information with partner organizations that will strengthen their operations and programs?
12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations.
13. Your organization achieves its own goals better working with partner organizations than working alone.
14. Partner organizations (including your organization) work through differences to arrive at win–win solutions?

Norms
15. The people who represent partner organizations in the collaboration are trustworthy.
16. My organization can count on each partner organization to meet its obligations to the collaboration.
17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration.

2. Individual results from the survey (anonymous data)

2. Survey data - Individual answers

- Survey respondent 1

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

Survey respondent 2:

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

Survey respondent 3:

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all						To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all						To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all						To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all						To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree						Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree						Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree						Strongly agree

Survey respondent 4:

1. Partner organizations take your organization’s opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization’s roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	◉	○	○	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

Survey respondent 5:

1. Partner organizations take your organization’s opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization’s roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	●	○	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	○	●	○	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	●	○	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	◉	○	○	Strongly agree

Survey respondent 6:

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	●	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	○	●	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	●	○	○	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	◉	○	○	Strongly agree

Survey respondent 7:

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	○	◉	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

Survey participant 8:

1. Partner organizations take your organization's opinions seriously when decisions are made about the collaboration. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

2. Your organization brainstorms with partner organizations to develop solutions to mission-related problems facing the collaboration. *

	1	2	3	4	5	
Not at all	○	○	◉	○	○	To a great extent

3. You, as a representative of your organization in the collaboration, understand your organization's roles and responsibilities as a member of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

4. Partner organization meetings accomplish what is necessary for the collaboration to function well. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

5. Partner organizations (including your organization) agree about the goals of the collaboration. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

6. Your organization's tasks in the collaboration are well coordinated with those of partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

7. The collaboration hinders your organization from meeting its own organizational mission. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

8. Your organization's independence is affected by having to work with partner organizations on activities related to the collaboration. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

9. You, as a representative of your organization, feel pulled between trying to meet both your organization's and the collaboration's expectations. *

	1	2	3	4	5	
Not at all	◉	○	○	○	○	To a great extent

10. Partner organizations (including your organization) have combined and used each other's resources so all partners benefit from collaborating. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

11. Your organization shares information with partner organizations that will strengthen their operations and programs? *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

12. You feel what your organization brings to the collaboration is appreciated and respected by partner organizations. *

	1	2	3	4	5	
Not at all	○	○	○	◉	○	To a great extent

13. Your organization achieves its own goals better working with partner organizations than working alone. *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

14. Partner organizations (including your organization) work through differences to arrive at win–win solutions? *

	1	2	3	4	5	
Not at all	○	○	○	○	◉	To a great extent

15. The people who represent partner organizations in the collaboration are trustworthy. *

1 2 3 4 5

16. My organization can count on each partner organization to meet its obligations to the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	◉	○	Strongly agree

17. Your organization feels it worthwhile to stay and work with partner organizations rather than leave the collaboration. *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	◉	Strongly agree

3. Quotes retained from the interviews

Governance
"the typical Swedish way of discussion and consensus"
"Conflict could last forever. Eventually someone has to say "now we do it this way""
"I think we listen to most people, which can take a lot of time"
"I come from a culture of Healthcare, in which you have to act within 10 seconds"
"I have trouble adapting to another way of deciding, because I want to decide myself."
"Discuss and discuss... I am too old for that"
"The project was run very smoothly"
"no conflict"
"everyone can express their ideas"
"She makes sure everyone is heard"
"It is a very democratic way [of taking decisions]"
"Whoever can come up with an idea (...) sometimes we don't take a decision then, we say "everybody goes home and thinks about this"
"Sometimes of course we don't agree, then we have a discussion and we adjust to take a decision"
"It is a smooth process" "It is some kind of consensus"
"If somebody objects we have a discussion on that"
"..The Swedish traditional consensus"
"no formal rules to take decisions"
"My impression is that decision making is collective in a sense, and it is not made by votes but the outcome of a decision or dialogue we have"
"It is about consensus"
"The purpose is to reach an agreement in the group"
"We listen to the problem and try to be pragmatic, and not so hierarchic. It is good and it is bad. It could take a very long time tc take a decision. The good thing is that is is probably a more right decision"
"No hierarchy, but there is a strong leadership, which is good, otherwise we would just talk"
"no real conflict" "but I am not always sure if my voice is heard"
"If there is a disagreement I back off because other stakeholders are more important"
"Everyone is involved in discussing and taking decisions"
"once in a while I get very tired myself, if it is obvious what we should do"

Administration
"People take tasks on a voluntary basis"
"I want to act and then think about the legal things later, otherwise you never dare to do anything"
"No one knows what to do because this is out of everyone's comfort zone"
"People come up with ideas about what to do"
"[leadership figure] have a clear idea what they want from who, and they say X is a good task for Y. But there are discussions in meetings and someone may volunteer for a task"
"There is no real role, and no sanction about people who do not do their thing (..) so that thing will not be done and the project will be delayed. [so it is good to be clear and open about resources]"
"You need a strong leadership to say "this is something I believe, this is good" and there is no guarantee that people in the group will support that position. It is a risk but [leadership figure] is excellent in the role"
"[company] initiated and run the project"
"[leadership figure] is a project leader/facilitator of the network, with a lot of soft skills" (...) "a lot of ears, listening"
"We have defined how it would turn. We did not know from the beginning how it would turn. It was just an idea"
"We discussed and made it concrete" "negociated" "co-created"
"Some people were just there for the discussion, to give expertise without taking on clear tasks"
"regarding this task, you take it, this task you take it" "I could not put members in a role"
"[leadership figure] was driving the project forward, she would ask people"
"This is a pilot project, we don't know what we are doing. This is good for a first time but in the future I would like more structure"
"We listen to each other but the roles are quite clear"
"Everyone say how they can help out"
"When there is a decision and something has to be done, of course not everybody does things all the time, but everyone wants to contribute"
"We complement each other, and we know what role we should take"
"We volunteer for the tasks"
"We volunteer but it is difficult to dive time because there is no funding."

Organizational Identity
"It could be problematic that [company] is involved"
"This project fits what I am employed for, I am bringing medical expertise"
"We want a better co-operation with Healthcare. Collaboration is a goal in itself"
"Both the project and the collaboration are aligned with the goals of my organization"
"This is in line with [my organization]"
"Societal challenges are often between organizations, between sectors. If you try to see the bigger perspective, a lot of stakeholders are involved"
"The project carries a lot of goodwill which benefits my organization"
"The project is not difficult to fit to [my organization's slogan]"
"Crowd Ideas is in line with my organization: all activities we do should benefit the patient"
"Collaborations can work but it is sensitive." "it can be problematic with conflicts of interests, we have to take that into account"
"In crowd Ideas we had no problem really"
"I have a mission. It is difficult for me to prioritize, to go to meetings, it is not my job"
"One thing that should be done in a collaboration is to discuss the scope and then write the purpose (...) so everyone is aligned to make it better for the patients and wants to contribute"
"If I can contribute, for the people, for the patient, I have no problem [collaborating]"
"Crowd Ideas is in line with my goals"
"Crowd Ideas is in the goals of my organization which is a connector in the healthcare system"
"Crowd Ideas could help [my organization] to achieve its own goal if done properly"
"No conflict between responsibilities in [my organization] and Crowd Ideas"
"What could be a conflict is that a private company is involved. They are here because they can get something. That is okay but you have to be aware of it"
"no conflicted agenda so far"
[on the differing interests in organizations] "you have to be open minded about that"
"[company] should be kept outside of the decision process"

Mutuality
"The benefit is that we learn, and we get to talk to a lot of patients"
"Not everyone has the same resources and opportunities to participate, but everybody is commited"
"It is not a [company] project, it is a joint project"
"Joint ownership is a challenge"
"Some organizations are in for their own benefits, but as long as it benefits the patient it is good"
"Not everyone contributes to the same extent which is not necessarily a bad thing"
"There is high engagement in this project"
"Different organizations are in charge of different things: when it comes to [task X], [organization X] is in charge"
"Everybody is contributing with their own roles and skills."
"Levels of contribution vary according to the tasks and time. It depends of how busy we are"
"Most here are advisory board members. What we have brought is our network and our expertise"
"I learn a lot from them"
"If someone was missing we would have missed that. It is not only about breast cancer care, it is not only about research, about innovation" The question is, is there any irrelevant stakeholder, and to that I would say no"
"People are volunteering to do something extra. (..) Expertise brought to the table, it is time I can manage"
"All these people have different ways of thinking about things (...) I realize that they are all open, transparent"
"[we] break the borders between different competences"
"Everyone wants to contribute"
"It is important to take into account the differences between backgrounds and organizations"
"I don't feel like anyone is not contributing in the meetings, everyone is committed and could speak freely"
"We started asking what kind of resources we need, and it was a lucky and straightforward project"
"I have no problem working with people from different professions. I think it was because I knew them beforehands. (...) I think it could influence things. It is easier when you know people"
"It differs from time to time but I think everyone contributed. I am rather happy about that"
"There are differences in the amount of work done outside [but not in the meetings]"
"Some people are here to give strngth to the project"

Norms
"I like that [we have no contract]. We would not be innovative if we had one"
"This project is will-based, with motivated people"
"I tried to approach stakeholders with humility"
"Reliability is fantastic"
"I can be direct and open"
"I trust everyone in the steering committee"
"They asked if we had a product in the pipeline"
"Trust is a process. Once people start working together towards the same goal, it starts"
"There is high loyalty in the project"
"Personal relationships are always important but the expectations on this project are quite high because people volunteered to be part of it. You have a sympathetic view of them and their persence in the project even if you do not know them. Of course there is suspiscion/hostility in the beginning but it evolves with time"
"I trust people to [do what they should do] but leadership is still needed to check on and remind people"
"I had bad experiences of distrust in a Healthcare setting"
"can we have openness even in the implementation phase?"
"I trust but it is a challenge because of certain interests"
"Hostile takeover is a risk you have to take in collaborations"
"The people in this team are reliable"
"when you realize people out of your own organization listen to you, it is very powerful"
"I did not get the feeling that anyone was here to boast themselves and I was very surprised about that"
before"
"No contract is difficult for me from a public organization perspective"
"I'm not too keen on paperwork, but I can rely on people in the team"
"The reason why it turned so well is that because I know [leadership figure] very well"
"Trust is necessary, actually. We don't need any contract. If we need a contract, it [would be] for a rainy day"
"They are very trustworthy because they have the commitment"
"I don't feel like anyone doesn't mean what they say, I don't think anyone has any other intent"
"If you are suspicious towards one another you cannot collaborate as good"
"I am confident on [leadership figure] checking on [that everyone complete their tasks]. She does that very well"