

BLURRING REALITIES BETWEEN NGOs & RETAILERS

**A qualitative study of what enables NGOs and retailers to sustain
inter-organisational collaborations in strategic CSR-projects,
despite conflicting institutional logics**

Inter-organisational collaborations between NGOs and retailers have become increasingly popular in Sweden. Yet, there is currently only a few studies that seek to explain how inter-organisational relationships between NGOs and retailers can be sustained over time, given the often fundamentally different institutional logics on which these two organisational types are based. Hence, more research is needed to shed light on how practitioners work with inter-organisational collaborations and how such strategic collaborations can be more efficiently and effectively sustained.

The purpose of this study is to address the identified research gaps in two theoretical areas: institutional logics and inter-organisational collaborations. To address the identified research gaps, we aim to investigate what enables NGOs and retailers to sustain their inter-organisational collaboration in strategic CSR projects, despite conflicting institutional logics.

A multiple case study involving ten NGOs and ten retailers was conducted. In addition, this thesis comprises two industry mappings of the NGO and retail industries to broaden the knowledge about existing collaborations in the Swedish market.

The main conclusion from this study is that the creation of an institutional space enables inter-organisational collaborations between NGOs and retailers to be sustained, despite the existence of different institutional logics. Seven factors are suggested to facilitate the creation of an institutional space in inter-organisational collaborations. These factors and the related insights they provide, can be of immense value to practitioners. More specifically, the study contributes significant insights on how inter-organisational relationships can be sustained. In addition, the study provides theoretical insights to the areas institutional logics and inter-organisational collaborations.

KEYWORDS: Institutional Theory, Institutional Logics, Inter-Organisational Collaboration, Corporate Social Responsibility

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GLOSSARY

A **company** is any association active in a commercial business environment that has profit-driven goals (Business Dictionary, Britannica Academic 2017, de Lange et al. 2016). In this thesis retailers are defined as companies.

A **non-governmental organisation (NGO)** is any voluntary or non-profit organisation that contributes to social and humanitarian projects (Business Dictionary, 2017). An NGO has societal and humanitarian goals in favour of commercial (de Lange et al, 2016; Werker & Ahmed 2007).

Institutional field is in this thesis defined as organisations that share common resources, suppliers, customers, rules and products, which are part of a mutually recognized area (DiMaggio & Powell, 1983).

Institutional logic is “...*taken-for-granted social prescriptions that represent shared understandings of what constitutes legitimate goals and how they may be pursued*” (Scott 1994). In this thesis, this entails that retailers have a commercial logic as their core logic whereas NGOs have social-welfare logic as their core logic, in line with (Nicholls & Huybrechts, 2016).

Hybridisation of logics at a field level is defined as “...*rules of action, interaction, and interpretation that integrate the goals of previously incompatible logics*” (York, Hargrave & Pacheco, 2016).

Inter-organisational collaborations are defined as having three fundamental aspects; (1) it takes place between organisations; (2) the relationship is purely collaborative, hence not competitive; (3) negotiation is crucial since there are no predefined roles, hence potential conflicts can occur (Phillips, Lawrence & Hardy, 2000).

Corporate Social Responsibility (CSR) is “...*situations when companies go the extra mile beyond what is expected and instead engage in activities that generate more social benefit and exceed the interest of the company and what's required by law*” (McWilliams, 2001). In this thesis, CSR is defined as social responsibility and does not entail environmental aspects.

Strategic CSR-projects is in this thesis referred to strategic collaborations between NGOs and retailers to address social issues. A strategic partnership goes beyond simple transactions of monetary resources and brand usage, to also involve components such as exchange of knowledge, time and human capabilities.

1. INTRODUCTION

This first chapter presents what research area this thesis intends to cover (1.1), what research gap we will address, the purpose and the research question we intend to answer (1.2). Finally, the outline of the thesis is presented (1.3).

1.1 Blurring Realities Between the Profit and the Non-profit World

7-Eleven is selling friendly cinnamon buns in collaboration with Friends; SJ employees performs voluntary work for My Special Day; Stockholms Stadsmission and Axfood creates a social supermarket to fight food waste and offer people with low income affordable products.

In Sweden, inter-organisational collaborations between NGOs and retailers have become increasingly popular and in Sweden alone 75% of the 40 largest¹ retailers state that they are collaborating with NGOs on their websites (see Appendix 1). At the same time, the NGOs that receive the highest donations from companies and organisations in Sweden, have developed explicit offers to attract companies to engage in long term relationships, reaching beyond a single transaction (see Appendix 2). The financial investments involved in these transactions are substantial; only during 2015, companies in Sweden donated 3.34 billion SEK to NGOs (Svensk Insamlingskontroll, 2016). Even though an NGO and a retailer derive from fundamentally different institutional logics, which implies clear differences in goals, organisational forms and professional legitimacy (Pache & Santos, 2013b), both seem to have valid reasons for engaging in these collaborations. From a NGOs perspective, the ultimate goal is to address social issues, however in order to fulfil their mission they need financial resources. Lately, several NGOs have begun to recognize the financial benefits of engaging in inter-organisational collaborations, as a report from PWC indicates that NGOs in Sweden increased their income from companies by 25% between 2012-2014 (PwC, 2016). Retailers on the other hand, experience tremendous pressure from stakeholders such as governments, customers and employees to address a growing number of complex social issues (Lærke Hojgaard Christiansen & Kroezen, 2016; Rondinelli & Berry, 1997). Media is quick to report on retail failures regarding their efforts within sustainability. For example, both H&M and Nike was scrutinised in the media when they were accused of having poor labour conditions in their overseas factories (Day, 2001; Catomeri, 2008). Thus, many retailers in the Swedish market have begun to reach out to NGOs to engage in strategic CSR-projects, with the purpose to gain knowledge and legitimacy in these matters (Di Domenico, Tracey & Haugh, 2009).

Despite the benefits of collaborating, managing these inter-organisational collaborations entails great challenges as the two organisations draw upon conflicting institutional logics and demands (Pache & Santos, 2013b). Retailers focus on commercial aspects, whereas the NGO focus on social welfare aspects, which in turn can create tensions and conflicts between them in the collaboration (Di Domenico, Tracey & Haugh, 2009; Gray, 1989; Rondinelli, 2003). More specifically, the partners might need to compromise their own goals in favour of the

¹ Referring to turnover

collaborating partner's goals and motivations (Gray, 2000). Previous research even suggests that organisations that stem from the social welfare logic are threatened to collaborate with companies, as it may conflict with their core goals and organisational integrity. Hence, in times when goals are compromised, collaborations have not been able to persist over time (Fridell, Hudson & Hudson, 2008; Reed, 2009). However, in recent years the contradicting research has emerged providing evidence of long-term relationships, formed between organisations from sectors such as; private, public and civil society; which are anchored in different logics (Battilana & Lee, 2014; Huybrechts & Nicholls, 2012; Defourny & Nyssens, 2006). This research demonstrates evidence that inter-organisational collaborations can persist over time. However, the persistence of these inter-organisational relationships has not gained enough attention in literature (de Lange et al., 2016; Shier & Handy, 2016).

Currently, there is a lack of studies explaining how inter-organisational relationships between NGOs and retailers can be sustained over time despite potentially conflicting logics (de Lange et al., 2016; Nicholls & Huybrechts, 2016; Shier & Handy, 2016). Previous literature has mainly focused on conflicting logics within a single organisation, but few studies have been directed towards institutional logics within collaborations (Phillips, Lawrence & Hardy, 2000; Di Domenico, Tracey & Haugh, 2009). Additionally, we have in this study observed inter-organisational collaborations, as a widespread phenomenon on the Swedish market, need further exploration. Hence, research is needed to shed light on practitioners and on how their strategic collaborations can be more efficiently sustained. Given the popularity of collaborations between NGOs and retailers in the Swedish market, it is crucial to investigate what enables these collaborations to persist in the light of their differences.

1.2 Purpose, Research Question and Expected Research Contribution

The purpose of this thesis is to address the identified research gaps in and between the two theoretical areas; institutional logics and inter-organisational collaborations. More specifically, the research gaps this thesis intends to fill are;

Firstly, within institutional theory, much of the research regarding conflicting logics has been conducted at a field-level (Reay & Hinings, 2009; Thornton & Ocasio, 1999; Lawrence, Cynthia & Nelson, 2002; Greenwood et al., 2011). Previous research has mainly been focused on conflicting logics within a single organisation or institutional field, rather than conflicting logics between organisations from different fields (Nicholls & Huybrechts, 2016; Fligstein & McAdam, 2012; Furnari, 2016). To address this research gap, this thesis will investigate conflicting logics between two organisations from different fields, namely, NGOs and retailers.

Secondly, within inter-organisational collaborations theory, few studies have investigated how inter-organisational collaboration between organisations from different institutional fields can be sustained (de Lange et al., 2016; Nicholls & Huybrechts, 2016; Shier & Handy, 2016). Thus, this gap will be addressed in this thesis.

Thirdly, there is a lack of theory explaining the persistence of these collaborations in the light of conflicting logics (Di Domenico, Tracey & Haugh, 2009), implying institutional logics and inter-

organisational collaborations have not been frequently connected (Phillips, Lawrence & Hardy, 2000). Hence, we will address this research gap by investigating inter-organisational collaborations between two organisations anchored in conflicting institutional logics, namely NGOs and retailers.

In order to address the identified research gaps the following research question will be examined:

What enables NGOs and retailers to sustain inter-organisational collaborations in strategic CSR-projects, despite conflicting institutional logics?

1.3 Thesis Outline

This thesis is divided into seven parts which are presented in the figure below.

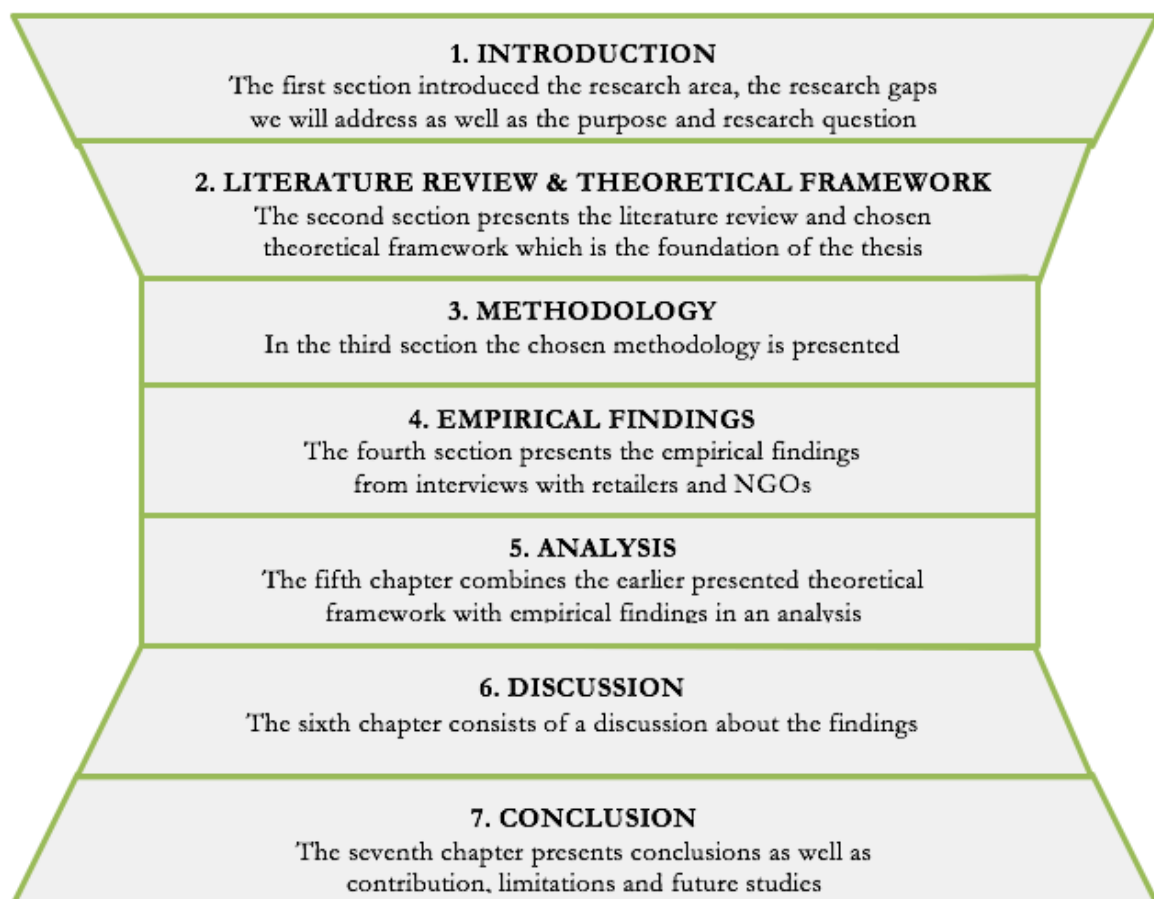


Figure 1: Illustration of the outline of the thesis

2. LITERATURE REVIEW & THEORETICAL FRAMEWORK

The second chapter of this thesis presents the literature review (2.1) to provide a background of institutional theory and logics, conflicting logics as well as inter-organisational collaborations, relevant to the research question. Thereafter the chosen theoretical framework (2.2) will be presented, which derives from the two theoretical areas; institutional logics and inter-organisational collaborations.

2.1 Literature Review

The literature is divided into three parts; firstly, literature on institutional logics will be presented (2.1.1), followed by literature on inter-organisational collaborations (2.1.1) and finally a summary of the literature review (2.1.3).

2.1.1 Institutional theory and institutional logics

This section will first examine a background and definitions of institutional theory and logics (2.1.1.1), followed by theory of conflicting logics (2.1.1.2) and lastly explaining the connection to the first research gap (2.1.1.3).

2.1.1.1 Background and Definitions

Ever since the mid-1970s and early 1980s, institutional theory has been of great interest to organisational researchers and are currently one of the most significant fields within organisational research (DiMaggio & Powell, 1983; Scott, 1994; Scott, 2014). Institutional logics originate from a new institutional theory which was first explored by Friedland & Alford (1991). Their ideas are still being applied in current research to understand phenomenon's such as relationships between institutions, organisations and individuals. Thornton, Ocasio & Lounsbury, 2012; Scott (2014) describes institutional logics as an important part of shaping organisational fields, because logics act as *belief systems* and guides associated rules in the particular field. Friedland, Alford (1991) explains institutional logics as “...*the organising principles that furnish guidelines to field participants as to how they are to carry out their work*”. The authors also present that institutional orders have a core ideal type of logic; state, market, democracy, family or religion, which sets organising principles, motives as well as identity for individuals and organisations.

Currently there is a growing body of research regarding institutional logics (Lounsbury, Boxenbaum, 2013), which has given rise to various definitions. Even though researchers are not in agreement on the definition of institutional logics, several researchers refer to institutional logic as; underlying assumptions and rules of action deeply held which in turn shapes organisational behaviour, identity and legitimacy (Reay & Hinings, 2009; Thornton, 2004; Horn. 1983; Thornton, 1999). For our purpose in this thesis, institutional logics is best understood in accordance with the definition Scott (1994) which state that logics are usually explained as “...*taken-for-granted social prescriptions that represent shared understandings of what constitutes legitimate goals and how they may be pursued*”. Consequently, institutional logics set the boundaries for what organisational behaviour is regarded as appropriate, how the organisational reality is perceived and how to be successful (Friedland & Alford, 1991; Thornton, 2004). Thus, institutional logics act as essential components, as they explain the connections on how unity and a mutual purpose are created within an organisational field (Reay & Hinings. 2009; Thornton & Ocasio, 1999).

Scott et al., (2000) have established institutional logics as a tool for investigating substance and meaning of institutions within sectors, markets or industries, to unfold how they can differ among both organisations and individuals. Logics as an analytical tool has later been used other researchers such as Pache & Santos (2013b). In a similar manner, we will in this thesis investigate the meaning of logics, both within and between NGOs and retailers. Institutional logics are significant, as members in a collaboration will draw upon the rules and practices connected to their organisational field (Phillips, Lawrence & Hardy, 2000).

2.1.1.2 Conflicting logics

Institutional theorist state that organisational fields are structured on a core institutional logic, even though multiple institutional logics usually exist concurrently in a field (Scott, 1994; Reay & Hinings, 2009; Thornton & Ocasio, 1999; Greenwood et al., 2011). Previous studies have identified conflicting logics within a field, for example within healthcare; business-like logic and medical professionalism logic (Reay & Hinings, 2009), and within the finance industry; market logic and regulatory logic (Lounsbury, 2002). Handling these different logics can create tensions and conflicts for the organisation that must face them (Friedland & Alford, 1991; Brunsson, 1994; Selznick, 1949; Battilana & Dorado, 2010).

Literature within institutional theory propose two general scenarios in which logics can co-exist, the first being conflicting logics cannot co-exist for a long period of time within an organisation (Reay & Hinings, 2009; Thornton, 2004). These studies show that the weaker logic eventually will be compromised by the stronger one (DiMaggio & Powell, 1983; Thornton & Ocasio, 1999; Selznick, 1949; Hoffman, 1999), alternatively that a hybrid version of the conflicting logics will be developed (Thornton, Jones & Kury, 2005; Glynn & Lounsbury, 2005). On the contrary, the second scenario is that some studies claim that conflicting logics can co-exist for a long period of time (Marquis & Lounsbury, 2007; Lounsbury, 2007; Reay & Hinings, 2005). Logics have been able to co-exist through the preservation by certain field members; through their specific profession (Reay & Hinings, 2009); or previous sectorial experience (Pache & Santos, 2013b). Logics can also co-exist in a hybrid organisational form as such organisation is set to achieve dual goals anchored in conflicting logics (Battilana & Dorado, 2010).

2.1.1.3 Connection to research gap 1

Previous studies have mainly been focusing on investigating conflicting logics within a single organisation or field, giving less attention to conflicting logics between organisations from different fields (Nicholls & Huybrechts, 2016; Fligstein & McAdam, 2012; Furnari, 2016). Investigating conflicting logics between organisations from different fields, will contribute with an understanding regarding the differences between NGOs and retailers and ultimately why it should be difficult for these parties to collaborate, deriving from different fields. However, even though theory regarding institutional logics claims that it should be difficult for these organisations to collaborate, in this thesis we have observed that collaborations are evident between organisations from different fields. Hence, as we intend to understand what enables these collaborations to be sustained, we are required to turn to different literature, inter-organisational collaborations. Unlike theories regarding institutional logics this literature does not have its starting point in field level structures, instead it derives from studying the actual

collaboration. Hence, in order to understand our research question, we need to apply theory from inter-organisational collaborations, to understand how it can explain collaborations between different types of organisations. Therefore, theory of inter-organisational collaborations will be presented below.

2.1.2 Inter-organisational collaboration theory

This section will first examine a background and definitions of inter-organisational collaboration theory (2.1.2.1), followed by literature on positive and negative outcomes of inter-organisational collaborations (2.1.2.2) and lastly present the connection to the second research gap (2.1.2.3).

2.1.2.1 Background and definitions

Inter-organisational collaboration is a prominent research area in management literature that has received much attention in recent years (Phillips, Lawrence & Hardy, 2000; Di Domenico, Tracey & Haugh, 2009; Gray, 1989; Gray, 2000; Lawrence, Cynthia & Nelson, 2002; Smith, Carroll & Ashford, 1995; To, 2016). This research area has its roots in organisational studies, social psychology and economic sociology (Pfeffer, & Salancik, 1978; Granovetter, 1985). Early research from 1970s, derives mainly from social psychology and emphasizes external control and social relationships as key to organisations (Pfeffer & Salancik, 1978). This early research also emphasizes the dependency theory, explaining that external control and social relationships are needed for organisations in order to get resources and information from their environment (Pfeffer & Salancik, 1978), which for example can be obtained through a collaboration. It highlights the importance of mutual goals and shared benefits in social relationships and is today the most settled principle within theory of inter-organisational collaboration (Nicholls & Huybrechts, 2016; Pfeffer & Salancik, 1978).

Several researchers have investigated this research area, hence there are many definitions of inter-organisational collaborations (Nicholls & Huybrechts, 2016, Phillips, Lawrence & Hardy 2000). Reay & Hinings (2009) defines it as “*united labour, or co-operation*”, which takes place when actors engage in common issues, using shared resources such as knowledge, rules or structures. This thesis adopts the definition by Phillips, Lawrence & Hardy (2000), emphasizing three fundamental aspects of a collaboration; (1) it takes place between organisations, hence it is inter-organisational; (2) the relationship is purely collaborative and not competitive; (3) the parties need to negotiate in the collaboration since there are no predefined roles, hence potential conflicts can occur.

This research area has been examined from a range of perspectives (Rodríguez et al., 2007), two prominent research streams have emerged (Gray, 2000). The first one emphasizes joint ventures among businesses while the second one focuses on alliances across sectors, particularly in sectors such as education, healthcare and social services (ibid). Another perspective investigates the differences between collaborations as they can vary when it comes to definitions, agendas, amount of trust between the parties, intentions, learning approaches, methodologies, goals and outcomes (Phillips, Lawrence & Hardy, 2000; Lawrence, Cynthia & Nelson, 2002; Beechm & Huxham, 2003; Huxham & Hibbert, 2008).

2.1.2.2 Positive and negative outcomes of inter-organisational collaborations

Research have examined both the positive and negative aspects of collaborations and argued that inter-organisational collaborations can on one hand be extremely powerful and on the other hand cause more issues than they solve (Imperial, 2005). In essence, the line of research that is positive towards inter-organisational collaborations states that it enhances profitability, flexibility, efficiency, legitimacy, increases competitiveness, creates value and facilitates growth (Rondinelli & London, 2003; Krathu et al., 2015; Hamel, 1991; Grant, 1996; Trist, 1983; Kumar, 1998). Although, collaborations can facilitate performance in many ways, there is evidence from research showing that inter-organisational collaborations can create tensions and conflicts. These tensions and conflicts might originate from distrust or that the collaborative goals are not met (Rondinelli & London, 2003; Pfeffer & Salancik, 1978; Westley & Vredenburg, 1991; Gray & Hay, 1986; Kogut, 1989; Franko, 1971; Beamish, 1985). To overcome these challenges, it is crucial for the collaborative actors to find ways to be aware of organisational differences in goals and outcomes (Rondinelli & London, 2003; Kumar, 1998; Cohen & Levinthal, 1990) as well as creating a sense of community and balance in order to sustain the relation (Pfeffer & Salancik, 1978; Hardy, Lawrence & Grant, 2005).

2.1.2.3 Connection to research gap 2

Even though the literature of inter-organisational collaborations has been examined from a range of perspectives, it lacks studies investigating how inter-organisational collaborations between organisations from different institutional fields can be sustained (de Lange et al., 2016; Nicholls & Huybrechts, 2016; Di Domenico, Tracey & Haugh, 2009; Shier & Handy, 2016). The few studies that have approached this have been conducted on organisations such as; non-profit organisations and a mixture of organisations from different sectors (such as the private sector and local businesses) (Shier & Handy, 2016); multinational corporations and non-governmental organisations (de Lange et al., 2016); corporates and social enterprises (Di Domenico, Tracey & Haugh, 2009); corporations and Fair Trade organisations (Nicholls & Huybrechts, 2016). These studies can only partly help us to understand what this thesis aim to investigate, as they are carried out in different contexts or with a different focus than ours. Hence, there is a clear lack of research that has investigated NGOs and retailers in particular, and what enables these parties to sustain their relations in inter-organisational collaborations. Hence our research is needed to gain further insights into this matter.

2.1.3 Summary

Inter-organisational collaborations between NGOs and retailers allow for field boundaries and logics to cross. Consequently, by combining the two theoretical areas institutional logics and inter-organisational collaborations we will be able to answer our research question (as explained in section 2.1.2.3). Additionally, there is a lack of theory explaining the persistence of these collaborations in the light of conflicting logics (Di Domenico, Tracey & Haugh 2009).

To summarize, there are three identified research gaps in this thesis (see illustration in figure two).

- Firstly, previous studies have mainly been focusing on investigating conflicting logics within a single organisation or field, giving less attention to conflicting logics between

organisations from different fields (Nicholls & Huybrechts, 2016; Fligstein & McAdam, 2012; Furnari, 2016). This is illustrated as gap one in the figure below.

- Secondly, there is a lack of studies investigating how inter-organisational collaborations between organisations from different institutional fields can be sustained (de Lange et al., 2016; Nicholls & Huybrechts, 2016; Di Domenico, Tracey & Haugh, 2009; Shier & Handy, 2016). More specifically, there is a clear lack of research investigating this phenomenon between NGOs and retailers. This is illustrated as gap two in the figure below.
- Thirdly, there is a lack of theory explaining the persistence of these collaborations in the light of conflicting logics (Di Domenico, Tracey & Haugh, 2009), implying that the two areas of research, institutional logics and inter-organisational collaborations, have not been frequently connected (Phillips, Lawrence & Hardy, 2000). This is illustrated as gap three in the figure below.

Concluding, by combining these two fields of research our three identified research gaps can be addressed, helping us to fulfil the purpose of this thesis and ultimately our research question.

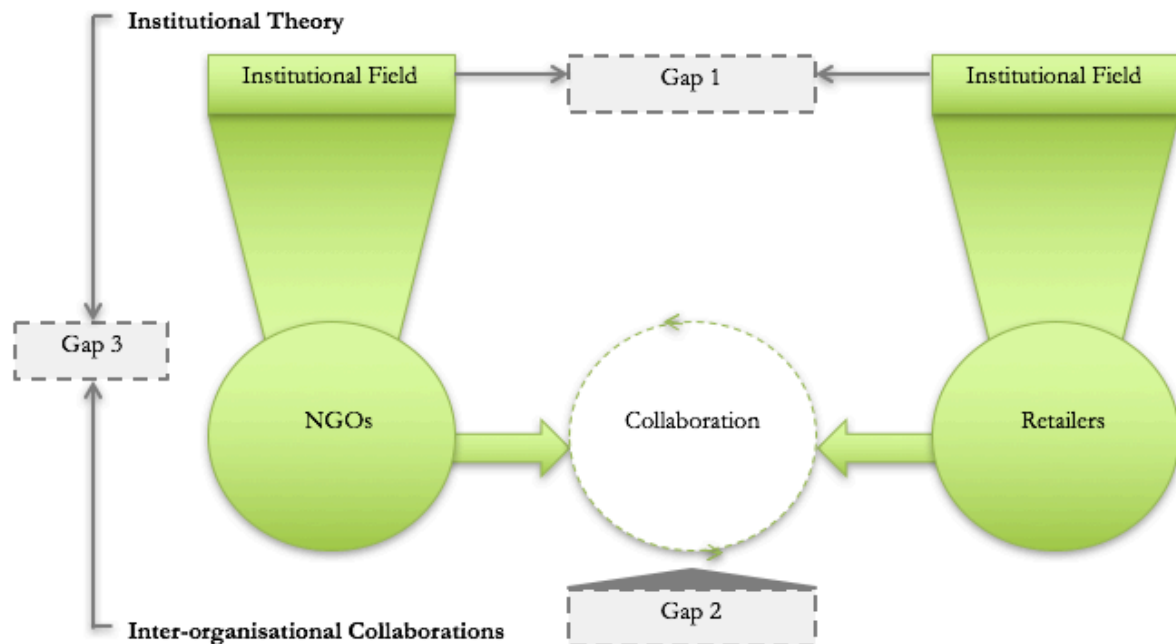


Figure 2: Illustration of the research gaps this thesis intends to address

2.2 Theoretical Framework

After reviewing the scientific research on institutional logics and inter-organisational collaborations we will now conclude this section by presenting the chosen theoretical framework. Firstly, we will present theory developed by Pache & Santos (2013b) (2.2.1) which outlines the characteristics of the competing logics that are relevant to this thesis (the commercial logic and the social welfare logic). This will be followed theory developed by Nicholls, Huybrechts (2016) (2.2.1), outlining four conditions which are important to sustain inter-organisational relationships.

2.2.1 Outlining logics - Pache & Santos (2013)

The theory by Pache & Santos (2013b) is highly useful to our study as it provides a solid description of the logics of interest to our thesis, the commercial logic and the social welfare logic. Their study examines how organisations that are combining competing institutional logics, also defined as hybrid organisations, handle these competing demands set by each logic. Their study is conducted on French work integration social enterprises, which are organisations that integrate both the social welfare logic and the commercial logic in their organisations. As part of their study, Pache & Santos have completed an analysis of field-level data consolidated into so called *belief systems*. It consists of aspects such as; goals, organisational form and professional legitimacy that characterized each logic (see Table 1). The belief system was later used to identify how these logics enforced pressures and demands at an organisational level. We will adapt a similar process to identify and outline the competing logics within the investigated organisations. This will be investigated through the lenses of the employees within NGO and retailer organisations.

Characteristics	Social Welfare Logic	Commercial Logic
Goal	To address social needs.	Sell goods and/or services on the market to generate economic surplus that can be legitimately appropriated by owners.
Organisational Form	The non-profit form (association) is legitimate because of its ownership structure giving power to people who adhere to a social mission. The focus is on the social goal.	The profit form is legitimate because its ownership structure allows it to channel human resources and capital to areas of higher economic return.
Professional Legitimacy	Professional legitimacy is driven by contribution to the social mission.	Professional legitimacy is driven by managerial expertise.

Table 1: Summary of the commercial and the social welfare logic

2.2.2 Conditions to sustain inter-organisational collaborations Nicholls, Huybrechts (2016)

Nicholls & Huybrechts (2016) present four conditions enabling logics to align and to be sustained within inter-organisational relationships, despite power differences and the presence of distinct, potentially conflicting, institutional logics between the collaborative partners. Their study is relevant to apply in this thesis as it has a qualitative approach, analysing the relationships between corporations (that sell, distribute or intermediate) and Fair Trade Organisations (FTOs). Nicholls & Huybrechts studied six partnerships between corporations and FTOs, applying a case study methodology. As the authors state their study is likely to be applicable to other cross-logic relationships, we will use their theory to investigate if the same conditions are applicable to collaborations between NGOs and retailers. The four conditions to sustain collaborations (anchored in both institutional theory and inter-organisational theory) are presented in the table below, as well as in text.

Perspective: Conditions to sustain inter-organisational collaborations	Condition
Factors enabling logics to align cross inter- organizational Relationships	Hybrid logics
	Boundary Spanning Discourses
Factors giving support to sustain inter-organisational relationships	Co-created Rules and Practices
	Tolerance of Dissonance

Table 2: Summary of the four conditions

2.2.2.1 Factors enabling logics to align across-organisational relationships

Hybrid Logics: This aspect shows that an earlier ‘hybridisation’ of each part’s logic is important for these inter-organisational relations to be maintained. Additionally, theory emphasise that the hybridization of logics should be of importance to the specific partnership. The existence of hybrid, but at the same time clear and distinct logics on each side, will enable logics to align. For example, FTOs have developed a logic which blends their original social justice goals with traits from the market logic, such as emphasising growth. Hence, for a partnership to arise between organisations that adhere to different logics an earlier ‘hybridisation’ of each part’s logics is required.

Boundary Spanning Discourses: To ease the persistence of inter-organisational relationships it is important to “...develop common discourses that can span the boundaries between logics” (Nicholls & Huybrechts, 2016). Both parties carefully use institutional material from the collaboration to develop multiple discourses and meanings, relevant to their core logic. For example, Nicholls & Huybrechts identify economic benefits as a boundary spanning discourse, since it can be interpreted and recognized in accordance to each parts logic. More specifically, the company could increase sales and at the same time meet customer demands, whereas the Fair-Trade

organisation could increase sales and economic viability as well as highlight fair-trade matters in general.

2.2.2.2 Factors that support inter-organisational relationships to be sustained

Co-created Rules and Practices: This condition shows that if rules and practices were co-created at the mutual boundary of the relation, both parts are more willing to sustain the relation. This condition emphasises the importance that each part, is involved in the process of co-creating meaning in the relation, also take on a passive approach regarding potential dissonance. This process of co-creating rules and practices was identified to be played out in a *new institutional space*, which allowed for logics to be less defined. Within this institutional space meanings could be decoupled from central narratives and re-interpreted into different symbolic and strategic ends. To exemplify, companies could interpret stories from the FTO-narratives in their marketing communication, adjusting it to their purposes and vice versa. Hence, if the collaboration is co-created, it increases both partners' willingness to engage in, and to sustain, the collaboration.

Tolerance of Dissonance: This condition refers to the acceptance of the other part's logic and dissonances when it comes to higher strategic goals. For inter-organisational relationships to be sustained, it is important that both organisations are tolerant towards each other's logic and accept that potential conflicts can arise regarding reaching key objectives, that are not in accordance to their own logics. If the parties are not tolerant towards the dissonances that might occur, it can lead to dissatisfaction and conflicts.

2.2.3 Forming our theoretical framework

The use of this framework (see figure three below), enable us to address the identified research gaps and our research question. The framework can be regarded as a two-parted process.

- Part 1: Firstly, the theory by Pache & Santos (2013) will enable us to outline logics and to understand what goals, organisational form and professional identity members from each organisation will draw upon in the collaboration, mainly from their own core logic but also investigate the presence of their counterpart's logic. Additionally, this framework will enable us to understand whether an earlier hybridisation of each part logic has occurred, which is a prerequisite in order to apply Nicholls & Huybrechts' (2016) theory. This analysis is illustrated in the figure below (see part 1).
- Part 2: Secondly, by using theory by Nicholls & Huybrechts (2016) we will be able to investigate the conditions that enable inter-organisational collaborations to be sustained, but in the context of NGOs and retailers. All taken together, we argue that in order to understand what enables these inter-organisational collaborations to be sustained, it is essential to investigate logics, acting as taken-for-granted social prescriptions that will guide the participants in the collaboration. Thus, by merging these two theories into our theoretical framework our research question can be answered. This analysis is illustrated in the figure below (see part 2).

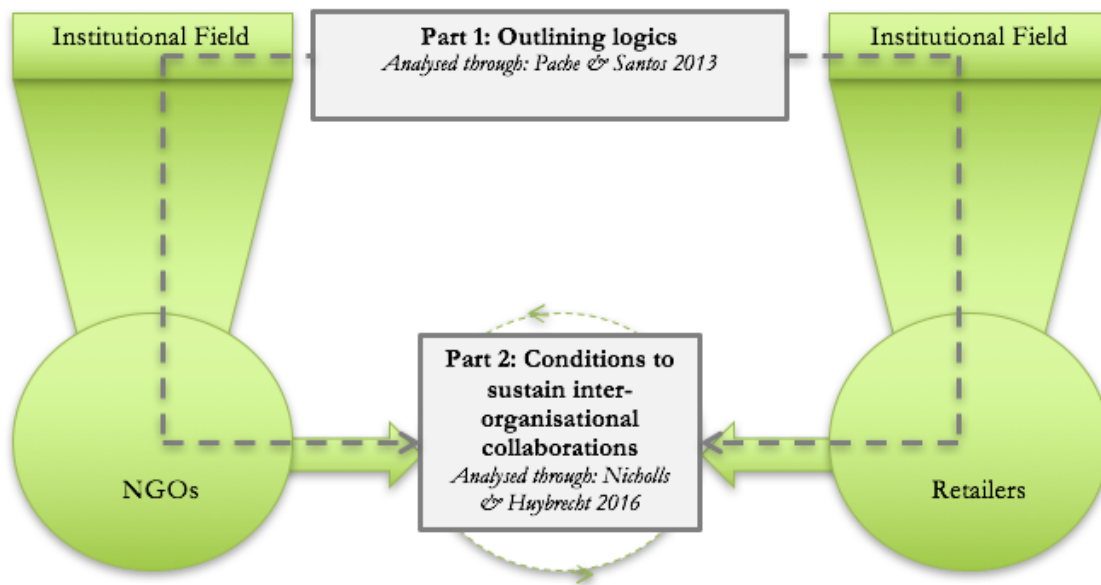


Figure 3: The theoretical framework

3. METHODOLOGY

The following section presents what methodological choices that have been made in this thesis to secure the quality of the study. First, the methodological fit will be presented (3.1), followed by the research design (3.2), the data collection (3.3), thereafter data analysis and interpretation (3.4) and finally the quality of the study will be evaluated (3.5).

3.1 Methodological Fit

To fulfil this thesis's purpose and to answer the research question some major methodological choices was carefully considered regarding ontological view, epistemological standpoint, research approach and research strategy. All these methodological choices lay the foundation for the research strategy; a qualitative approach as it is deemed most suitable for this study. The methodological choices are explained below and later summarized in table three.

3.1.1 Ontological view

Ontology is divided into different philosophical ways of how social reality is perceived; objectivism and constructivism (Gray, 2014; Bryman & Bell, 2011). Objectivism claims that the external reality can be viewed and perceived objectively (Brannick & Coghlan, 2007). On the contrary, constructivism believes that the human cognition creates reality, which means there is not one true objective reality (Mills & Birks, 2014). Constructionism is the ontological standpoint in this thesis, as reality by the authors is perceived as socially constructed, rather than external and objective. This belief is based on that we as authors were part of the research process, which inevitably means that subjective views and judgements were made. To answer our research question, we were obligated to subjectively judge the individual interpretations given by our interviewees. The views expressed by members within NGO and retail organisations regarding their adherence to different logics, required interpretations to be made, making a subjective approach suitable to our thesis.

3.1.2 Epistemology standpoint

Epistemology is usually branched into positivism and interpretivism (Flick, 2009; Alvehus, 2014; Alvesson & Sköldberg, 2007). Positivism assumes that reality is objective and external whereas interpretivism perceives reality as subjective by its actors (Bryman & Bell, 2011; Alvehus, 2014). The epistemological standpoint in this thesis is primarily interpretivism as we intend to explain individuals' interpretation of the social world; hence subjective view has been chosen in favour of objective. This standpoint made it possible to understand a phenomenon through interpretation of the meaning people impose on it (Davidson & Patel, 1991). Connectedly, the goal of this study is not to reach one single and true reality but rather to capture multiple, in one sense subjective realities perceived by the interviewed individuals from both NGOs and retailers regarding logics and collaborations. We argue that there is not a single true reality in a collaboration, hence it is more interesting to interpret and contrast both sides of the realities as these are true to each individual.

3.1.3 Research approach

There are three different research approaches that can be applied; deductive, inductive or abductive (Bryman & Bell, 2011; Alvehus, 2014; Dubois & Gadde, 2002). In line with the earlier mentioned approaches regarding constructionism and interpretivism, the abductive research approach was deemed the most suitable in this thesis. Since we perceive the reality as socially constructed and we aim to explain individuals' interpretation of the social world, we were required to go back and forth between theory and empirical data to understand, interpret and develop it, in line with an abductive approach. Additionally, this approach was the best suited as we wished to explain a phenomenon in a certain context (Flick, 2009; Dubois & Gadde, 2002); inter-organisational collaborations between NGOs and retailers, deriving from different institutional logics. The abductive approach was chosen as it enabled us to investigate our research question in an explorative manner, within a currently under-researched area.

3.1.4 Research strategy

A qualitative research strategy was chosen as it goes in line with the methodological choices explained above (Bryman & Bell, 2011). In general, this thesis focuses on subjective understanding and interpretation, rather than describing and explaining the area of research. Since the goal of the analysis was set to identify and discover patterns rather than testing formal hypothesis, a qualitative approach was considered being the most suitable in this thesis (Bryman & Bell, 2011; Dubois & Gadde, 2002; Edmondson & McManus, 2007). As mentioned earlier, this thesis's area of research is under-explored, and thus there is a need for a more profound, understanding of what enables parties to sustain their relations, calling for a qualitative method (Bryman & Bell, 2011; Flick, 2009; Malhotra, 2013).

3.1.5 Overview of Methodology

The research methodology is summarized in the table below.

Research Methodology	Application to this study
Ontological View	Constructionism
Epistemology Standpoint	Interpretivism
Research Approach	Abductive
Research Strategy	Qualitative

Table 3: Application of the research methodology

3.1.6 Research process

In an explorative manner, the starting point of this study was based on a phenomenon observed in reality which was followed by theory-mapping relating to what was observed. Insights were found in theory regarding institutional theory, logics and inter-organisational collaborations. In order to gain additional insights of the observed phenomenon, two industry mappings were conducted. Thereafter, we conducted two pre-studies to explore the theories, from which we could refine the theoretical framework further. Later, the empirical data was gathered through semi-structured interviews with individuals working at NGOs and retailers, responsible for

collaborations. In accordance to our abductive approach, insights from these interviews enabled refinement of the theoretical framework, which enabled us to choose a theoretical framework applicable to the research area. Overall, the research approach was not as structured as figure four below indicates as several of the steps occurred simultaneously. The gathered data was repeatedly interpreted and analysed while new theories were added in accordance to the chosen research approach.

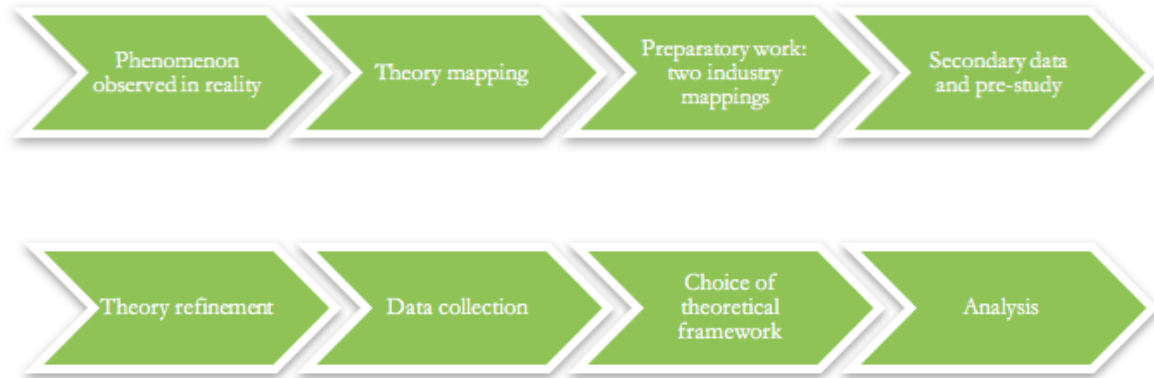


Figure 4: A simplified illustration of the research process

3.2 Research Design

3.2.1 Choice of multiple cases

One of the most frequently used approaches in qualitative research is case studies, which can either consist of single or multiple cases (Mills & Birks 2014; Dubois & Gadde, 2002; Yin, 2013). When studying a contemporary phenomenon, case studies are preferred (Yin, 2013). Therefore, this approach was regarded the most appropriate as collaborations between NGOs and retailers have become more popular in Sweden during recent years. As these collaborations were observed to be widespread in Sweden, we found it suitable to investigate multiple cases in order to truly capture this phenomenon. Furthermore, a multiple case study was applicable in our thesis, as we wished to contrast two different types of organisations (Bryman & Bell, 2011; Alvehus, 2014); how interviewees from both NGOs and retailers interpret their different realities. Finally, as only a few people in each organisation are responsible for these relationships (in general only one to three persons), a multiple-case study was deemed the most suitable. A single case study had not allowed us to understand relationships as only a limited number of employees are involved in these collaborations in each organisation. Instead, a multiple-case study enabled us to discover opinions, experiences and interpretations by as many individuals as possible working with these collaborations.

3.2.2 Preparatory work

To explore the current situation regarding collaborations between NGOs and retailers in the Swedish market, two industry mappings were conducted. The first mapping focused on the Swedish Retailing industry, aiming to investigate how prevalent these collaborations were in practice. The mapping was based on the latest issue of *Vem är Vem i Detaljhandeln* (2016),

which lists the 40 biggest retailers in Sweden according to turnover. The retail companies were investigated separately to identify if they claimed to work with any NGO on their website. The result demonstrates that 75% of the 40 biggest retailers in Sweden are claiming on their website that they are engaging in collaborations with NGOs. This mapping therefore proves that collaborations between NGOs and retailers are a widespread phenomenon in the Swedish retailing industry (see Appendix 1).

The second mapping focused on NGOs with the aim to understand if they offered the possibility for retailers to engage in long-term relationships. This mapping was considered important to conduct, as we wished to understand if these collaborations (identified in the first mapping) went beyond single donations and could be regarded as strategic collaborations. The mapping was based on the latest statistics regarding funds to NGOs, provided by Svensk Insamlingskontroll (2016), which shows the NGOs that received the uppermost donations from companies and foundations during 2015². After consulting Svensk Insamlingskontroll, it was found to be important to include donations from both companies and organisations, as some retailers donate money through their company while others donate through a foundation. After this consultation, we ended up with a list of 14 NGOs, which were separately investigated to identify what types of collaborations they offer to retailers on their websites. This investigation showed that all the 14 NGOs, have developed clear offers to attract companies to engage in long term relations, reaching beyond a single donation (see Appendix 2).

3.2.3 Pre-study

After conducting the two industry mappings, industry reports were investigated as secondary data to further explore the fields of interest. From the insights gained so far, we formulated a preliminary research question which was explored in a pre-study, involving interviews with employees from both sides of the collaboration. This approach allowed us to get a nuanced view from both involved parties. The purpose of these interviews was to receive further ideas and insights and to pre-test interview questions (Malhotra, 2013). From these interviews, we received insights by asking questions focusing on why and how these collaborations occur. Additionally, the interviewees articulated that organisational differences between NGOs and retailers are evident in a collaboration and sometimes conflicting. Both also expressed interest in understanding these collaborations further, more specifically what enables the creation of long-term strategic relations to sustain. These insights were of great relevance to our continuous process and helped us to understand what was relevant to investigate further.

3.2.4 Choice of industries

In this multiple case study, we have chosen to investigate NGOs and retailers. This choice derived from insights gained from the industry mapping, showing clear evidence of collaborations between NGOs and retailers as a widespread phenomenon in Sweden (see industry mappings in Appendix 1 and Appendix 2). The decision to focus on NGOs with a social mission also came from these mappings as many retailers supported NGOs with social missions. Additionally, we also considered this focus interesting to our subject, as the differences

² The report for the year 2016 is expected to be done in June 2017, therefore it could not be used in this thesis.

between these parties was not always clear cut to us. For example, we observed child cancer being connected to a fast fashion-retailer, or sexually abused children to be linked to a food-retailer. Further, these collaborations were also found to be particularly interesting as these organisations originally have fundamentally different goals and organisational forms. Retailers aim to sell goods and/or services to generate economic surplus, whereas the NGOs aims to address social needs. Thus, understanding how these differences could be aligned in long-term collaborations was considered relevant; both from a theoretical point of view, as it was found to contribute to research (see identified gaps in figure two), but also from a practical point of view, as the subject would generate insights to practitioners on how these collaborations can be sustained. Additionally, we found retailers to be of particular interest because they face challenges communicating and motivating their CSR-efforts, as it from a sustainability point of view can appear paradoxical to advocate for consumption, while at the same time claim to work with sustainability.

3.3 Data Collection

3.3.1 Interview sample

In this thesis, we reached out to 45 organisations, which resulted in an interview sample of 25 interviews with 20 organisations (see Appendix 3). Most of the interviews were held face-to-face, except for seven that were held through telephone due to geographical distances. The duration of the interviews ranged from 35-75 minutes. We aimed to conduct a heterogeneous interview sample, in order to provide more extensive insights and a facet view of collaborations. With this intention in mind, retailers from different industry niches were contacted through e-mail and telephone. We reached out to 25 retailers from our industry mapping, ending up with nine retailers within niches such as; food, consumer electronics, sports, outdoor equipment, home improvement, interior design and furnishing. The tenth retailer was not part of the list as we received this contact through one of the NGOs.

As it comes to NGOs, we contacted 20 organisations, which resulted in ten agreeing to be part of our study. We began to contact the 14 NGOs from our second industry mapping, as these were the organisations receiving most money from companies, making them relevant to our subject. We ended up with six positive responses, but since we intended to interview ten NGOs, we had to contact organisations outside the list. Thus, we turned to the first industry mapping and contacted NGOs that currently were identified to collaborate with retailers. Additionally, we intended to interview NGOs with different focuses within social missions, we ended up with organisations working with; education, abuse of children, children's rights, sick children, human rights, refugees and medical support.

To summarize, the main strength with our interview sample is that it gives us the opportunity to convey contrasting views, between NGOs and retailers. The reason behind conducting two interviews in some organisations was to get insights from different perspectives within an organisation. However, as only a few people are responsible for these collaborations within each organisation, we quickly realized that additional information did not contribute to new insights.

Due to this realised saturation of information we decided to conduct no more than one interview within the same organisation.

3.3.2 Interview design & documentation

The data gathered in the main study was conducted through in-depth interviews with semi-structured questions, which is one of the most common ways of collecting qualitative data (Bryman & Bell, 2011; Mills & Birks, 2014; Flick, 2009; Alvehus, 2014). This implies we had prepared questions that were used as guidance during the interview, rather than used as a strict manuscript (ibid). Hence, we could to some extent deviate from the prepared questions to ask follow-up questions and to pick up on answers from the interviewee. This suited our study well since our area of research was under-explored and in line with our explorative approach we wanted the interviewees to talk openly and freely about collaborations between NGOs and retailers. To overcome the problem with probing, connected to a semi-structured approach (Malhotra, 2013) we asked open-ended questions such as how and why.

All interviews had the same structure; starting by introducing the authors and the study. Then the structure of the interview was laid out, the questions were divided into five areas; (1) starting with initial questions about the interviewee and their organisation; (2) followed by questions regarding collaborations with retailers/NGOs; (3) questions regarding close collaborations; (4) questions concerning close collaborations with one specific retailer/NGO; and (5) finally questions centred around the interviewees specific work position. The interview questions were not sent out to the interviewees on beforehand as we wanted them to answer spontaneously. The interview guide can be found in appendix four. All interviewees were informed that we were recording the interview; that the study is going to be published for the public; that they as individuals were anonymous in the study. Furthermore, it was important to point out to the interviewees that we did not have any hidden agenda and that we did not intend to point out weaknesses of any organisation or collaboration. All interviews were then concluded with an open question if the interviewee wanted to add something which was done to capture a complete picture as possible around the topic.

Before analysing the data, we chose to transcribe all interview data (Bryman & Bell, 2011) as it helped us in the analysis process. It enabled us to give our full attention to the interviewee during the interview and we could therefore ask relevant follow-up questions. It was also beneficial to listen to the recorded interviews during the process of transcription as we could pick up on things we did not notice during the interview. As this thesis has an abductive approach we interpreted the data between the interviews. Therefore, the interview questions were slightly changed throughout the process as some aspects reached maturity and some were emphasized more, because we simultaneously were outlining the theoretical framework.

3.4 Data Analysis and Interpretation

The pattern matching method developed by Yin (2013), was considered fitting to this thesis, as it allowed us to continuously compare and match the emergent themes from our empirical data with theoretical patterns. Our analysis consisted of the following steps; beginning with a categorization of our data into the different groups: NGOs and retailers. This was followed by

an analysis of each transcribed interview in order to identify categories connecting to our research question, the identified categories were then compared within the two groups. Lastly, we made a comparison between the two groups and to theory. Thus, we investigated empirical data with and without theoretical lenses, allowing us to gain insights and later to reach conclusions from this process. Hence, we choose to adopt Yin's (2013) method to improve the overall quality of our process. Additionally, in this data analysis both authors interpreted the data individually before consulting each other to compare our findings, in order to find differences and similarities (Alvehus, 2014). As both authors processed the data we could discuss the findings and ensure that we did not miss out any view that was given by the interviewees. Thus, this increased the chances to capture all the different realities expressed by the parties in the collaboration.

In this data analysis both authors interpreted the data individually before consulting each other to compare our findings, to find differences and similarities (Alvehus, 2014). This increased the chances to capture the different realities articulated by the parties in the collaboration.

3.5 Quality of the Study

The most prevalent way to assess business research is through reliability, replication and validity (Bryman & Bell, 2011; Alvehus, 2014; Pratt, 2009; Tracy, 2010). However, among researchers there has been a discussion on how to assess qualitative research as these criteria mainly fits quantitative research (Flick, 2009; Alvehus, 2014; Mason, 1996). Therefore, some researchers, in particular (Lincoln & Guba, 1985; Guba & Lincoln, 1994), suggest the usage of alternative criteria to evaluate the trustworthiness of qualitative research; credibility, transferability, dependability and confirmability, which we have chosen to use in order to evaluate the quality of this thesis.

3.5.1 Credibility

Credibility refers to how believable the findings are (Bryman & Bell, 2011). In this thesis, we explain as precise as possible how we analysed our results to increase the credibility of the study. All interviews were recorded and transcribed to minimize misinterpretations. Moreover, we also ensured good practise and building trust during the whole interview process (Bryman & Bell, 2011; Flick, 2009); by ensuring anonymity of the interviewees, by ensuring we had no hidden agenda, hence intended to depict their interpretation of the social world rather than point to weaknesses in the focal organisation. We also acted professionally during all stages of contact with the interviewees; in emails and in the interview situation, to be perceived as trustworthy and dedicated to our work. All these aspects increase the credibility of the study.

3.5.2 Transferability

Transferability refers to the applicability of the study to other contexts, which in a qualitative study is limited because it is conducted in a certain context during a specific time (Lincoln & Guba, 1985). Therefore, in this thesis we discuss the transferability with caution. In our thesis, the interviewees in depth depict their social reality within their specific context, which can be viewed as limited. However, in comparison with a single case study, a multiple-case study implies

the possibility for us to make additional interpretations of the depicted reality from the interviewees (Alvehus, 2014). Notwithstanding, with the chosen research approach in mind, sacrifices regarding the study's transferability was compulsory.

3.5.3 Dependability

Dependability refers to whether findings can be replicated at other times (Lincoln & Guba, 1985). To increase the dependability, we have in as much detail as possible outlined all stages of the research process in the methodology of the thesis, implying careful explanations of the industry mappings, pre-studies, the interview sample, interview design and documentation (Bryman & Bell, 2011; Flick, 2009). Much of the documentation is found in the appendices, such as the industry mappings, the interview guide and interview sample that further outlines the research process. We also intended to explain the theoretical framework, methodology and assumptions as clear as possible to increase the dependability. However, the interviewees are anonymous in this thesis, which lower the dependability. This was a conscious choice as we wanted them to talk openly during the interviews and we argue that anonymity was necessary to build the trustworthiness that were needed for them to open up and give honest and credible answers.

3.5.4 Confirmability

Confirmability deals with the matter of the researcher's objectivity (Bryman & Bell, 2011; Flick, 2009). As we have chosen interpretivism as a standpoint we do not aim at conveying an objective view of the interviewed individuals' interpretation of the social world. Our belief is that in a collaboration it is not a single reality that is true, therefore we rather aim to interpret and contrast realities from individuals involved in these collaborations. Furthermore, with the constructionist approach undertaken, reality is viewed as socially constructed and the point with the analysis is that we as researchers subjectively judge the individual interpretations given by our interviewees. Hence, increasing confirmability and being objective was not the intention in this thesis, because to answer our research question we needed to interpret our transcribed interviews.

4. EMPIRICAL FINDINGS

This part will present the empirical findings from this qualitative study. Firstly, we will present a background of the organisational fields (4.1). Thereafter we will present the identified themes from the interviews that connect to our research question on how to sustain inter-organisational collaborations, both from the NGO and the retailers' point of view (4.2). Throughout the text, the themes will shortly be explained and mainly captured in quotes that were considered to capture the essence from the interviews.

4.1 Part 1: Background of the Organisational Fields

The background of the organisational fields will now be presented. Firstly, the NGOs will be presented (4.1.1), followed by the retailers (4.1.2).

4.1.1 NGOs and their institutional field

This part will present what the interviewees among NGOs express regarding the following topics; mission (4.1.1.1), identification among organisational members (4.1.1.2), competitive climate (4.1.1.3), commercial environment (4.1.1.4) and focus on numbers (4.1.1.5). Their answers will describe how the interviewed members from NGOs experience their organisational field.

4.1.1.1 Mission

The interviewees describe that the main mission of a NGO is social or humanitarian oriented. NGOs also emphasize that secondary goals often are focused around financial measurements.

NGO 11: "An NGO often has two goals. The ultimate goal is object contingent, but the goals are often formulated as financial goals on both short and medium long-term level. When working towards saving the world, this is what we want to achieve [pause]. The operation is often measured in both financial terms and in program or object terms. So, there is a duality in a NGO"

4.1.1.2 Identification among organisational members

Regarding identification, some of the interviewees explain they do not exclusively identify themselves as an organisation working with charity and social good. They also underscore the importance of being recognized as professionals.

NGO 7: "We do not regard ourselves non-profit organisations per se; we are a large international humanitarian organisation. So, I believe that it is crucial to interact with the companies in a way that assures them that we too are a professional organisation and that we share a common language even though we as an organisation focus on completely other issues"

4.1.1.3 A competitive climate

Several interviewees convey that more and more NGOs work together with companies. It was also described as an important way to broaden source of income as the organisational environment has become more competitive, according to the interviewed NGOs. Even though

the competitiveness in the field has increased, several interviewees' state there is still a sense of collaboration and helping each other within the field.

NGO 13: "Working with companies used to be a differentiating factor, but has now become a hygiene factor. It is a must, and one often has several sources of income"

NGO 9: "If one looks at the field in its entirety, there is of course internal competition similar to other fields. We are all competing for the same pot of money, even though we would prefer to increase that pot jointly rather than compete for the existing pot. One does not meet a company and say to them: 'So you are collaborating with [NGO X, Y, Z]? We want you to collaborate with us instead'. Organisations within our field do not behave that way. This is not like the business world"

4.1.1.4 Commercial environment

According to many of the interviewees numerous employees with previous experience from businesses have begun to work for NGOs. Consequently, the organisational environment is expressed to being more focused around commercial aspects. Connectedly, several of the interviewees explained they were part of strengthening the commercial focus in their organisation, due to their previous background from businesses within commercial fields.

NGO 12: "The general opinion is that the field hires more professionals who have experience from other fields within marketing, sales or communication then before. Whereas previous employees worked here because they wanted to be a part of this field"

NGO 9: "Amongst these, I was employed from the business world, with simply the aim of bringing in someone with a different perspective. To think in a more professional manner, to not only be a non-profit organisation that does good but also to understand that one's role in reality is to do other things. In collaborations with companies, I have to contribute something more than simply saying that we are very nice and very good. That is not enough, that is not good enough"

4.1.1.5 Focus on numbers

Many NGOs say they have a core mission, which is superior and will not be compromised. They also have clear targets, goals and measurements that have to be reached within their organisations. Several also emphasize the importance of increasing revenues.

NGO 4: "We have our goals that we must reach, as well as the income we must generate and the number of children we must reach. Because of this, we are also conscious and cost conscious, maybe even more so than companies. Then of course, we must also always focus on what is best for the children"

Some interviewees also articulated this clear focus on revenues and costs partly because of the strict rules regarding their obligation to report costs and revenues within the field. Thus, due to these rules, NGOs must strictly control their revenues and costs.

NGO 2: *"It is extremely important in our field, that the money donated to us, we must be able to say where it has gone, we must be able to report it. We are obligated to report them"*

4.1.2 Retailers and their institutional field

This part will present what the interviewees put across regarding following topics; mission (4.2.2.1), identification of organisation (4.2.2.2), external pressures of working with CSR (4.2.2.3) and benefits of working with strategic CSR-projects (4.2.2.4). Their answers will describe how they experience their organisational field.

4.1.2.1 Mission

Most the interviewed retailers explained that generating profits and increase sales is the main purpose for them.

R3: *"We are quite honest about what we stand for. We make money and that is what all companies are supposed to do"*

However, some of the interviewees do not simply recognize profit generating as their only purpose. These interviewees state a more complex picture emphasizing that retailer's purpose also involves public good and social welfare.

R2: *"Obviously is this a cost. We do not earn any money by doing this [collaborations with NGOs]. We are doing this because we want to; it comes from our hearts"*

4.1.2.2 Identification of organisation

In terms of how the organisations identify themselves, retailers express wishes to be recognized as a "good company" and not simply a profit-generating business. They also uttered that they are obligated to work with CSR-matters in Sweden today.

R2: *"I think you have to work with sustainability issues in Sweden today, to be able to survive in a good way. The big companies have got it in them. They want to work with it because they want to be the good company. You want to help together"*

4.1.2.3 External pressures of working with CSR

As stated above retailers convey working with CSR is a necessity because of external pressures. Our interviewees state several external pressures;

Laws

R8: *"We are a listed company, which means we are obliged to issue a quarterly report and annual report on how we are doing financially. Legislation obliges us to issue a sustainability report"*

Customers

R9: *"Eventually, there will be pressure coming from the outside, from the consumer. I do not know if companies are actually good or if they are doing what they have to sell. I believe there is pressure coming from the consumer for companies to behave"*

Employees

R10: *"I think young students are starting to question their employers more and more, and not about what salary you have but rather about the purpose of the company. That is what makes one flourish and perform, and that is why people engage"*

Keep up with competitors

R2: *"There may be competitors other than us who are not as thorough in their sustainability work, who only focus on what is cheap. Then we have to compete with these companies. We need to charge more because the demands on us are higher than on them. If we do not inform about what we are doing, customers will go to the others and no-one will benefit"*

4.1.2.4 Benefits of working with strategic CSR-projects

Retailers are not only driven by external pressures, as many of the interviewees expressed. Instead retailers have begun to recognize the benefits of engaging in these collaborations. Therefore, they have implemented these initiatives on a strategic level.

R10: *"From being guided by the fact that a customer may make a claim, or that the law requires something, authorities making demands, to understanding that one has to work with social sustainability for the sake of profitability. This is a big change I am seeing, it is serious and it is real"*

R5: *"That we do good and that this is in our hearts, there is also a place to claim within retail that no-one has really claimed yet. (...) The reason why you need to have a long-term perspective is because of ROI, that everyone must have answers to nowadays. Collaborations are a waste of money if one does not receive a long-term exchange since it is an investment for many. Not just money, but also time, man-power, someone to drive the issue"*

Many interviewees also described that retailers nowadays strive to engage in strategic collaborations, not simply in one-time transactions.

R8: *"So, the development is towards a collaboration, you collaborate on the issues rather than simply donate money"*

4.2 Part 2: How to Sustain Inter-Organisational Collaborations

This part will present identified themes on how inter-organisational collaborations can be sustained from both parties point of view. Firstly, the NGOs will be presented (4.2.1), followed by the retailers (4.2.2).

Themes NGOs	Themes Retailers
Connection to core business	Connection to core business, part of a strategy
Organizational engagement	Organizational engagement
Mutual efforts in setting collaboration practices	Mutual efforts in setting collaboration practices
Mutual understanding and acceptance of each other's businesses	Mutual understanding and acceptance of each other's businesses
Mutual gains of collaborating	Mutual gains of collaborating
Ambition to engage in a long-term collaboration	Being transparent and having faith in the partner

Table 4: Summary of NGOs and retailers view on how to sustain inter-organisational collaborations

4.2.1 NGOs view on how to sustain inter-organisational collaborations

From our interviews, we could identify common themes regarding NGO's view on our research question how the inter-organisational relationship with retailers can be sustained on a relationship-level. The identified themes are: connection to core business (4.2.1.1), organisational engagement (4.2.1.2), mutual efforts in setting collaboration practises (4.2.1.3), mutual understanding and acceptance of each other's businesses (4.2.1.4), mutual gains of collaborating (4.2.1.5) and ambition to engage in a long-term collaboration (4.2.1.6).

4.2.1.1 Connection to core business

Many of the NGOs state they believe it is key to connect the collaboration to retailer's core business to sustain the relation. They expressed that it is of great importance that the activities in the collaboration becomes a meaningful part of retailer's business and that the whole retail organisation is involved in the collaboration.

NGO 2: "We have collaborations with companies that extend over many years, having 10 year anniversaries with some companies. We work deeply and long-term with them. We try finding parts that fit them. It is important to get that into their business idea"

NGO 7: "There are many companies who also actively work that way to anchor it with their employees, to work from an employer branding perspective. You want employees to feel proud and to be part of the core values. It is an important part for us to anchor it in the organisation"

Some NGOs also mention the importance of common values for the collaboration as they regard it as a prerequisite to create sustainable strategic collaboration.

NGO 2: *"The prerequisites for long-sightedness, regardless of level, I think is that you have a match in basic values. Sometimes it can be very explicit and that may be good, sometimes it can be very implicit and that may work as well"*

4.2.1.2 Organisational engagement

Furthermore, NGOs experience engagement from retailers as a vital factor in sustaining the relationship. Following quote captures the engagement experience by the NGOs in their long-term relationships with retailers.

NGO 2: *"Then you notice the personal involvement in conversations with the individual or the manager. There is an increase in people who want to work voluntarily. Almost every company says; 'Our staff is so committed and how can they help?' That is when you notice that there really is genuine commitment, not just giving away a percentage of the revenue from the product or increasing sales, they are simply very interested in the issue"*

4.2.1.3 Mutual efforts in setting collaboration practises

According to the interviewees the majority convey that collaborations are better sustained if both parties take part in setting practices. They explain that it is much about finding synergies between the organisations and setting common expectations. The initial phase involves finding these common grounds and that both could come up with ideas regarding practices.

NGO 4: *"It is not that as though they are sitting and thinking, but here we sit together and come up with ideas. By developing the ideas together, it makes them more long-term. It is mutual, we communicate and strengthen each other"*

NGO 14: *"You sit down and discuss and then you work together based on common interests, core issues."*

Even though what activities to perform in the collaboration is much decided upon together, NGOs adjust themselves towards retailers' demands.

NGO 2: *"We adapt to the company when we go into our collaborations, we have a standard agreement and things we offer but it looks very different. [Retailer A] and [Retailer B] want to have such different things in collaboration with us, therefore they look different. So, we adapt a lot to what the companies wants, we do"*

NGOs also state that practises concerning their core mission they know better, such as what projects should be supported and what to focus on in the collaboration.

NGO 10: *"If we want to collaborate and for example, make a campaign, with our factual question in focus, then we carefully examine every word that is written. In these cases we need to be really critical. But there's actually never been any problem with the companies since they have gotten to know us. If we have done our part when it comes to educations there are rarely any problems at all"*

Likewise, some of the NGOs say that the retailers have mandate over practises regarding their expertise.

NGO 4: "Even though we gave ideas about how the product should look like, we still felt that it was difficult to have an influence through the whole process. It is actually the companies who are going to sell the product that is responsible for the costs and the design. They are the ones who have the ultimate responsibility, so at some point we need to take a step back. They have the expertise, they are a company that knows what sells and therefore we must trust them"

Sometimes retailers request some practises that NGOs have difficulties to meet. Examples are voluntary work and delivering back numbers and marketing material to retailers.

NGO 3: "A challenge is that it is difficult to understand how different it may be in rural areas, such as Uganda. For example, the retailers might not get the promised images on time. Sometimes we do promise them something, such as a nice picture with a girl at a farm, but when you send them back the actual picture the girl might carry the goat in a wrong way. It can possibly happen. Then you need to explain it to them [the retailer]"

4.2.1.4 Mutual understanding and acceptance of each other's businesses

NGOs also stress the importance of understanding and accepting each other's organisational limitations to sustain the relationship.

NGO 11: "The challenge is that we are so much smaller than many of the other retailers. We do not have enough employees and the financial resources. Sometimes they can ask: "are you able to deliver X, Y and Z" [clicks with the fingers]. Then we need to say 'hold on a second'. But they understand as we have had a relationship with them which means a deep understanding of one another, it is a constant dialogue"

However, some NGOs expressed a contradictory view that this acceptance towards each other does not always exist.

NGO 3: "I often think that they have a lack of understanding and that they also are a bit naive. When it comes to a small amount of money and they say that it should be used for school benches, a logo on the benches and also feedback, then we need to say: 'wait a minute', that will cost us more. Therefore, I sometimes feel that companies are a little bit naive. It happens sometimes that we need to say no and we need to explain that we cannot do it because we cannot achieve it in a successful way"

4.2.1.5 Mutual gains of collaborating

NGOs experiences that both parties gain by collaborating with each other, which they put across as important to sustain the relationship.

NGO 5: "It is like all businesses, in order to sustain the collaboration you must find a win-win. Overall, both partners must be satisfied"

NGO 1: *"It can be a lot of similarities in at least a few goals. The primary goal for a non-profit organisation can correspond with the secondary goal for a retailer. So, I definitely think that is possible to find similar goals"*

More specifically, many NGOs state they gain economically by collaborating with retailers. They also described that collaborations with retailers enables them to reach out to a higher amount of people than they could have done by themselves.

NGO 10: *"The main reason is obviously the financial support. At the same time it is also a way for us to reach out with our message and make sure our brand is seen, to achieve a broader exposure than we do on our own"*

Some NGOs state that they contribute with expertise to retailers in the collaborations.

NGO 5: *Our role is to offer the expertise. They have decided that they will work with three core issues: water, equalize inequalities and education. We are partners in one of those areas. We motivate, this is what the world needs and then we juggle these questions with that in mind. So this means that we are the expertise and they can elaborate with the questions on different levels"*

4.2.1.6 Ambition to engage in a long-term collaboration

Finally, NGO's experience it is crucial for retailers to recognize the benefits of engaging in a long-term collaboration to sustain the relationship.

NGO 2: *"If you want to work with large companies, customers need time to understand why companies are doing this and which matters that are important. But also the employees must perceive it as sustainable in the long run. We cannot support [NGO X] one day and the next day [NGO Y] and then [NGO Z]. Then, the employees wonder 'Why are you changing all the time?' It takes time for people to understand what the organisation actually does"*

NGO 3: *"I firmly believe that gaining a new customer is much more expensive than losing an old customer. Finding new customers takes a lot of time and commitment and time from us. It is like working as a Key Account Managers, constantly trying to find relationships with retailers who actually want this"*

4.2.2 Retailers view on how to sustain inter-organisational collaborations

The common themes regarding retailer's view of our research question will now be presented. They are: connection to core business, part of a strategy (4.2.2.1), organisational engagement (4.2.2.2), mutual efforts in setting collaboration practises (4.2.2.3), mutual understanding and acceptance of each other's businesses (4.2.2.4), mutual gains of collaborating (4.2.2.5) and being transparent and having faith in the partner (4.2.2.6).

4.2.2.1 Connection to core business, part of a strategy

Firstly, the majority of the retailers stress the importance of connecting the collaboration to their core business in order to sustain the relationship. They provide different examples of how these links can be achieved: through mutual values, target groups and country of production.

R10: "In a collaboration you strive to do the sustainability work in a natural way as possible, it should be connected to the core business"

The interviewed retailers feel that a relationship is easier to sustain if the collaboration is part of a CSR-strategy. Some retailers convey the importance of making strategic choices regarding who to collaborate with and what projects to support, since they cannot support all social organisations.

R3: "As a Marketing Manager, you will be overwhelmed by people and organisations who want to get things. There are sick children, sick women, people who do not have a home and other things as well. Then you need to take evaluate and ask 'is it relevant for your business?'"

R4: "Our philosophy is that you do not collaborate with many small projects, send some here and there. We view this as a part of the CSR-work in the sense that we want to make it a real collaboration that will sustain in the long run"

4.2.2.2 Organisational engagement

Organisational engagement is mentioned by the majority of the retailers as a motivating factor to sustain the relationship with NGOs. They say that it is important to collaborate with NGOs to satisfy employees and make them proud of their workplace, where social responsibility becomes an important part. Collaborations were also articulated by some to be an important part to attract talents in their employer branding strategies.

R5: "We must create internal pride and activation in the projects. All our employees work half a day once a year in the activities of our NGO partner, which we think is amazing. The response is great, amazing employee surveys and employer's Net Promoter Score. So, the internal pride is why we do this [collaborate deeply with NGOs]"

At a management and board level, engagement is key to sustain the relationships. The importance of CSR initiatives was pointed out on this level, they must be motivated, primarily in numbers to justify their existence.

R10: "Management support is a must, it is an experience from my 20 years, there must be clear commitment from the board, from owners, to be able to carry it forward in the organisation"

Additionally, some interviewees stated an even stronger view which emphasized the importance of return on investment in CSR initiatives.

R6: "We definitely have management support [in our sustainability work], but when presenting to them, it must be financially supported. It's not enough to say, "this feels so good", one must have numbers on it. Some efforts do not pay back financially, but we have to have a position where we want to be, we do not want to be overrun by the competition"

4.2.2.3 Mutual efforts in setting collaboration practises

Retailers articulate the collaborations involve a formal contract with certain requirements and rules that must be negotiated in the initial phase of the collaboration. They say that both parties will have demands and expectations which they are obligated to meet in order to create a close collaboration.

R1: "If they also agree on such partnership, then we basically have demands on us that we must live up to, just as we ask them for things. Both have requirements and expectations"

Some retailers uttered the view that both are part of setting practices within the collaboration. This is an on-going discussion driven by both parts on what activities and practices to perform;

R2: "I think it is important that you have a close contact, that you are open-minded towards each-other, that you inform each other and that you work as a team, then you can create engagement then you create engagement to it"

Some retailers articulated a partly conflicting view, that activities related to the collaboration were not always driven by both parts, due to the different areas of expertise and access to internal resources. The retailers expressed that they are in response over practices within their expertise, such as creating marketing campaigns because they possess the internal resources and competences to execute it. Several retailers experienced NGOs as mainly pushing ideas but they as retailers often oversee the execution.

R7: "The [NGOs] may be good at coming up with ideas, but when it comes to execution, we do almost 90% of the work in a-project, such as; the exposure, communication, etc. So, even though [our NGO partner] has a high service-level and wants to help, we want them to carry out the work a bit more. But now we know from doing a couple of things, that is not how it will be. It has nothing to do with their attitude, they have goodwill, but they have no experience"

4.2.2.4 Mutual understanding and acceptance of each other's businesses

Retailers communicate understanding and acceptance of the NGO's business. Many of the interviewed retailers experience that there are differences between NGOs and retailers, for example NGOs need more time to finish a particular task in comparison to the retailer.

R8: "You rely on NGOs, that they are happy to help. But there is a limit to how much they can help, what one can expect from them"

Even though many retailers accept the experienced differences between their organisations and NGOs, it cannot be said across all the interviewed retailers;

R5: "And the greatest challenge is that I experience NGOs as very conservative. Innovation is not a term they work with. No NGO has made it 2.0 and we are not progressive together either. The question we get from NGOs is only: "can we get some money for this?" Not how to develop the collaboration, which is not sustainable in the long run"

4.2.2.5 Mutual gains of collaborating

The majority of the retailers' state that both parties gain mutual benefits from collaborating with one another, which they put across as an important part to sustain the relationship. Some emphasize that mutual gains can be achieved through the synergies that can be reached by collaborating.

R3: "We understand each other more and more. An NGO can go out and ask for new money whenever they want. But a retailer cannot send an email and say it was a bad week last week, could you give us some money? Because nobody will give us money. There, however, one begins to understand that the symbiosis between the organisations and how to build on it in collaboration"

Following quotes capture what many retailers express that they gain from collaborating. They mention aspects such as monetary resources, recognition from customer and employees, knowledge, expertise, legitimacy and credibility.

R7: "It's all about kill two birds with one stone; Where is the money most beneficial and how will this benefit us? And there are two sides: how customers externally perceive us, our brand and that all employees should feel proud to say that they work at [Retailer X]"

R8: "The NGOs that survive in the long-run do clearly have expertise within that area, how you can help a company. There will be a synergy between them"

R10: "It's important to work with a NGO with high credibility to build trust and credibility in the work you do"

Even though some retailers said that they rather would spend money on their internal sustainability efforts than engaging in collaboration, retailers realize they need NGOs to build external trust in their sustainability work.

R6: "If you want to tell something you have done well, then you cannot talk about the internal work you do. You have to talk about something external, and then it becomes this 'fluffy stuff' [collaborations]. If it was not expected by the customers, we would probably work more with sustainability internally"

Retailers state that NGOs primarily gain economically from the collaborations.

R7: "But our NGO-partner is of course very energetic because they are dependent on organisations that support them financially, otherwise they would not exist. Our contacts at [our NGO partner] are keen of our relationship and are also making a great effort to ensure good cooperation"

4.2.2.6 Being transparent and having faith in the partner

To create a long-term collaboration some retailers state it is crucial that NGOs are transparent in showing how much of the donated money that is dedicated the social mission. Retailers also express the importance of measuring the outcomes of this collaboration for internal and external motivation.

R5: "I always ask an NGO how much of the revenue that goes to the social mission. That is important for us. Administrators and white collar workers should be paid of course, but there are organisations today with relatively high fees given to the board members for a small amount of work. If you earn 150,000 SEK a year to do that work, then we do not share values. We do not collaborate with such organisations"

R8: "It is important that both have expectations on each other and transparency of how they spend the money, what value it gains. What if it is discovered that the money ends up in the wrong pockets? That they do not end up where they should have. Internally for us it is important that we can measure what we gain from this. Have we contributed to the society with this work?"

5. ANALYSIS

The analysis will compare our empirics with the chosen theoretical framework. The framework is divided into two parts, firstly the theory by Pacheco, Santos (2013), will be used to outline competing logics (5.1). Secondly, the theory by Nicholls, Huybrechts (2016) (5.2), will be used to investigate the conditions that enable inter-organisational collaborations to be sustained. This analysis will contribute with an understanding of our research question; “What enables NGOs and retailers to sustain inter-organisational collaborations in strategic CSR-projects, despite conflicting institutional logics?”.

5.1 Part 1: Outlining Logics

This analysis will identify and outline the competing logics within the investigated organisations, through the lenses of employees within NGO (5.1.1) and retail organisations (5.2.1). This analysis will convey how members from the different organisations, NGOs and retailers, experience the competing logics and demands within their organisations and fields.

5.1.1 NGOs

This part focus on NGOs, aiming to analyse goals, organisational form, and professional legitimacy, aspects used to outline logics. Lastly, this part will present a short summary with concluding insights.

5.1.1.1 Goal

Theory explains that the social welfare logic has one clear goal which is socially oriented. Our empirical findings clearly demonstrate that this social welfare goal as the ultimate within NGOs. At the same time, the findings also indicate an increased evidence of commercial goals within NGOs such as market penetration, growth and attracting new businesses. Theory states that different logics have been able to exist in an organisation through the preservation by certain members through their previous sectorial experience. Thus, the findings support that members within NGOs with previous sectorial experience from commercial fields, are part of strengthening the market logic within their organisations. However, even though empirics show an increased emphasis on financial goals within NGOs, this change is driven by a desire to generate more money to their social missions. Lastly, the findings indicate a more competitive climate and commercial environment within the sector, but still with a sense of group think connecting to the core social welfare logic.

5.1.1.2 Organisational Form

Theory states that for the non-profit organisational form the economic surplus should be returned to the organisation in order to fulfil the social goal. In this aspect, our empirical findings showed that the interviewees clearly adhered to their core logic, following the obligations set by their organisational form. Relatedly, the findings indicate that it would not be perceived as legitimate for NGOs to use their economic surplus to something else than the social goal. Findings suggest that members within NGOs are extremely aware of costs and that donated money goes to fulfilling the social mission. Further, empirics implies that some members within NGOs find it important to that their organisations are regarded as a professional and business like and only as charity organisations that only work towards social missions.

5.1.1.3 Professional Legitimacy

Professional legitimacy is according to the social welfare logic achieved in the progression and work towards the social goal. Our empirics indicate that NGOs are legitimate in matters connected to their social mission. However, findings are ambiguous if NGOs can be seen as legitimate in the commercial logic, as some NGOs recognized that retailers were more suited to perform task within their area of expertise. Findings imply that NGOs recognize the importance of being perceived as professionals and experts within their areas. Moreover, the empirics show that there is a mutual understanding among NGOs of what matters they can gain their legitimacy from and not, without any indications of changing focus. Concluding, NGOs both understand and build upon their legitimacy connected to their core social welfare logic.

To conclude, the empirical findings highlight that NGOs mainly draw upon their core social welfare logic, even if some evidence of the commercial logic was recognized in above aspects. Further, the empirics show that NGOs are restricted by, and obligated to, behave in accordance with their organisational form and that members recognize their professional legitimacy within social missions. Concluding, this analysis indicates that NGOs, mainly will draw upon their core social welfare logic in a collaboration.

5.1.2 Retailers

This part focus on retailers, aiming to analyse goals, organisational form, and professional legitimacy, aspects used to outline logics. Lastly, this part will present a short summary with concluding insights.

5.1.2.1 Goal

Shifting to the retailers' perspective, theory propose the commercial logic builds on a distinct goal which is to *sell products and services on the market to produce an economic surplus that can ultimately be legitimately appropriated by owners*. Empirical findings clearly show that retailers are anchored in the goals of their core commercial logic. According to theory, the commercial logic also suggests that retailers address social needs as these efforts are assumed to generate profit to grant goals. However, part of our empirics suggests that CSR-projects are driven by heart, and not only by financial rewards. This indicates that the retailers have modified their market logic as they put less emphasis on profit-making goals. On the other hand, some findings suggest that retailers still emphasise Return on Investment from these projects, indicating that they have not truly modified their core market logic. Thus, one can question whether retailers truly have begun to draw upon the social welfare logic or if they are in line with theory. Furthermore, one can question whether retailers have begun to recognize benefits of engaging in social needs in line with their core market logic. However, findings still highlight that retailers ultimate goal is connected to the commercial logic and that it is superior to social welfare goals.

5.1.2.2 Organisational Form

Theory states that the for-profit organisational form gives shareholders control over operations and goals, in order to allocate resources where they generate highest financial return. According to our empirics, the motivation to work with CSR-projects both derive from internal and external pressures, through for example competition, employees and customers. Retailers listed on the stock market are obligated to report their sustainability efforts, which force them to work with CSR. Additionally, empirics shows that retailers believe that working with these matters can enhance business and profitability in indirect ways, for example to attract top professionals. Hence, findings show that several retailers have incorporated CSR in their strategies without changing their organisational form. Hence retailers still regard themselves as for-profit organisations, however emphasise a desire to be recognized as a “good company”.

5.1.2.3 Professional Legitimacy

Professional legitimacy is according to theory connected to technical as well as managerial expertise. Empirics show that retailers gain legitimacy in accordance to the commercial logic but also partly through the social welfare logic. Retailers regard sustainability work as a hygiene factor to stay legitimate in today’s society, thus legitimacy for a retailer is partly driven by their contribution to social matters which are in line with the social welfare logic. However, findings indicate that retailers do not truly have legitimacy working with these issues, pushing them to partner with NGOs.

To conclude, the empirical findings highlight that retailers draw upon their core social welfare logic, as there are only few indications of adherence of the social welfare logic in above aspects. Further, the empirics shows that retailers are restricted by, and obligated to, behave in accordance to their organisational form as the findings highlights the importance of generating return to shareholders. Concluding, this analysis indicates that retailers, will mainly draw upon their core commercial logic in a collaboration.

5.2 Part 2: Condition Framework

As logics have been outlined and an overall understanding has been reached regarding what logics each part will be guided by in the collaboration, the analysis will proceed into the second part. In this analysis we will apply theory by Nicholls & Huybrechts (2016) to investigate the conditions that enable inter-organisational collaborations to be sustained. Their theory will be used to compare and connect the empirical findings and all the themes identified in this study.

5.2.1 Factors enabling logics to align cross inter-organisational relationships

This part will outline the two factors enabling logics to align in a cross inter-organisational relationship: hybrid logics (5.2.1.1) and boundary spanning discourses (5.2.1.2).

5.2.1.1 Hybrid Logics

According to the theory by Nicholls & Huybrechts (2016), an earlier hybridization of each part's logic, is a prerequisite for a relation to be sustained and for a dynamic relationship to emerge, as it will enable logics to align. Additionally, theory emphasise that the hybridization of logics should be of importance to the specific partnership. As elaborated on in analysis part one, both NGOs and retailers mainly draw upon their core logic, showing some recognition of the counterpart's logic. Hence the empirical findings are somewhat ambiguous, whether an earlier hybridization of each parts logic has occurred. Analysing the NGOs, some findings indicate that hybridization towards a *commercial-driven social welfare logic* has occurred as commercial objectives has become more evident within NGOs. To specify, this increased commercial thinking has been relevant in these relationships, as it has enabled NGOs to better understand and meet the retailer's needs. Findings show that some people were hired simply to contribute with the commercial perspective within their organisations, in order deliver value in these relations. However, findings also demonstrate somewhat contradictory results, which indicate that their core logic has not truly been hybridized. To exemplify, findings show that the underlying motivation to implement commercial goals is to ultimately gather more money to achieve the social mission. However, regardless if a hybridization has occurred or not, findings show that the increased adoption of commercial goals and practices, have enabled NGOs to improve and maintain these collaborations.

Analysing retailers, the empirical findings are ambiguous and not completely in line with theory. The empirics from our study indicate that retailers draw upon their core social welfare logic, as there are only few indications of adherence of the social welfare logic, making it highly doubtful if retailer's core logic truly has been hybridized. To specify, findings are unclear whether retailers have begun to adhere to a different logic (the social welfare logic) or if they have begun to recognize benefits of engaging in these relations in line with their core market logic (such as expected long-term returns, pleasing customers etc.). Regardless if a hybridization of logics has occurred or not, some results indicate that this somewhat increased focus on social welfare goals still has been of relevance in these collaborations. For example, findings show that retailer's engagement in these collaborations have increased, due to factors such as increased support from shareholders. Findings also show that these collaborations are part of a broader long-term CSR-strategy, out of which the retailers involved components of the welfare logic in their discourses. Additionally, findings demonstrate that several retailers do want to engage in strategic long-term relationships and not simply donate money. All these aspects have increased the engagement in these relations, and ultimately increased the likelihood of sustaining these relations.

To conclude, as findings are ambiguous regarding if an earlier hybridization each parts logic has occurred (especially in the case of retailers), it is difficult to draw any clear conclusions if this is a requirement for sustaining relations between NGOs and retailers. Regardless, empirics show that factor such as increased engagement from Retailers and an increased adoption of commercial goals and practices by NGOs have improved the chance to create sustainable strategic collaborations.

5.2.1.2 Boundary Spanning Discourses

The second factor concerns boundary spanning discourses. According to theory by Nicholls & Huybrechts (2016) a boundary spanning discourse is a mutual benefit which can be recognised from both parts logics. Our empirics show that both partners gain from collaborating with each other. There are several mutual gains with these collaborations that are recognized by both parts, enabling boundaries to span between the logics in the collaboration. Firstly, addressing retailers, empirics' shows that they gain trustworthiness in social matters which strengthens their legitimacy towards customers. Additionally, by collaborating with NGOs, retailers can communicate and engage employees, which create meaning for employees within their organisations. Findings also show that retailers recognize that they can gain knowledge in how to work with social responsibility and they learn from the NGO's expertise in this area. Secondly, analysing the NGOs, they recognise benefits such as increased revenues and economic viability. Lastly, the economical aspect is by far the most important benefit derived from collaborating with retailers in strategic CSR-projects. By collecting additional money, the NGO can fulfil their mission that is socially oriented. Additionally, empirical findings show that collaborations with retailers enable NGOs to reach out to a larger amount of people using the retailer's communication channels. This makes it easier for NGOs to spread their mission to potential customers.

Boundary spanning discourse are much recognized in these collaborations as goals can be aligned in many aspects; retailers spend a great deal of money in these collaborations which the NGOs can use in projects to fulfil their mission. By spending these sums of money, the retailer reaches out to customers and employees with their efforts regarding social responsibility and they gain legitimacy, trustworthiness from the NGO.

To conclude, collaborating creates a win-win situation for both parties, which can be recognized from both parts logics, which ultimately spans the boundary between NGOs and retailers.

5.2.2 Factors giving support to sustain inter-organisational relationships

This part will outline the two factors that give support to sustain inter-organisational relationships between NGOs and retailers by presenting co-created rules and practises at their common boundary (5.2.2.1) and tolerance of dissonance (5.2.2.2).

5.2.2.1 Co-created rules and practises at their common boundary

This condition show that if rules and practices are co-created at the mutual boundary of the relation (explained above), both parties are more willing to sustain the relation. This emphasise the importance that both parties, the retailer and the NGO, can be involved in the process of creating meaning in the relation, but also take on a passive approach in case of dissonance in the

relation. According to Nicholls & Huybrechts (2016), this process of common setting of rules and practices played out in a new institutional space which allowed for logics to be less determined and meanings to be decoupled from central narratives, re-interpreted into different symbolic and strategic ends.

Analysing the NGOs, the empirics show that they are generally part of creating meaning in the relation, partly by setting certain written rules in a contract, as a prerequisite for engaging in a relation. These rules act as an insurance for the NGOs, that the retailers will act ethically, in accordance to the NGOs social welfare logic. Thus, the NGOs decouple meaning from these contracts, securing internally and externally that their social welfare logic will not be compromised. Further, empirics also show that the NGOs engaged in relations and practices that truly resonated with their interests at the mutual boundaries of the relation, such as gaining revenues and spreading their brand. Thus, the collaboration enabled NGOs to act in a new institutional space which allowed for logics to be less determined, as the collaboration allowed them to draw upon the market logics, but still motivate practices internally in line with their social welfare logic. To exemplify, NGOs could through the retailer in a collaboration make marketing campaigns, and advertise their mission. This is much harder for NGOs to do by themselves as organisational form limits them to spend a lot of money on marketing, as revenues should go back to their social mission. Thus, these relations enabled NGOs to align their social welfare logic with central elements the market logic.

Analysing the interviewed retailers, the empirics shows that different retailers decoupled narratives from NGOs and re-interpreted meaning to serve their strategic ends. For example, in depending on what strategic goal the retailer had set for the collaboration, their organisation interpreted different meanings of the collaborations. The findings show that retailers wished to connect their practices to their core business, to attribute meaning and motivation behind the collaboration. Thus, the retailers engaged in what truly resonated with their interests regarding social responsibility practises, which is in line with theory. Likewise, retailers reporting and communication of CSR-goals enabled them to align their core logic with central elements of the social welfare logic. Additionally, the empirics show that retailers consciously used narrative material (which was approved by the NGOs) to be used in their communication (internally and/or externally) to frame their market logic. Lastly, empirics also demonstrated that symbolic meaning was extracted from the collaboration, as the collaboration acted as a symbol both internally and externally, of them being a “good company”. Further, even if NGOs set rules and contracts for these collaborations, these rules were still flexible enough to be re-interpreted in the collaborations in accordance to each part's own hybrid logic. However, our empirics also indicate a more critical view as retailers express they required certain demands, such as numbers and pictures, in order to be able to transfer meaning into their organisations. Thus, this aspect occasionally hinders retailers in their process of creating meaning in the relation.

To conclude, rules and practises are much co-created between NGOs and retailers and in accordance with theory, the findings demonstrate that these collaborations enables the creation of new institutional space where logics are more fluent and where the parties can draw upon each other's logics.

5.2.2.2 Tolerance of Dissonance

For inter-organisational relationships to be sustained, the theory by Nicholls & Huybrechts (2016) state that both organisations in a collaboration must be tolerant towards disagreements and disputes concerning strategic goals connected to their specific logic. Findings in this study show that because NGOs have employed people with background from the corporate world, these employees were much tolerant towards retailers, as they understood their demands and businesses. Therefore, in this sense the tolerance of dissonance can be considered to be high from NGOs as they understand the counterpart well. Furthermore, empirical findings demonstrate that many NGOs even strive for and are willing to meet retailer's demands in many concerns.

Analysing retailers, our findings show that they are somewhat accepting towards NGOs, as they know and accept what to expect from their counterpart in a collaboration. For example, they understand NGOs limitations of how much work they can carry out and accept their limitations. However, some findings contradict this view, as not all retailers found NGOs to be progressive enough in the collaboration, as they could not always meet their demands. Empirical findings show that this frustration was much recognized by NGOs, stating that retailers did not have a deep understanding and acceptance towards their organisational form and their limitations. Thus, findings from NGOs emphasised the need to explain and educate retailers regarding their organisations and social missions. However, this was more common in the beginning of a collaboration.

To conclude, even if findings show that there are times of dissonance that derive from each parts different logics, findings from both NGOs and retailers show that tolerance increases as relationships evolve. Hence, finding show that with time, a greater understanding and tolerance towards each other is developed, enabling NGOs and retailers to sustain their collaborations.

Finally, these four aspects; hybrid logics; boundary spanning discourses; co-created rules and practises as well as tolerance of dissonance will be elaborated on further in the next chapter; discussion of findings.

6. DISCUSSION

This part will present a discussion of our findings and present our conclusion.

6.1 Discussion of Findings

The analysis shows that both NGOs and retailers are strongly anchored in their core logic, organisational form and would not sacrifice their own ultimate goal in favour of the counterpart's in a collaboration. Insights from the analysis part one show that NGOs will never adhere completely to, or change to the commercial logic and retailer will never adhere completely to the social welfare logic. To exemplify, NGOs will not begin to sell goods or services in the same way as for-profit organisations. Similarly, retailers will not begin to address social needs as their primary goal. However, analysis part two shows that by collaborating NGOs and retailers can keep their core logic, but at the same draw upon the counterparts' logic, enabling them to handle the increased demands derived from their institutional fields.

Further by looking beneath the surface of these traditional logics and organisational forms, we argue that synergies between the organisations and their different logics can be found when realities begin to blur. To specify, the NGO's primary goal can correspond to the retailer's secondary goal, and vice versa. If the collaborative partners can find these common goals, in line with both core logics, it enables the collaboration to be sustained. Finding these synergies in a collaboration enables both organisations to draw upon the counterparts' logic, and engage in practices which could they not proceed on their own. For example, a NGO can by a collaboration pursue aggressive marketing activities through the retailer's channels. These marketing activities cannot be pursued by the NGO alone, since they cannot according to their core logic spend these sums of money on marketing as it is not perceived as legitimate, the environment expects that the money should be dedicated to their social mission. Retailers, on the other hand, are through the collaboration able to ask for money to pursue social projects through the NGO. These activities are not possible to perform without one another, due to their limitations of their core logic and organisational form. Hence, retailers and NGOs have created an *institutional space*, a space where logics are able to fluently co-exist and where both parts can benefit and draw upon each other's differences, enabling collaborations to be sustained.

Conclusion

The creation of an *institutional space* enables inter-organisational collaborations between NGOs and retailers to be sustained, despite different institutional logics.

There are some factors that could facilitate the creation of this institutional space, identified in our empirics presented in chapter four. All of these factors are not required to create this space, but were recognised as important to facilitate the emergence of it. The conclusion and these factors are also summarised in figure five below. Hence, the persistence of these collaborations and the creation of an institutional space will be eased by the following seven factors;

- 1. Connection to core business:** By connecting the CSR-project to the retailer's core business, for example by making it a part of the CSR-strategy it will become a meaningful part of retailer's business.
- 2. Organisational engagement:** Engagement from both parties, notably from the retailer as they have the financial resources.
- 3. Mutual efforts in setting collaboration strategies:** Both partners should take part in setting the collaboration practises, goals and meaning.
- 4. Mutual understanding and acceptance of each other's businesses:** It is important that both partners understand and accept each other's differences and limitations.
- 5. Mutual gains of collaborating:** creating win-win situations is important for these collaborations.
- 6. Ambition to engage in a long-term collaboration:** It is important that retailers are motivated to engage in a long-term relationship as they are required to contribute with much of the recourses in these collaborations (such as money, human recourses).
- 7. Being transparent and having faith in each other:** It is crucial that NGOs are transparent by showing how much of the donated money that is dedicated the social mission, in order to build trust in these relations and enable retailers to decuple meaning.

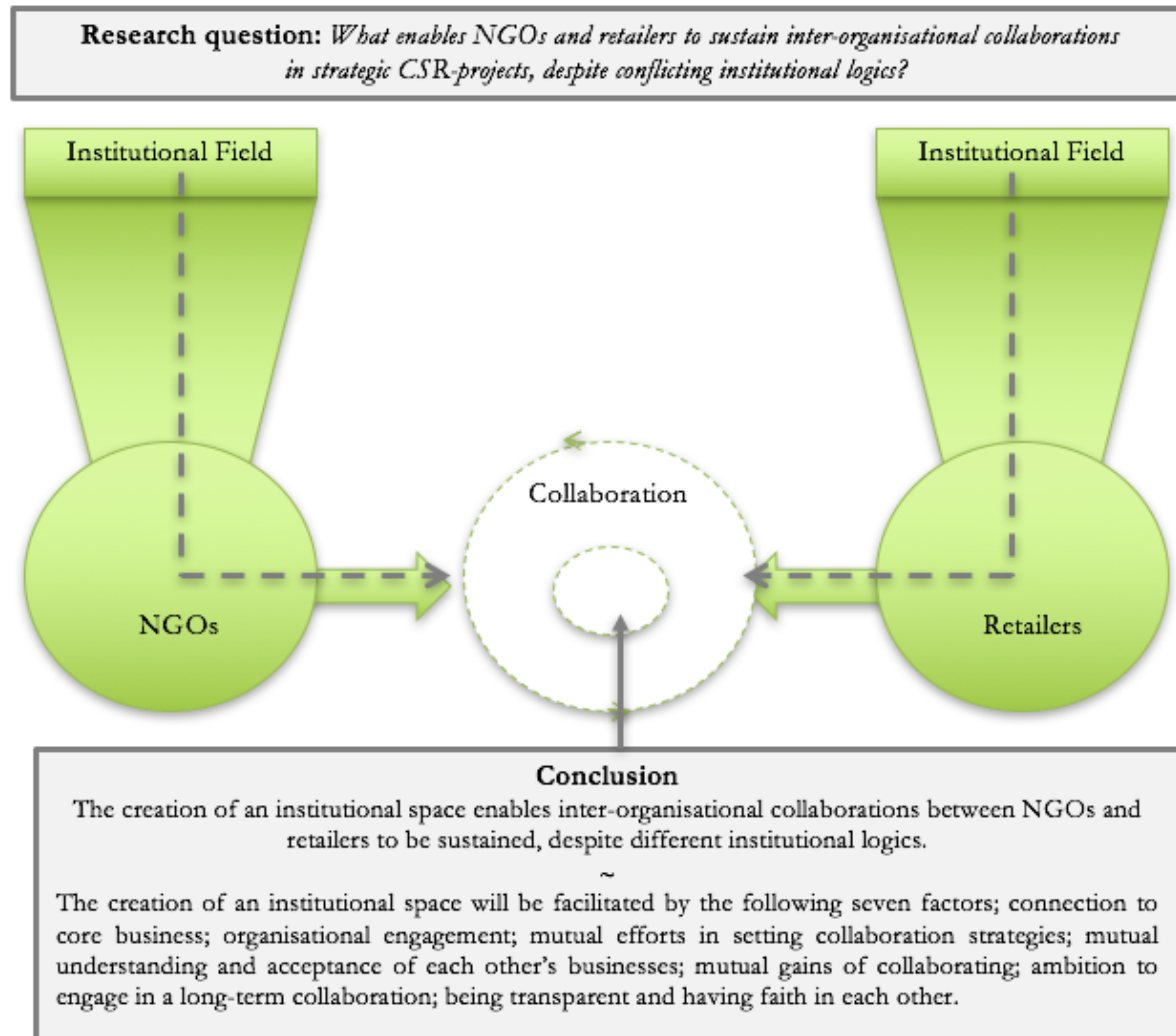


Figure 5: Illustration of the conclusion in this thesis

7. CONCLUDING REMARKS

This part will address the research question (7.1), present the theoretical (7.2) and practical contribution (7.3) of our study followed by limitations (7.4) and future studies (7.5).

7.1 Addressing the Research Question

The purpose of this thesis was to address the identified research gaps in two theoretical areas; institutional logics and inter-organisational collaborations. To address this purpose the following research question was developed;

What enables NGOs and retailers to sustain inter-organisational collaborations in strategic CSR-projects, despite conflicting institutional logics?

The theoretical and empirical findings and analysis lay the foundation for answering the research question. The main conclusion is that the creation of an *institutional space* enables inter-organisational collaborations between NGOs and retailers to be sustained, despite different institutional logics.

7.2 Theoretical Contribution

This thesis has addressed three theoretical research gaps, hence this thesis has three main theoretical contributions.

Firstly, in institutional logics less attention has been devoted to conflicting logics between organisations from different fields. We address this gap since we shed a light on conflicting logics between two organisations from different fields: NGOs and retailers.

Secondly, in inter-organisational collaborations there is a lack of studies investigating how collaborations between organisations from different institutional fields can be sustained, especially between NGOs and retailers. We address this gap by suggesting seven factors that facilitates inter-organisational collaborations to be sustained between two organisations from different fields: NGOs and retailers.

Thirdly, there is a lack of theory explaining the persistence of these collaborations in the light of conflicting logics. We address this gap by connecting the two theoretical areas: institutional logics and inter-organisational collaborations.

7.3 Practical Contribution

This thesis has two main practical contributions.

Firstly, the conducted industry mappings contribute two practitioners by showing that collaborations between retailers and NGOs are a widespread phenomenon in the Swedish market. Additionally, it illustrates that NGOs have developed clear offers to attract companies to engage in long term relations, reaching beyond a single donation.

Secondly, our findings are of high relevance to managers engaged in collaborations between retailers and NGOs since we suggest the creation of an institutional space, enables the inter-organisational relationship to sustain, despite differences in institutional logics. We suggest seven factors that ease the creation of this institutional space and hence how NGOs and retailers can create strategic collaborations that persist over time. This is of relevance to practitioners as the interviewees in our pre-study expressed an interest and need to understand what enables the creation of long-term strategic collaborations. Additionally, long-term relationships are also valuable economically, which benefits both parties. Lastly, these relationships between NGOs and retailers are particularly important as it regards social responsibility, which makes the practical contribution from this study even more important.

7.4 Limitations

Some limitations of our study must be elaborated on. The study is not mutually exclusive and collectively exhaustive, which means that additional factors that could sustain relationships between NGOs and retailers exist. Regarding the results, they depict individual's experiences of the context they are in, hence they are not representable for all NGOs and retailers collaborating in CSR-projects. Since the study is of an explorative nature, the findings may not be applicable in other industries than retailers and NGOs. Additionally, the study is conducted in Sweden and the results may not be applicable to collaborations between NGOs and retailers outside of Sweden. Important to notice is that the findings are not describing collaborations overall, but collaborations in strategic CSR-projects between retailers and NGOs.

7.5 Future Research

There are several future studies that can be investigated in the research area. To start with, a similar study can be conducted in other geographical areas since collaborations between retailers and NGOs are not limited to the Swedish context. It would also be interesting to broadening the knowledge for collaborations in strategic CSR-projects by studying additional fields and organisations. Another interesting perspective that future studies could develop is to investigate logics beyond the commercial and social welfare logic in a collaboration between two organisations.

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9. APPENDIX

Appendix 1: Industry Mapping 1 – Collaborations between Swedish NGOs and retailers

This table illustrates that 30 out of the 40 (75%) largest retailers in Sweden (referring to turnover) are collaborating with NGOs in CSR projects.

Retail Company, sorted by size	Examples of collaboration partners
1. ICA Sweden	Röda Korset, Cancerfonden, Childhood, Frälsningsarmén
2. Coop	VI-Skogen, We Effect, Bistånd på Köpet, Matmissionen
3. Axfood (Willys, Hemköp, Tempo, Handlarn)	Rädda Barnen, CSR Sweden, Svenska Naturskyddsföreningen, WWF
4. Systembolaget	Systembolagets Alkoholforskningsråd, Centralförbundet för alkohol- och narkotikaupplysning, Fair Trade, Fair for Social Life
5. IKEA Sweden	WWF, FSC, Better Cotton Initiative, Rädda Barnen, UNICEF
6. Bergendahls (City Gross, MAT, Matrebellerna, Granit, Glitter)	Initiativ för Etisk Handel, Fairtrade
7. Apoteket Hjärtat	Rosa Bandet, Gundua Foundation, Childhood
8. Apoteket	Rädda Barnen
9. Elgiganten	Friends, RagnSells, Revac
10. Axstores (Åhléns, Kicks, Lagerhaus)	Myrorna, Stadsmissionen, Fur Free Alliance
11. Dustin	WWF
12. Lidl Sweden	Barncancerfonden, Stadsmissionen, UNHCR
13. H&M Sweden (H&M, Monki, Weekday, Cos & Other Stories)	Better Cotton, WWF, Wateraid, Better Cotton Initiative
14. Byggtrygg (XL-BYGG, Bygghemma.se, Chilli, Trademax)	
15. Kronans Apotek	Riksförbundet HjärtLung, Farmaceuter utan gränser, Farmaceutkompis
16. Woody Bygghandel	EURO-MAT
17. Julia	Hungerprojektet
18. Beijer	
19. Qliro Group (Cdon, Nelly, NLYman, Members, Gymgrossisten, Bodystore, Milebreaker, Tretti.com, Qliro)	Reach for Change
20. Media-Saturn Nordic (Media Markt)	
21. Netto	Barncancerfonden
22. Bolist	
23. ÖoB	
24. OKQ8	UN Global Impact, UNHCR, VI-Skogen
25. Stadium	SOS Barnbyar, Sweden Textile Water Initiative, Human Bridge, Accord

26. Biltema	Scandinavian Children's Mission, SafePoint
27. Gekås Ullared	SOS Barnbyar, Hand in Hand, Human Bridge
28. Bauhaus	Barncancerfonden
29. Netonnet	
30. Rusta	Läkare Utan Gränser
31. Apoteksgruppen	Flicka, Prostatacancerförbundet, Bröstcancerfonden, Farmaceuter utan gränser
32. Intersport (Intersport, Löplabbet)	Sweden Textile Water Initiative
33. Lindex	Min Stora Dag, Her Project, WaterAid
34. Clas Ohlsson	Rädda Barnen
35. Mio	
36. Byggmax	ActionAid
37. Elon (Elon, Elkedjan)	
38. Reitan Convenience (Pressbyrån, 7-Eleven)	Friends
39. Optimera	
40. Colorama	

Appendix 2: Industry Mapping 2 – Collaboration forms between NGOs and retailers in the Swedish market

This table illustrates different collaboration forms that NGOs offer to companies. All of the 14 NGOs getting the most donations from companies and organisations in Sweden, have developed clear offers to encourage companies to engage in long term relations, reaching beyond a single donation.

Revenues from companies during 2015				
1. UNHCR (371 million SEK)	Company Gift One-time transaction (choose the amount)	Support Company (from 10k SEK) Get a banner, web logo, email signature, newsletter and social media kit	Friend Company (from 100k SEK) Get a banner, web logo, email signature, newsletter, social media kit and tailor-made gratitude movie	Collaborative Partner (from 1 million SEK) Get a banner, web logo, email signature, newsletter, social media kit, tailor-made gratitude movie, communication package, logotype on landing page, reports, lecture, field trip, use of logotype, global report, press release
2. UNICEF (221 million SEK)	Company Gift One-time transaction (choose the amount)	Collaborative Partner		
3. Rädda Barnen (205 million SEK)	Company Gift One-time transaction (minimum 500 SEK)	Friend Company (from 5k SEK) Get a diploma, banner, email signature, company name on website and digital newsletter	Catastrophe Partner Tailor-made partnership	
4. WWF (143 million SEK)	Company Gift One-time transaction. If you donate 2,5k SEK you get certificate, company name on website, web logo	Friend Company (from 10k SEK) Get the WWF magazine, newsletter, web logo, diploma	Friend Company (from 25k SEK) Get the WWF magazine, newsletter, web logo, diploma, banner, Panda Book	Friend Company (from 100k SEK) Get the WWF magazine, newsletter, web logo, diploma, banner, Panda Book, e-mail signature, company name with logo, text and picture
5. Barn-cancerfonden (135 million SEK)	Children Supporter	Main Partner		
6. Röda Korset (112 million SEK)	Supporting Company (from 5k SEK) Get banners and newsletter, company name on website	Supporting Company (from 15k SEK) Get banners and newsletter, company name on website and diploma	Collaborative Partner Tailor-made partnership, active collaboration	
7. Cancerfonden	Friend Company	Main Partner Different levels;		

(111 million SEK)	(from 5k – 50k SEK each year) Get a diploma, exposure, banners, save life, newsletter If you donate 50k SEK you will also get moving graphics, ads and exposure of logotype.	Pink Company, Pink Partner and Pink Main Partner		
8. SOS Children's Village Sweden (102 million SEK)	Friend Company (from 100k SEK each year) Get regularly information on how your money is being used, digital diploma, banner, mail footer	Godparent Company (from 250k SEK each year) Your money is devoted to a specific project, logotype on website, information on how your money is used, usage of logotype, digital diploma, banner, mail footer	Partner Company (from 500k SEK each year) Get a field trip visiting your specific project, lectures, visibility on website with logotype, information on how your money is used, usage of logotype, digital diploma, banner, mail footer	Main Partner (from 1 million SEK each year) Get a field trip visiting your specific project with us, your own page on our website about your specific project, lectures, mingle with other main partners, visibility on website with logotype, information on how your money is used, usage of logotype, digital diploma, banner, mail footer, ads
10. Läkare Utan Gränser (87 million SEK)	Company Gift One-time transaction (choose the amount)	Friend Company (from 10k SEK each year) Get a logo, diploma, email footer, newsletter	Field Partner (from 100k SEK each year) Get a logo, diploma, email footer, newsletter, regular information during catastrophes, presentation	Partner Company (from 1 million SEK each year) (från 1 000 000 kr) Tailor-made partnership
11. Sveriges Olympiska kommitté (83 million SEK)	Official Supplier	Team partner	Partner Company	
12. Frälsningsarmén (68 million SEK)	Company Gift (from 1k SEK) Get a digital diploma	Company Gift (from 5k SEK) Get a digital diploma, banner	Company Gift (from 10k SEK) Get a digital diploma, banner, pictures for Facebook and LinkedIn	
13. Erikshjälpen (60 million SEK)	Friend Company (from 10-50k SEK each year) Get information about our work in our magazine, digital	Support Company Support with products and/or services	Partner Company (from 100k SEK each year) Get information about our work in our magazine, digital newsletter, diploma, logo, exposure website, label, sticker, moving graphics, lectures	

	newsletter, diploma, logo, exposure website, label, sticker, moving graphics, lectures about CSR		about CSR, ad in magazine, logo in newsletter, thank you note with logo in annual report, logo at website	
14. Fryshuset (50 million SEK)	Company Gift One-time transaction (choose the amount)	Collaborative Partner		

Appendix 3: Conducted Interviews

Conducted Interviews NGOs

10 organisations, 14 interviews

Organisation	Type of interview	Role	Type of interview	Date of interview	Interview length
Help to Help Childhood	Pre-Study	Founder	Face to Face	7/2	54:00
	Main Study	Secretary General	Face to Face	21/2	35:00
	Main Study	Responsible for Corporate Relations	Face to Face	23/3	71:00
Barnfonden	Main Study	Responsible for Corporate Relations	Telephone	21/2	52:00
	Main Study	Donations Manager and Deputy Secretary General	Telephone	21/3	35:00
Min Stora Dag	Main Study	Head of Marketing, Communication & Fundraising	Face to Face	24/2	65:00
	Main Study	Responsible for Corporate Relations	Face to Face	14/3	35:00
UNICEF	Main Study	Responsible for Corporate Relations, Senior Corporate Officer	Face to Face	27/2	51:00
	Main Study	Responsible for Corporate Relations, Senior Corporate Officer	Telephone	16/3	40:00
Läkare Utan Gränser	Main Study	Corporate relations	Face to Face	15/3	42:00
SOS-Barnbyar	Main Study	Corporate and Major Donor Relations	Face to Face	15/3	38:00
UNHCR	Main Study	Manager Strategic Partnerships	Face to Face	16/3	41:00
Barncancerfonden	Main Study	Manager Corporate Donations	Face to Face	17/3	52:00
Friends	Main Study	Coordinator Donations	Telephone	20/3	39:00

Conducted Interviews Retailers

10 organisations, 11 interviews

Organisation	Type of interview	Role	Type of interview	Date and time of interview	Interview length
Reitangruppen (7-Eleven)	Pre-Study	Responsible External Communication	Email	20/2	-
Axfood	Main Study	Project Manager at Axfood Sverige AB	Face to Face	13/3	55:00
Gekås Ullared	Main Study	CSR/Environmental manager	Telephone	20/3	42:00
Naturkompaniet	Main Study	Head of Marketing	Face to Face	20/3	35:00
	Main Study	Project Leader	Face to Face	20/3	34:00
Stadium	Main Study	General Manager	Face to Face	22/3	46:00
Granit (Bergendahls Group)	Main Study	Sustainability and Quality Manager	Face to Face	22/3	60:00
Elgiganten	Main Study	Human Resource Specialist	Face to Face	24/3	47:00
Dustin	Main Study	Head of Corporate Responsibility	Face to Face	28/3	54:00
Bygghemmagroup (Byggtrygg)	Main Study	CEO	Telephone	28/3	35:00
MIO	Main Study	Sustainability Manager	Telephone	31/3	39:00

Appendix 4: Interview Guide

Retailers

Overall question areas:

1. Company background and their sustainability work
2. Overall questions about collaborations with NGOs
3. Questions about long-term/strategic collaborations
4. Questions regarding specific strategic collaboration partners
5. Questions about the interviewee and their working position

Question area 1: company background and their CSR/Sustainability work

- Name?
- Position and time of employment?
- How long have you been working for [Company X]?
- What is your professional background?
- Organisational mission, goals, measurements?
- How do your organisation gain legitimacy?
- How does your organisation work with CSR?
- Is the CSR-work spread within the organization or isolated to specific departments/persons?
- Is there any support from the management for these questions? How?

Question area 2: Overall questions about collaborations with NGOs

- Shortly, tell us about your collaborations with retailers. How many are working with company collaborations?
- How has these collaborations developed over time?
- Why are you collaborating with NGOs?
- What is the desired outcome of these collaborations? Do NGOs meet these needs?
- Do you adapt to the NGOs way of working? Does the NGO adapt to your way of working?
- Which similarities and differences are there between a retailer and an NGO?

Question area 3: Questions about long-term/strategic collaborations

- In general, what factors enables long-term/strategic collaborations with NGOs from retailers' point of view?
- Have you experienced any obstacles in these long-term/strategic partnerships?

Question area 4: Questions regarding a specific strategic collaboration partnership

- Why and how are you collaborating with [name of the NGO]?
- Who initiated the contact?
- What did the process look like when you started to collaborate with [name of the NGO]? Who was involved in the decision?
- Do both parties have common goals with the collaboration?

- Are compromises made in the relation? How? When?
- Who is pushing the collaboration/partnership forward?
- What is your role in the collaboration?
- Have you reached your desired goals with the collaboration?
- What does the process look like when making important decisions that concerns both parties?

Question area 5: Questions about the interviewee and their working position

- How do you handle the trade-off that is evident to all retailers; on the one hand sell as much products/services as possible and on the other hand work with social responsibility?

Would you like add anything?

Is there anything you want us to ask NGOs about?

NGOs

Overall question areas:

1. Background of the organization
2. Overall questions about collaborations with retailers
3. Questions about long-term/strategic collaborations
4. Questions regarding specific strategic collaboration partners
5. Questions about the interviewee and their working position

Question area 1: Background of the organization

- Name?
- Position and time of employment??
- How long have you been working for [name of the NGO]?
- What is your professional background?
- Organisational mission, goals, measurements?
- How do your organisation gain legitimacy?
- What does the organizational structure look like?
- How are you financing your operations?

Question area 2: Overall questions about collaborations with retailers

- Shortly, tell us about your collaborations with retailers. How many are working with company collaborations?
- Why are you collaborating with retailers?
- How has these collaborations developed over time? Have you changed your strategy regarding collaborations with retailers over time?
- What is the desired outcome with these collaborations? Can the retailer meet these desires?

- How do you adapt to the retailers' way of working? How does the retailer adapt to your way of working?
- What is your strategy to attract retailers?
- Which similarities and differences are there between a retailer and an NGO?

Question area 3: Questions about long-term/strategic collaborations

- In general, what factors are behind long-term/strategic collaborations with retailers from an NGO's point of view?
- Why are you collaborating with retailers in long-term/strategic partnerships? In contrast, what do you think is the motivational factor for NGOs to work with retailers in long-term/strategic partnerships?
- What obstacles have you experienced in these long-term/strategic partnerships? How have you handled them?

Question area 4: Questions regarding a specific strategic collaboration partnership

- Why and how are you collaborating with [name of the retailer]?
- Who initiated the contact?
- What did the process look like when you started to collaborate with [name of the NGO]? Who was involved in the decision? Was it a strategic decision?
- Do both parties have common goals with the collaboration?
- Are compromises made in the relation? How? When?
- Who is pushing the collaboration/partnership forward?
- What is your role in the collaboration?
- Have you achieved your desired goals with the collaboration?
- What does the process look like when making important decisions that concerns both parties?

Question area 5: Questions about the interviewee and their working position

- What formal goals do you have in your role?
- Are you affected in your daily work by a retailer's way of conducting business in comparison to your way of doing business?

Would you like to add anything?

Is there anything you want us to ask retailers about?