

ON A MISSION TO TRANSFORM FOOD SYSTEMS – STAKEHOLDER MOBILISATION IN MISSION- ORIENTED INNOVATION

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Abstract

In response to increasingly complex societal challenges, mission-oriented innovation (MOI) has emerged as the new paradigm for catalysing change. MOI seeks to address “grand challenges” such as climate change or global inequalities through directionality, participation and experimentation. Research on MOI has focused on the rationale and design of missions but not so much on the implementation in practice. The role and contributions of different stakeholders involved, and the dynamics activated and catalysed by the mission have received insufficient attention thus far. This thesis therefore addresses the question of how MOI mobilises stakeholders. I do this at the case study of a Swedish mission for the sustainable transition of food systems. A Qualitative Content Analysis of interviews with mission stakeholders reveals what the process of mobilising for missions looks like: Mobilisation is based on alignment on vision and measures and the ambition to pioneer solutions. Missions promise stakeholders a platform for knowledge exchange and cooperation. However, stakeholders are mobilised into a stand-by-mode lacking action. Moving towards action depends on a mission's capacities and external challenges. The analysis draws on Strategic Niche Management (SNM) and the Multi-Level Perspective (MLP) to contribute to a better understanding of MOI as a process and the challenges it is facing in context.

Keywords: Mission-oriented innovation, grand challenges, stakeholder mobilisation, participation, transition, food system

Supervisor: Margo Enthoven

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I realise the irony of writing a thesis on the importance of cooperation alone. But to be clear, I was never truly alone in this journey.

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List of abbreviations

FEs	Food Environments
MLP	Multi-level perspective
MOI	Mission-oriented innovation
QCA	Qualitative content analysis
SNM	Strategic niche management

The Mission	The Mission platform of this case study
The Core Team	The four organisations that receive funding for their work from Vinnova and are tasked with orchestrating the Mission.
The Coalition of the Willing	The stakeholders of the Mission that the Core Team has identified as willing for collaboration.

Glossary

Agroecology	Approach to farming that “uses no pesticides and maximises ecological processes”. Organic agriculture is one such method, bound to standards ensured by the European Union (Poux and Aubert, 2018).
Food environment	The “physical, economic, political and socio-cultural context in which consumers engage with the food system to acquire, prepare and consume food” (HLPE, 2017, p. 11). Posits that food choices are not an individual’s free decisions but that various factors lead up to the point of consumption (Brocard and Saujot, 2023).
Food system	Consists of all activities from farm to fork as well as the norms and values attached to those elements. Its constituent elements are food value chains, food environments, and consumer behaviour (HLPE, 2017). In short, “everything food influences and is influenced by” (Lee-Gammage, 2017). Will be referred to in the singular when meaning the general food system and in the plural or with indefinite article when meaning a specific food system.
Planetary boundaries	Define a safe operating space for humanity to thrive within the Earth system. Consist of nine processes that are fundamental to the Earth’s functioning and that are affected by human action, e.g. freshwater use, land-system change and biogeochemical flows. including nitrogen and phosphorus cycles (Steffen <i>et al.</i> , 2015).
Sustainable intensification and smart agriculture	Using inputs and resources more efficiently, e.g. through technical solutions. The motto is to “do better with less” (Poux and Aubert, 2018, p. 14).
Transformation	Defined as large-scale societal change processes or a fundamental change to a system (Keller, Sahakian and Hirt, 2022).
Transition	Describes the shift from one regime to another (Geels, 2011) or changes to particular socio-technical subsystems, e.g. the energy or the food system (Keller, Sahakian and Hirt, 2022). Transitions unfold over a long time span and involve a multitude of actors.

1 Introduction

“A new recipe for the food system” – that is the title of the Swedish innovation agency’s call for innovation projects for sustainable food systems (Vinnova, 2023b). Knowing which ingredients are necessary to cook up an innovation project that successfully solves societal issues would indeed be very valuable. Whether it is aiming for a certain dish or just to prepare something tasty, involving a large team of cooks or a select group of chefs, following the cookbook’s instructions or freestyling by the taste – there are different possible approaches to solving societal challenges.

Food metaphors aside, the current food system produces suboptimal results: it has a negative impact on environment and climate but fails to fulfil its purpose, i.e. feed everyone on the planet. Among other environmental impacts, it most notably contributes to a third of global anthropogenic greenhouse gas emissions (Mbow *et al.*, 2019). And while technically enough calories are produced for everyone, there is not enough food for some and too much of the wrong kind for other people (Holt-Giménez *et al.*, 2012).

Addressing the failures of the food system is hard. As is the case with many other societal issues, the sustainable transition of the food system is very difficult to bring about because it is a complex system involving many actors with different interests and opinions (Wanzenböck *et al.*, 2020). Creating a system that provides nutritious food produced in a sustainable way for everyone would not only entail a change in agricultural production methods and an adjustment in how food is being marketed but also a shift in dietary habits and norms around food (Willett *et al.*, 2019). At the same time, the food system is made up of an almost infinite number of actors along the food value chain and beyond. This means that the problems are created by a multitude of actors that also need to be involved and work together to solve them (Leeuwis, Boogaard and Atta-Krah, 2021). However, there are of course as many different opinions on how to go about this as there are actors and interests invested (Béné, 2022). Solutions come with trade-offs that might make some actors worse off. And yet, the problems of the food system need to be dealt with urgently, preferably yesterday. Otherwise, there is a risk of feedback loops worsening the situation, irreversibility of certain consequences, e.g. climate tipping points, and path dependence that locks the system into established paths for decades to come (Béné, 2022; Lenton *et al.*, 2023; Willett *et al.*, 2019).

1.1 Tool for change: innovation in missions

It is easy to resign in the face of challenges as grand as the ones the 21st century holds for us. A tool for addressing grand challenges that has become widely spread is mission-oriented innovation¹ (MOI).

While this approach has gained increasing attention in recent years, it is not an entirely new way of tackling such challenges. Rather, MOI draws inspiration from past missions, such as the endeavour to send a man to the moon. The key distinction lies in the nature of the outcome: past missions had a clearly defined goal—sending a man to the moon, a binary challenge—and primarily focused on overcoming technological hurdles. Innovation was required to develop the necessary technology to achieve this objective (Robinson and Mazzucato, 2019).

Today, missions are less clear cut. They are instead used to catalyse large-scale transformations, addressing challenges that are not only technological but also societal and thus a lot more complex.

Mazzucato compares traditional and modern mission-oriented projects, emphasizing the more decentralized, inclusive, and open nature of contemporary missions. While earlier missions—focused on nuclear, defence, and aerospace—were designed to achieve goals predefined by experts without consideration for economic feasibility, modern missions take a more participatory approach. They are shaped by a diverse range of actors and require solutions to societal challenges to be economically viable (Mazzucato, 2018).

Notable historical examples of mission-oriented innovation include the Apollo program, which enabled the moon landing, and the Manhattan Project, which led to the development of the first nuclear weapon. In Europe, the UK and France successfully collaborated on the Concorde project, while the German “Energiewende” serves as a more recent example of a mission aimed at transforming the country’s energy system (Fisher *et al.*, 2018).

The publication of high-level strategy documents and the launch of national MOI strategies in recent years indicate a growing interest in and commitment to pursuing mission-oriented approaches: The OECD has its own Mission Action Lab to consult its member states on how to set missions up for success (OECD, 2024), and government agencies such as the Swedish Innovation Agency Vinnova are actively financing MOI projects (Vinnova, 2023b). With its Horizon Europe project, the European Union is using missions to address issues ranging from

¹ While sometimes also referred to as mission-driven innovation, I am using the term employed by most researchers in the field.

the creation of healthy soils over beating cancer to adapting to climate change (European Commission, no date).

This is part of the current trend of giving innovation a different purpose rather than “only” creating growth. Instead, innovation is now supposed to solve societal problems (Diercks, Larsen and Steward, 2019). MOI involves having an ambitious mission that provides directionality to action, engaging a multitude of actors and experimenting with many different solutions. It is the clear direction, the involvement of many stakeholders and the testing of various solutions that make MOI an appropriate tool for addressing grand challenges.

Despite these defining characteristics of MOI, significant variation exists among different mission-oriented initiatives, extending beyond the distinction between traditional "man on the moon"-type missions and more recent transformative missions (Fisher *et al.*, 2018). While no single typology encompasses all missions, they can be categorized based on the nature of the problem they address, which may be either potentially solvable (Type A) or complex (Type B). Similarly, in line with the traditional versus challenge-driven distinction (Type 1 and Type 2), missions can also differ in their objectives—either accelerating technological innovation or transforming an existing system. An analysis of numerous case studies has led to the classification of missions into four types: science, technological, transformative, and umbrella missions. Additionally, missions vary in complexity depending on the scale and intricacy of the challenge they seek to address (Wittmann *et al.*, 2020).

A central feature of missions is to involve different actors and to get them to work together towards the goal (Mazzucato, 2018). This makes missions a tool for organising cooperation (Janssen *et al.*, 2021).

1.2 Research question and purpose

Since MOI is a relatively new form of innovation, there is not much knowledge on how these missions work in practice. The focus so far has been on launching new missions instead of observing the functioning of missions. This concerns especially how different stakeholders are involved in missions, e.g. how missions get them on board and how exactly they contribute to and benefit from a mission.

This thesis therefore addresses the following research question:

How does mission-oriented innovation mobilise stakeholders for the sustainable transition of food systems?

The issue of mobilisation is at the core of this question. Another way to phrase this would be to ask how a mission gets different stakeholders to support its purpose. I will analyse this in the context of food system transformation because it is an area particularly suited to MOI, due to its status of a grand challenge and the generally high level of stakeholder participation in this topic.

I work with a case study of a Swedish mission platform, interviewing the Mission's Core Team and its broader coalition of willing stakeholders. This allows for deep insights into what a mission can look like in practice and more specifically, the process of mobilising stakeholders for missions. I use Qualitative Content Analysis (QCA) according to Mayring (2014) to categorise my findings and develop a conceptual framework of the process of mobilisation with help of the Gioia method (Gioia, Corley and Hamilton, 2013).

I expect to contribute to the literature on mission-oriented innovation by painting a picture of what missions can look like in practice. This single case study has no claims to generalisation but instead aims to provide a detailed view of a live mission innovation project. The focus is on the processes of mobilisation of stakeholders in MOI which have not been explored so far but which are crucial for a mission's success. By conceptualising the process of mobilisation for missions, I aim to contribute to the development of a process-oriented view of MOI.

1.3 The case of sustainable food system transformation

The basis for this thesis is the case study of a mission for a sustainable food system that I present in this section, after a brief introduction to the issues of the current food system.

The food system consists of all processes involved in feeding us as well as the norms and values attached to those elements. Understanding the complex value chain and all processes from farm to fork as one food system allows for a more comprehensive view of the relationships and influences that shape how we eat. The food system thus includes activities such as farming, processing, distribution and consumption of food, as well as the outputs of these activities (environmental impact, socio-economic outcomes). According to the HLPE (2017), its constituent elements are food supply chains, food environments and consumer behaviour. The global food system consists of many regional and local food systems, and different food systems can coexist at the same time. Throughout this thesis, I will refer to *the* food system and food system transformation when I mean the global food system or *a* food system (or food systems in the plural form) when I am talking about a specific food system, i.e. the Swedish food system (Lee-Gammage, 2017).

The current global food system causes a lot of damage to climate and biodiversity while not being able to nourish every person on the planet:

It is responsible for 21-37% of anthropogenic greenhouse gas emissions (Mbow *et al.*, 2019), most of which are associated with agriculture (Crippa *et al.*, 2021; Mbow *et al.*, 2019, p. 439). Agricultural emissions primarily consist of CO₂ emissions from land use, e.g. through deforestation to create arable land, and methane emissions from enteric fermentation, i.e. cattle and sheep digestion (Lamb *et al.*, 2021). Land-use change does not only contribute to climate change, but it also makes agriculture the major driver of biodiversity loss (IPBES, 2018). The transgression of several planetary boundaries, including the disruption of biogeochemical flows due to the excessive use of nitrogen fertilizers, is directly linked to agricultural practices (Campbell *et al.*, 2017; Steffen *et al.*, 2015). A large part of these environmental impacts can be traced back to livestock farming. This agricultural activity is particularly land intensive, especially when calculating per calory produced, and ruminants are strongly contributing to methane emissions, an especially impactful greenhouse gas (Mbow *et al.*, 2019). The global food system is fossil fuel based, meaning that part of its greenhouse gas emissions are related to energy use, for example upstream in the production of agrochemicals or downstream the processing of agricultural products (Lamb *et al.*, 2021).

Although this system technically produces enough food to feed ten billion people (Holt-Giménez *et al.*, 2012), more than 700 million people go hungry (United Nations, 2024). Even more people face food insecurity, meaning they lack access to a healthy diet, which contributes to a “triple burden of malnutrition” – undernutrition, micronutrient deficiencies, and obesity ('The triple burden of malnutrition', 2023). At the same time, European diets are characterised by an excessive intake of calories and a too low consumption of fibre, particularly lacking fruits and vegetables. The consumption of red meat is double the recommended amount. These unbalanced diets have led to an increase in obesity rates and the high prevalence of cardiovascular diseases and type II diabetes (Poux and Aubert, 2018).

In view of the climate trajectory the planet is currently on, and the severe consequences of current diets on human health, action is more than necessary. The Swedish innovation agency Vinnova has identified this challenge and views a changed food system as the precondition to mitigate climate change and meet the Agenda 2030 goals (Vinnova, 2023b). Sweden is seen as a frontrunner when it comes to supporting innovation that addresses grand challenges (Giacometti and Jessen, 2024), and as such, Vinnova lists the issues described above as reasons for the call for innovation platforms creating a sustainable food system. They define sustainable

food systems by their ability to provide safe and nutritious food for all while ensuring that this does not jeopardise future generations' economic, social and environmental basis for doing the same. Vinnova believes that creating sustainable food systems requires system innovation, a responsibility they entrust to the innovation platforms they finance. These are supposed to have an ambitious mission and develop and experiment innovative solutions together with different system stakeholders. The projects were assessed on the basis of their mission's relevance, potential, the involved actors and the mission's feasibility. In 2023, eight platforms were selected for financing in the first phase. During these first 18 months, they should formulate a vision and mission, identify levers of change, develop a learning process, forms of cooperation, and achieve national anchoring and international connectivity (Vinnova, 2023b). This will be reassessed when they are applying for phases two and three that will continue until 2028. The platforms selected have different focus areas: Some address the sustainable production of food, focussing on local production and supply, as well as the development of sustainable production methods. Others focus on creating sustainable consumption from a systemic perspective. At the same time, several of them aim to bring about a protein shift where protein intake comes from vegetable rather than animal sources (Vinnova, 2023a).

I am using one of these platforms for my case study. This mission seeks to transform the food environment which they have identified as powerful lever for changing the food system. Food environments are defined by the HLPE (2017, p. 11) as the “physical, economic, political and socio-cultural context in which consumers engage with the food system to acquire, prepare and consume food”. Elements of the food environment that influence food choices are for example the physical and economic access to food, food promotion and advertising, food quality and safety. The concept posits that it is not only the individual that is responsible for their food choices but that various factors lead up to the point of consumption (Brocard and Saujot, 2023).

The mission I will analyse aims to “ensure that Sweden’s public food environments meet the needs of people, society, and nature by 2033.”² Its overarching goal is to transform Swedish food environments, making healthy and sustainable food the default choice for consumers. To achieve this, the mission focuses on research into the design and impact of food environments, providing a foundation for the development of innovative solutions within its innovation platform. The ultimate objective is systemic change and a sustainable transition of the food system. Operating in an evidence-based manner, the Mission seeks to translate research into tangible system-wide change while simultaneously embracing bold ideas, continuous

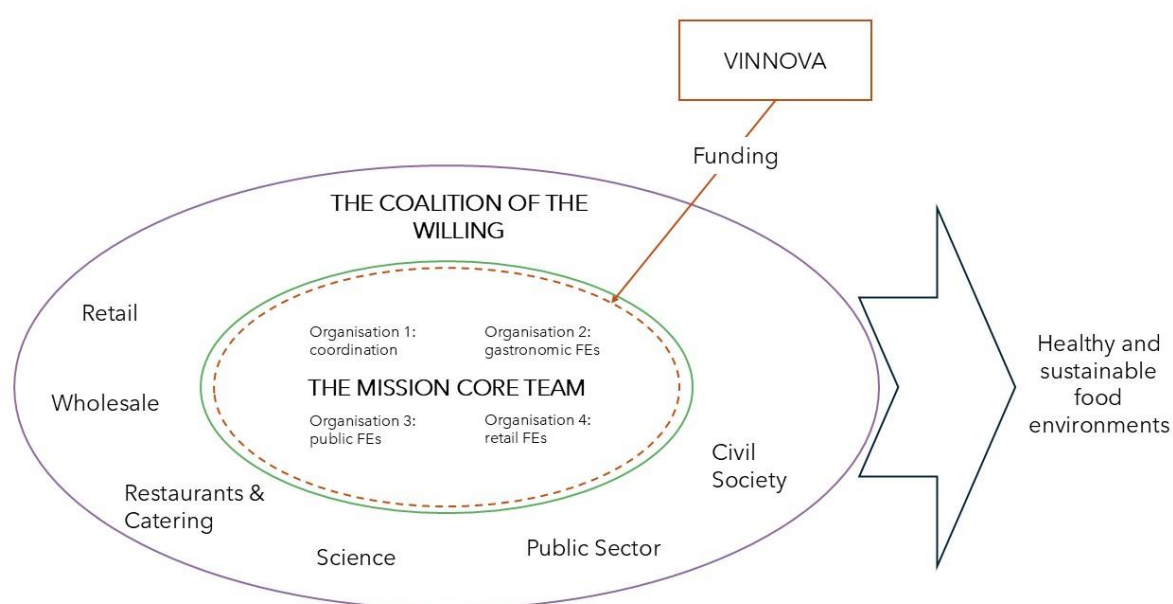
² From the Mission's website, 2025.

experimentation, and the development of new solutions. I pseudonymise this Mission by referring to it as the Mission (in capital letters) to encourage honest and open responses during the interviews by assuring participants of confidentiality, and to enable myself to evaluate it more critically.

Like the other missions supported by Vinnova, this Mission consists of a Core Team of four different organisations. Three of them are from the civil society, one organisation is from the public sector. They conceptualised the Mission and jointly applied for funding after participating in a Vinnova-organised workshop related to this call. The Core Team receives funding from Vinnova for their work with the Mission. The four organisations each focus on different food environments (gastronomic, public and retail food environments) and one organisation is responsible for the overview of all areas and coherence of their work. The Core Team is engaging other stakeholders to work towards the Mission in what they call a Coalition of the Willing. Participants in this Coalition of the Willing were selected through the Core Team organizations' networks and invited to take part in two workshops. These stakeholders do not receive funding for participating in the Mission, unless they contribute a prototype that is suitable for separate funding from Vinnova's "innovation pot" (Vinnova, 2023b). Figure 1 shows how the Mission is constructed in terms of its participants.

Figure 1. Organisational structure of the Mission

The Mission Core Team consists of four organisations that each focus on a different type of food environments (FEs).



So far, the Mission's activities consist of the joint work of the Core Team, events involving its Coalition of the Willing, and prototypes developed by Mission stakeholders. Two workshops assembling the stakeholders of the Coalition of the Willing have taken place in Stockholm (March 2024) and Malmö (May 2024), in order to build the Mission and gather knowledge on food environments (see figure 2). This was complemented by interviews carried out by the Core Team with additional stakeholders in food environments in order to gain information on levers and challenges for change. This research work culminated in the creation of a system map, highlighting relationships between different parts of the system and potential levers of change. The map was presented to the Mission's Coalition of the Willing and everyone interested in a webinar in September 2024. Two organisations that are part of the Mission are receiving financing from Vinnova for prototypes they are developing. One is a map that collects policies and research on food environments around the world in one website to inspire action. The other is a project developing a different architectural layout for supermarkets that supports sustainable consumption. The Mission is highly active on LinkedIn where it communicates its activities and keeps its followers informed on new research and initiatives around food environments in a monthly newsletter. It is currently preparing its application for phase two of the Vinnova call.

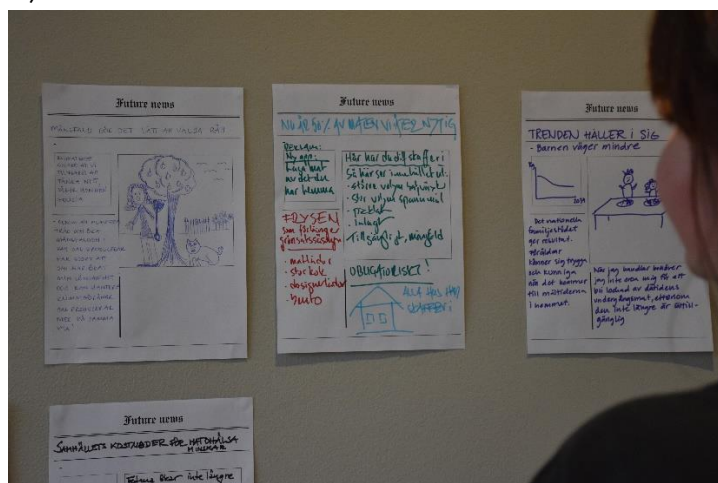
Figure 2. Mission workshop in Stockholm, March 2024

Photos taken by the author at the Mission's workshop in Stockholm in March 2024, showcasing the brain storming on the role of food environments (a) and the creative visioning activity designing a future newspaper's front page (b).

a)



b)



1.4 Thesis outline

Having now introduced the topic and case of this thesis, I will move on to presenting the relevant literature (2) in the next part. This includes research on MOI and stakeholder participation, as well as their application to the context of food system transformation. I will also present Strategic Niche Management (SNM) and the Multi-Level Perspective (MLP) as the theoretical lenses and basis for my own theorising on stakeholder mobilisation in MOI. The subsequent methods section (3) presents my approach to the case study, my realisation of the interviews and their analysis. The results section (4) follows the structure of the findings, beginning with the alignment of vision and measures, moving on to the creation of a platform and ending on the challenges to the process of stakeholder mobilisation. The discussion (5) puts these results into context and in conversation with the existing literature. And this thesis ends of course with a conclusion (6), summarising the findings.

2 Literature Review

In this part, I present the existing literature relevant to answering the research question. I first introduce MOI as a tool for addressing grand challenges (2.1) and the role of stakeholder participation (2.2) in this process. Then, I analyse how food system transformation relates to these concepts (2.3). The literature review concludes with an overview of two related transition management theories (2.4) that help explain this case, followed by the identification of the research gap (2.4).

2.1 Mission-oriented Innovation

The main ingredient of this thesis is MOI which, as the name suggests, is a form of innovation. Innovation is of course about novelty but also the implementation of this novelty, in the hope of creating a better world (Edler and Fagerberg, 2017; Schot and Steinmueller, 2018). For a long time, innovation has been mostly viewed through the frames of technology, and as a means for creating growth. Lately, its purpose has shifted towards addressing societal challenges, meaning that a focus on technology will no longer be sufficient. Instead, a new paradigm of transformative innovation, to which MOI belongs, has emerged. This new type of innovation recognises and tries to address failures of previous innovation policies. This includes the failure to provide a direction to innovation, to coordinate between different policy areas to transform whole systems, and the failure to involve all actors concerned (Schot and Steinmueller, 2018).

It also acknowledges that today's challenges are more complex and require a different kind of innovation. The agenda for innovation needs to be broadened to include not only economic, but also societal and environmental concerns (Diercks, Larsen and Steward, 2019).

The issues MOI seeks to address are grand challenges (Haddad *et al.*, 2022). Richard Nelson coined the term with his comparison of “the moon and the ghetto”, questioning why it was possible to achieve a moon landing but not to eradicate poverty. The reason for this is that societal problems are wicked and therefore not easily solvable (Mazzucato, 2018). The difficulty in addressing them stems from four properties: Firstly, grand challenges are contested, meaning that they can be understood and interpreted in different ways. They are multidisciplinary and not easy to categorise. Secondly, they are complex because many different actors who only ever see their part of the system are involved. Thirdly, their dynamics make them uncertain, it is impossible to predict how they will develop and how the preferences of the actors evolve (Ferraro, Etzion and Gehman, 2015; Wanzenböck *et al.*, 2020). A fourth property added by Janssen *et al.* (2020) is urgency: because of their societal impact, solutions to these problems are needed now. According to Wanzenböck *et al.* (2020), no two grand challenges are alike. In order to address these heterogeneous challenges, their specific degree of wickedness needs to be determined, otherwise MOI risks providing a one-size fits all approach.

Missions tend to have a clear direction, i.e. solving the grand challenge in a particular way, but are open-ended as to the measures that take them there (Schot and Steinmueller, 2018). Wanzenböck *et al.* (2020) view it as a process-oriented policy that provides directionality in the search for innovation while Janssen *et al.* (2021) describe MOI as governance mechanism to organise the engagement of stakeholders.

More concretely, MOI aims to solve grand challenges to produce results that are societally beneficial. Innovation has thus taken a normative turn, following a determined direction for change (Haddad *et al.*, 2022). It is now supposed to also “guide processes of transformative change towards desired societal objectives” (Diercks, Larsen and Steward, 2019, p. 884). Addressing grand challenges involves an ambition of comprehensive system transformation rather than simply incremental improvements to the status quo (Diercks, Larsen and Steward, 2019; Kuhlmann and Rip, 2018; Schot and Steinmueller, 2018; Weber and Rohracher, 2012). Instead of merely addressing market failures, innovation shifts toward the creation of new markets (Mazzucato, 2018). This requires a long-term horizon and an “ongoing process of participation and experimentation” (Ferraro, Etzion and Gehman, 2015). Many different, and also new or surprising actors need to become involved. MOI has to provide a structure that

allows for their participation (Ferraro, Etzion and Gehman, 2015; Kuhlmann and Rip, 2018; Schot and Steinmueller, 2018). Because grand challenges are so complex, there is no way of knowing what the best solutions are. Instead, there are potentially multiple possible solutions. Therefore, it is important to experiment and to learn from experience (Ferraro, Etzion and Gehman, 2015; Schot and Steinmueller, 2018). In a nutshell, the promise of MOI is to turn broad grand challenges into concrete problems, to learn from experimentation and to involve a wide spectrum of stakeholders by uniting them and the innovation activities around a common goal (Janssen *et al.*, 2021; Mazzucato, 2018).

The defining feature that sets MOI apart from other streams of transformative innovation is that it prescribes the “picking [of] the willing” (Mazzucato, 2018, p. 806). Instead of involving everyone concerned by a grand challenge, MOI calls for the mobilisation of those that are willing to bring about change (Haddad *et al.*, 2022).

2.2 Stakeholder participation

If MOI is the salt of this thesis, stakeholder participation is the pepper. Analysing how MOI mobilises stakeholders requires knowledge of the literature on stakeholder participation. Stakeholder theory in strategic management suggests that considering the relationships between a business and the organisations affected by it contributes to value creation and is the ethical thing to do (Parmar *et al.*, 2010). Stakeholders are defined as groups or individuals who “can affect or [are] affected by the achievement of the organisation’s objectives” (Freeman, 1984, cited in Parmar *et al.*, 2010, pp. 411–412) and they may possess any combination of three attributes: legitimacy, power, and urgency (Mitchell, Agle and Wood, 1997). For the purpose of this thesis, I am referring to stakeholders as organisations or individuals that are relevant for the Mission and its theme of food environments. The question of “who or what really counts” has long preoccupied stakeholder theorists and is also relevant to MOI (Mitchell, Agle and Wood, 1997, p. 881). However, to understand the role of stakeholders in addressing societal challenges instead of contributing to a firm’s value creation, more specific literature is necessary.

Systemic innovation that tackles grand challenges requires the involvement and cooperation of multiple actors (Schot and Steinmueller, 2018; Wiarda *et al.*, 2023). Stakeholders should be involved from day one, already in the process of designing a mission. Therefore, their participation has to be included in the design of MOI, a practice which is frequently called “engagement by design” (European Commission, 2018, p. 11; Rabadjieva and Terstriep, 2021, p. 2). Such a high level of participation is supposed to have various benefits: It allows for a

mission to draw on insights from various perspectives, enabling a more holistic picture of the grand challenge. By having stakeholders interact via the mission, they are made aware of their interdependencies and realise the need for concerted action (Schut *et al.*, 2016). Thanks to the insights provided by this diversity of actors, solutions will be more innovative and have a larger impact than those developed by standalone organisations (Couture, Jarzabkowski and Lê, 2023). The directionality helps attract resources because potential funders can envision a concrete outcome of the mission (Grodal and O'Mahony, 2017). Stakeholders will feel more responsible for carrying out the mission's actions and feel a stronger sense of ownership. Having been part of the decision-making process makes it more likely for them to support solutions (Couture, Jarzabkowski and Lê, 2023; Schut *et al.*, 2016). Their participation also provides legitimacy to the innovation project (Haddad *et al.*, 2022). To summarise, mobilising stakeholders for a mission reduces the risks of innovation and moves the common cause forward.

This shows that participation is not an end in itself and should therefore be implemented strategically (Rabadjieva and Terstriep, 2021). Stakeholders are mobilised through different processes. Missions enlist diverse communities and allow for goal grafting where shared goals are layered on top of stakeholders' existing goals. This makes it easy for organisations to become a part of the mission. However, this process may introduce interest misalignment, when stakeholders' underlying interests are incongruent with the mission's goals. When implementing a mission, existing actions are often retrofitted to the mission's goals, relying on status quo criteria for evaluation and distributed independent action. This can lead to goal displacement, where previously ambitious objectives become watered down to near-term goals (Grodal and O'Mahony, 2017).

Despite sustained attempts to address grand challenges by involving stakeholders, initiatives have so far been unable to solve them (Couture, Jarzabkowski and Lê, 2023). The literature assumes that participants of a mission agree on the direction and with what measures they can reach their goal. However, when the direction remains vague or superficial, a mission can garner broad support, but the lack of clarity may also result in disagreements on how to achieve its goals. Grodal and O'Mahony (2017, pp. 1818–1819) conceptualise this as a “duality of field mobilisation” whereby the strategies used to mobilise stakeholders introduce interest misalignment that “eventually undermines the ambitions of the grand challenge”. Couture, Jarzabkowski and Lê (2023) introduce the problem of how overcoming different obstacles can lead to missions wrongly focussing too much on unifying their collective response instead of

on solving the grand challenge. This can lead to path dependant responses to grand challenges that mirror the status quo. Another difficulty is to keep stakeholders engaged in the long term. While it is relatively easy to initiate engagement, the consensus around a shared goal should not be taken for granted (Ferraro, Etzion and Gehman, 2015; Grodal and O'Mahony, 2017). Addressing a grand challenge by working together in missions thus becomes a challenge in itself (Couture, Jarzabkowski and Lê, 2023).

Stakeholder mobilisation for missions is not an easy undertaking because on the one hand, grand challenges span across organisational boundaries, meaning that there is a lack of control over the participants (Grodal and O'Mahony, 2017). Involving actors with divergent interests makes a structure within which they can interact and engage necessary. Their engagement requires some “rules of the game” (Ferraro, Etzion and Gehman, 2015, p. 374). On the other hand, the more complex and interdisciplinary a challenge is, the greater the number of stakeholders it concerns (Ferraro, Etzion and Gehman, 2015). It is thus crucial to determine who to involve, how, and at what stage of the innovation process (Grillitsch *et al.*, 2019). Addressing grand challenges prescribes a cross-sectoral approach (Mazzucato, 2018). But while other streams of innovation literature emphasise the selection of participants so that they reflect a diverse range of stakeholder opinions and interests, MOI argues that participants should be mobilised based on their willingness to contribute to the mission (Haddad *et al.*, 2022; Mazzucato, 2018). This provides a mission with legitimacy and avoids the risk of reticent incumbents endangering the mission's success from within (Haddad *et al.*, 2022). After all, involving a wide range of stakeholders holds the risk of “watered-down, catch-all agendas” (Grillitsch *et al.*, 2019, p. 1058). Leadbeater (2018) suggests missions to become something like a movement. The advantage of this would be that because stakeholders of a movement tend to share its goals, serious commitment to the cause would be more likely. He calls for “coalitions” of different stakeholders working together to achieve system change. A Vinnova report on MOI that the Mission of this case study bases its work on advises the mobilisation of a “coalition of the willing” that still “get[s] beyond the usual suspects” (Hill, 2022, p. 207). The term coalition, most commonly used in politics, denotes a temporary alliance to achieve a common goal. Expanding it to a coalition of the willing emphasises the voluntary nature of participation, hinting at an intrinsic motivation for participation (Rodiles, 2018). This makes it fitting for the context of MOI.

However, while engaging only willing stakeholders is regarded as the defining characteristic of MOI, this practice is not uncontested. Wanzenböck *et al.* (2020) criticise that a too narrow range

of stakeholders is involved in defining the problems and developing solutions. Addressing grand challenges would instead require a diversity in how the problem is understood and multiple potential solutions. On the basis of their characterisation of grand challenges, Wanzenböck *et al.* (2020) deem MOI suitable only for grand challenges where views diverge on the solution but converge on the problem. The role of MOI would be to develop solutions based on the common understanding of the problem. When there is divergence on the problem definition as well (disorientation), then a multitude of actors with different opinions should be involved and attempt to develop a collective understanding of the problem.

But diversity of stakeholders involved and coalition of the willing are not necessarily mutually exclusive. In order to effectively address a grand challenge, even a coalition of the willing should consist of as broad a set of stakeholders as possible, covering different sectors (George *et al.*, 2024; Wiarda *et al.*, 2023). The more organisations willing to change things participate, the more likely success will be. In terms of Wanzenböck *et al.*'s (2020) problem-solution space, this means that working with a coalition of the willing makes MOI suitable for disorientation challenges. Considering that the willing stakeholders likely converge in their problem definition moves the challenge from disorientation towards “problem in search of a solution”.

In any case, merely agreeing to work together does not guarantee success, as grand challenges are called “grand” for a reason (Gray and Purdy, 2018).

2.3 Food system transformation as a grand challenge

Considering the food system's impacts on planetary and human health outlined in the introduction, a sustainable transition of the food system is indispensable. Among researchers, there is growing consensus about the necessity of such a transition (Resnick and Swinnen, 2023, p. 2; Webb *et al.*, 2020). The food system is at the nexus of health, social justice, climate change and biodiversity which makes its sustainable transition a powerful lever to reach the UN sustainable development goals (Caron *et al.*, 2018). However, changing the food system has proven to be difficult considering its systemic character and the interconnectedness between different issues. Table 1 characterises this difficulty as a grand challenge according to Wanzenböck *et al.*'s (2020) criteria of contestation, complexity, uncertainty and Janssen *et al.*'s (2020) addition of urgency.

Table 1. The grand challenge of food system transformation, based on Wanzenböck *et al.* (2020) and Janssen *et al.* (2020)

	Problem	Solution	Degree of divergence
Contestation (divergent views on the issue)	- Food systems are made up of a variety of actors with different interests and values (Leeuwis, Boogaard and Atta-Krah, 2021; Resnick and Swinnen, 2023). - Most of these actors only know their part of the food system and can only share that perspective (Leeuwis, Boogaard and Atta-Krah, 2021). - While science is relatively clear, actors that are part of the food system have opposing values and priorities (Béné, 2022).	- Conflicting views on how to deal with the adverse effects of the food system: - Some advocate agroecological farming practices accompanied by a shift in diets to mitigate the detrimental impact of the food system (Muller <i>et al.</i>, 2017; Poux and Aubert, 2018) - Others believe in smart agriculture/sustainable intensification and increased productivity without intervening in people's food choices (Benton and Bailey, 2019; Leeuwis, Boogaard and Atta-Krah, 2021; Poux and Aubert, 2018).	High
Complexity (multi-dimensional nature of the issue)	- Food systems span across many different areas of society (Caron <i>et al.</i>, 2018; Galli <i>et al.</i>, 2020). - They are self-organising, with no one actor having control over the whole system (Leeuwis, Boogaard and Atta-Krah, 2021). - Decision-making in food policy is siloed, i.e. it is dispersed across different institutions (HLPE, 2017;	- Multiple interventions of various types and in various settings will be necessary to realize lasting change (Temme <i>et al.</i>, 2020). - Food system transformation requires systemic restructuring instead of incremental changes (Béné, 2022; Caron <i>et al.</i>, 2018).	High

	Humpeöder, F. <i>et al.</i> , 2024)		
Uncertainty (limited availability of evidence)	Analysing food system transformation through a political lense not yet established, instead, a technical nutritionist/public health view dominates (Béné, 2022).	There is not one solution that can solve the problems, instead many different solutions are necessary, adapted to the specificities of each location (Caron <i>et al.</i>, 2018; Temme <i>et al.</i>, 2020).	Medium
Diagnosis	Because of divergence in the views both on problem and solution: Disorientation		
Urgency (quick escalation of intractable problem)	- Environmental impact of the global food system (climate and biodiversity) (Crippa <i>et al.</i>, 2021; IPBES, 2018; Steffen <i>et al.</i>, 2015). - Impact on human health, and “obesity pandemic” in the Global North ('Obesity: another ongoing pandemic', 2021; World Health Organisation, 2024) - Need for transformation in view of these impacts “irrefutable” (Webb <i>et al.</i>, 2020, p. 584).		

Table 1 illustrates the divergence in how both the problem and the solution are viewed, making food system transformation a grand challenge in its strongest form of “disorientation”. This means that it could be solved involving different stakeholders, for example through MOI.

The complexity of food system transformation stems largely from the number of actors and interests shaping it. From farming, over retail and gastronomy to the end-consumer, many individuals and organisations are together creating the food system and its adverse effects. Their role in causing the problem also means that they need to be involved in order to bring about change. Leeuwis, Boogaard and Atta-Krah (2021, p. 774) state that a “strong coalition for change” is necessary to achieve food system transformation, including stakeholders who usually do not work together. According to Wiarda *et al.* (2023), in practice, the degree of participation of stakeholders is determined by the mission theme. Food system transformation is in fact one of the few themes where participation of stakeholders is typically practiced. It is characterised by the most public participation of the mission themes analysed: It happens both earlier in the process (upstream and midstream) and typically includes more stakeholders than other mission themes, e.g. security.

These characteristics of food system transformation—being a clear grand challenge and a context where stakeholder participation is commonly practiced—make it ideal for analysing stakeholder mobilisation in MOI.

2.4 Theoretical framework

SNM and the MLP can enhance our understanding of stakeholder mobilisation in MOI by putting it in its context of driving a transition. These two concepts are interrelated and part of socio-technical transitions literature that emphasises that systems are not only technological but also depend on social practices (Geels, 2019). This literature is dominated by Frank Geels who developed the MLP at the beginning of the 2000s and who will be cited a lot throughout this section.

2.4.1 Strategic Niche Management

SNM states that innovation can be facilitated by creating protective spaces for innovation, i.e. niches that allow for experimentation and development of an innovation protected from outside pressure. This is based on the assumption that the dominant regime is not yet ready for a certain innovation, meaning that it needs to be further developed in the protection of the niche, until either the regime or the innovation is ready for adoption. A niche allows for variation and experimentation, reflecting its quasi-evolutionary view on innovation (Schot and Geels, 2008). The focus of SNM lies on learning about the feasibility of a certain innovation and “building a constituency” behind it (Kemp, Schot and Hoogma, 1998, p. 184). SNM is applicable either for radical novelties for which the regime is not yet ready or in the case of socially desirable innovations that serve societal goals in the long term, e.g. sustainability. As such, it is however not about how governments can create and steer a niche but should rather be viewed as a tool for steering and building niches from within (Schot and Geels, 2008).

Early SNM research has developed three processes that enable the successful development of a niche (Geels, 2011, p. 27; Kemp, Schot and Hoogma, 1998; Schot and Geels, 2008). This is firstly the articulation of expectations or visions. Actors that are part of developing a niche innovation should share an understanding of what can be achieved, as specific as possible. Secondly, niches should build social networks that involve unexpected actors and are able to mobilise resources. This is crucial for building a constituency for the innovation. Lastly, learning processes should be initiated on various dimensions. Crucial for this is second-order learning that questions cognitive frames and assumptions inherent to the system.

Seyfang and Haxeltine (2012) apply SNM to an innovation project originating in the civil society and find that the processes also hold for the formation of less technological and more social niches. The difference to technological niches is the nature of the protected space a niche offers. Niches protect social innovations of the values and culture of the regime instead of market pressure.

2.4.2 Multi-level perspective

Internal factors are not the only determinants of the success of a mission. The MLP conceptualises the external dynamics that impact the success and adoption of an innovation. This middle-range theory proposes that transitions come about through the interactions of processes at three levels (Geels, 2010).

The socio-technical regime is in a stable, if not locked in state (Schot and Geels, 2008). The other two levels are defined in relation to the regime: Niches are protective spaces where radical novelties emerge with the purpose of changing the regime, and the landscape is the external environment that influences how regime and niche interact with each other (Geels, 2011). Transitions are the shift from one socio-technical regime to another, and they come about through interactions between the three levels. The niche builds up momentum for the transition and changes at the landscape level exert pressure on the regime. Such destabilisation of the regime potentially opens up windows of opportunity for niche innovations, finally leading to a transition (Schot and Geels, 2008).

While the MLP considers radical innovations central to transitions, it highlights that these innovations are driven by multiple social groups engaging in diverse activities within the framework of existing norms and institutions (Geels, 2019). It is thus not only bottom-up processes at niche-level that drive transitions but also the alignment of processes at the three levels (Schot and Geels, 2008). The MLP's strength lies in the way it links the dynamics of transitions to micro and macro processes (Weber and Rohracher, 2012). It has been criticised for neglecting the role of actors' agency and power and for conceptualising transitions superficially (Geels, 2011). However, the MLP offers valuable insights into the dynamics accompanying complex transitions and provides a useful frame of analysis for understanding change.

2.5 Research gap

Weaving the literature together to answer the question of how MOI mobilises stakeholders shows that there is a research gap around the role of participation in MOI and the understanding of its process.

Janssen *et al.* (2021) see a risk of MOI becoming a default answer to societal problems by simply relabelling old logics. This is due to a lack of knowledge about how missions unfold in practice. The focus of research on MOI has been on launching new missions and on their design instead of analysing their implementation and the dynamics they activate. Now that actual missions are being put into practice and funded with government means, research should move towards investigating how they are implemented. Janssen *et al.* (2021) call for a more nuanced debate around missions, based on investigations into what we do not yet know. This concerns specifically what real missions look like in practice (Diercks, Larsen and Steward, 2019; Janssen *et al.*, 2023).

There has been only little analysis on the role and contribution of the different stakeholders involved in a mission (Haddad *et al.*, 2022). This is surprising considering that stakeholder participation is central for MOI. Together with directionality and experimentation, it is one of the factors that determines the success or failure of a mission, and yet little is known about how best to implement it. Of course, we do know about stakeholder participation in corporate organisations from Stakeholder Theory. But in the context of missions, many questions remain open: What processes are driving stakeholder mobilisation for missions and what exactly makes stakeholders get on board with a mission? How are stakeholders contributing to a mission? How do stakeholders that are not mobilised impact a mission? This concerns specifically the role of mobilising (a coalition of) the willing. While research has been done on the benefits and challenges of involving a wide spectrum of stakeholders for solving grand challenges, the role of one of the defining features of MOI, the picking of the willing is relatively unresearched. The concept of a “coalition of the willing” stems from international relations and has mostly been used to denote military cooperations between willing partners. How such a coalition functions in the context of missions aimed at addressing grand societal challenges is not well understood, but warrants a closer examination.

Furthermore, researchers call for a process-oriented perspective on MOI, or to view it as a governance mechanism for change (Janssen *et al.*, 2021; Wanzenböck *et al.*, 2020). Analysing the internal dynamics of missions and particularly how stakeholders are mobilised contributes

to developing such a perspective. Additionally, a process-oriented perspective involves understanding missions in the broader context of the system they aim to transform (Wanzenböck *et al.*, 2020).

Addressing the research question “How does mission-oriented innovation mobilise stakeholders for the sustainable transition of food systems?” through a case study of a mission offers the opportunity to close these gaps.

3 Methodological approach

In this section, I outline my methodological approach to addressing the research question. I describe my research approach and stance as a researcher (3.1), the data collection process (3.2) and the data analysis methods (3.3). I conclude the section with a reflection on the quality of my research (3.4, 3.4.1) and any biases that may influence the findings (3.4.2).

3.1 Research approach

With this thesis, I aim to shed light on the processes of MOI in practice and more specifically, how MOI mobilises stakeholders for a transition.

I believe that reality is subjective and socially constructed, with social phenomena being created and shaped through interactions between individuals. Accordingly, this study adopts a subjective, constructionist ontology, arguing that reality can only be understood by exploring individuals’ perceptions. Consistent with an interpretivist epistemology, I aim to understand stakeholder mobilisation by examining how individuals perceive that reality. Rather than measuring it, my goal is to understand what happens in the context of stakeholder mobilisation within MOI (O’Gorman and MacIntosh, 2015). I take a naturalist stance, seeking to make sense of the social reality of mobilisation for missions in its own terms (Bell, Bryman and Harley, 2019).

Such a perspective on the social reality requires a research approach that is capable of capturing complex experiences. Understanding how individuals position themselves with regards to a mission demands for a detailed account of their experience. Thus, a qualitative research approach with an emphasis on depth and context seemed most appropriate for the purpose of this study (Bell, Bryman and Harley, 2019). This aligns with the research gap identified in the previous section, which calls for an in-depth exploration of mission mobilisation in practice. These findings can later be further substantiated using quantitative methods.

An inductive approach to data analysis was chosen to allow findings to emerge organically from participants' perspectives rather than to test existing theories. This makes sense for a nascent field of research such as mobilisation of stakeholders in MOI where the relevant dynamics have yet to be determined (Edmondson and McManus, 2007).

3.1.1 Case study design

To understand the mobilisation of stakeholders in MOI, this study employs a single case study of an individual mission. This is a direct response to the gap in knowledge on missions in practice I have identified in the literature review. A case study on mobilisation in MOI is valuable as it offers insights into its processes within a real-life context. Thomas and Myers (2015, p. 13) even claim that “some of the most inspired and insightful research, of any kind, has come about from case study”.

In designing the case study, I am following Eisenhardt's tradition rather than Yin's, who advocates for inductive theory-building case studies (Piekkari and Welch, 2018). However, both emphasize the value of multiple case studies, viewing them as more robust, generalisable, and testable. My single case study, by contrast, aims to deepen understanding of an individual case by collecting diverse perspectives. While Eisenhardt and Yin focus on generalisation for theory-building, my approach is more aligned with recent conceptualisations of the case study, where the goal is in-depth understanding. Exploring multiple perspectives and the interconnections between different elements of one case constructs a realistic image of its complexity (Piekkari and Welch, 2018; Thomas and Myers, 2015). Consistent with my interpretivist stance, I do not seek generalisability, but rather aim to offer a contextualised explanation through a holistic view of the case. My study is exploratory and inductive, aiming to generate insights and provide a contextualised understanding of stakeholder mobilisation in a single mission context.

Before engaging with the case, it first needs to be characterised. The object of this case study – what is to be explained – is stakeholder mobilisation in MOI, specifically how MOI mobilises stakeholders. As the subject, the case helps explain this and acts as the vehicle for producing understanding of the object (Thomas and Myers, 2015). The subject was chosen as a revealing example because it presents a key case of MOI: Food system transformation is a particularly difficult grand challenge and the mission theme where participation is highest. My familiarity with the subject, having volunteered with one of the Core Team's organisations, contributed to the decision, making this a local knowledge case as well. Choosing a case for a single case study cannot rely on typicality because it cannot deliver generalisation either way. It should

rather be based on the relation between the subject and the object. The purpose of the case study is exploratory and the approach theory-building. I am providing a single snapshot of the case.

To summarise, the case study of a Swedish mission for a sustainable food system is suitable for answering the research question because food system transformation lends itself as a context to analyse MOI, and the analysis of one such case enables rich contextual understanding.

3.1.2 Methodological fit

Following from the research philosophy adopted and the already introduced case study approach of this thesis, I have made decisions to answer the question in a methodologically sound manner. Applying Zilber and Meyer's (2022) conceptualisation of methodological fit to my research design allows an overview of the architecture of my project.

The level at which the phenomenon of stakeholder mobilisation is studied is that of a field. I am not looking at a single organisation because the Mission consists of the Core Team, and a whole spectrum of stakeholders in the Coalition of the Willing. The analysis focuses on how these organisations relate to the Mission. My primary data source are the interviews I conducted with the Mission's stakeholders. This is in line with my interpretivist epistemology in that it allowed me to gain insight into the stakeholders' perceptions of the Mission and interpret them according to the theoretical framework. The time orientation is authentic considering that interviews generally capture meaning at the time they are carried out. The analytic approach of this study is categorical, focussing on meanings and practices and is based on the assumption that we can understand the whole of a phenomenon by dividing it into parts, i.e. categories or themes (Zilber and Meyer, 2022). I am applying Mayring's (2015) Qualitative Content Analysis (QCA) coupled with the Gioia method (Gioia, Corley and Hamilton, 2013), analysing data at the unit of coherent statements of the participants on the Mission.

Thinking about these elements at different stages of the research process is part of the informed decision-making necessary in devising a coherent research project and has led to a fit between research philosophy, data and method (Zilber and Meyer, 2022).

3.2 Data collection

My data collection relies on semi-structured interviews, complemented by my extensive knowledge of the mission.

Having been involved with one of the Mission's Core Team's organisations as a volunteer and having participated in one of the two workshops carried out by the Mission in March, I have

been able to familiarise myself with this case in depth for an extended period. Although this familiarisation did not happen in a formalised way, it allowed me to gain thorough understanding of the workings of the Mission, its stakeholders and their relationships.

I decided to carry out interviews with stakeholders of the Mission because the best way to find out how they get mobilised is to simply ask them. The aim was to understand how MOI gets stakeholders on board, and the factors motivating their participation being invisible, talking to them makes the most sense.

3.2.1 Interview sample

Using a specific mission as case study meant interviewing individuals that are connected to this mission. The topic being the mobilisation of stakeholders, I decided to only interview stakeholders involved with the Mission in some way or another. The participants of this study were thus chosen on the basis of both quality and representativeness (Lee and Aslam, 2018): Quality in the sense that only members of the Mission could make statements about their relation to it. Organisations that are not part of the Coalition of the Willing are thus excluded in this study because they do not have knowledge about the Mission. At the same time, representativeness of different organisations within the Mission was also important for me. I ventured to gather a diversity of perspectives on mobilisation from within the Mission, representing the different stakeholder types according to which the Mission stakeholders could be categorised. My approach is thus one of generic purposive sampling, where participants were selected with reference to the goal of my research and where the possible sample was more or less fixed a priori (Bell, Bryman and Harley, 2019).

My sample thus includes the members of the Mission's Coalition of the Willing, organisations that were identified by the Mission Core Team as probably "willing" due to previous collaborations and personal connections. I got access to these organisations through the participant list of the two workshops in Stockholm and Malmö that the Mission had organised in March and May 2024. To answer the research question, it was crucial to understand how they perceived their role in the Mission. The sample also includes the Mission's Core Team and the funder, the innovation agency Vinnova. These perspectives were important to capture as well because these organisations have a more active role in shaping the Mission. Additionally, they have a view on how mobilisation should ideally happen. This would allow for an analysis of the Mission's ambition as well as its actual implementation.

Limiting the interviews to organisations involved with the Mission meant that the pool of possible participants was finite. I reached out to all of the stakeholders, except for additional staff from the Core Team’s organisations. They were disqualified because unlike the four co-leads of the Core Team, they have no active role in the mission and were there only as support from the Core Team organisations.

This study is thus based on interviews with 20 stakeholders of the Mission, categorised into different stakeholder types (table 2, see also appendix for interview modalities and pseudonyms).

Table 2. Interviewee sample

Stakeholder type	Coalition of the Willing	Participants
Mission Core Team	10	4
Funding: Vinnova	-	2
Retail	5	2
Wholesale	2	2
Public Sector	10	2
Civil Society	8	5
Science	6	3
<i>Restaurants & Catering</i>	5	-
Total	46	20

The individuals from these organizations whom I interviewed hold various roles, including sustainability managers (3), project managers (7), researchers (3), executive leadership (5), and other positions (2).

As shown in table 2, I was unable to speak directly with representatives from the Restaurants & Catering stakeholder category. However, there is some overlap with two actors from other categories: a restaurant wholesaler and a preschool chef, both of whom can be considered to represent a restaurant perspective to some extent.

Theoretical saturation began to emerge around the sixteenth interview, at which point I had spoken to at least one representative from each stakeholder type. Subsequent interviews with stakeholders of the same type did not yield significantly new findings. Instead of adding new categories to the inductive category system, I only completed existing categories.

3.2.2 Interview design and documentation

I decided to conduct the interviews in a semi-structured format in order to let themes emerge naturally. This format also allows for more flexibility as to the emphasis each participant puts

on different issues and is consistent for qualitative research in an interpretivist tradition (Bell, Bryman and Harley, 2019). I created an interview guide based on my knowledge of the literature and aimed to fill the identified research gap. The questions related to the participants' vision, their plans to achieve it and their relationship to the Mission (see appendix for questions). For the interviews with the Mission Core Team and Vinnova, I adapted the questions slightly because of their different relation to the mission but the structure and purpose of the questions remained the same.

Reflecting on my relationship with the participants was an important aspect of my research process. This concerns on the one hand my stance as a researcher and on the other the power relationship that comes with interviewing (Lee and Aslam, 2018). Firstly, as previously stated, I have been a volunteer in one of the Core Team's organisations (Organisation 2 in figure 1) and as such have taken part in the Mission's workshop in March. I was thus able to meet some of the participants and build a relation before interviewing them. My involvement and closeness with one of the Core Team's organisations means that I was able to obtain access to the Mission and to establish trust with the different stakeholders. I was perceived as an insider by the participants which made me a trustworthy interviewer. The same goes for the dimensions of sameness and political activism where I was seen as similar to the participants and as sharing their agenda of transforming the food system (Hayward and Cassell, 2018). However, I made clear at the start of each interview that I am not a part of the Mission as such although I am affiliated with one of the Core Team's organisations. This was crucial to ensure that the participants felt safe in making statements about their relation to the Mission. In addition to sending an information sheet explaining the confidentiality of the interview, I also discussed anonymity and consent with them right before starting the interview. Secondly, I took ample precautions as regards power relationships in interviewing: To level the playing field, I gave the participants agency over date and mode of the interview. I also let them shape the interview by asking if anything was missing and if they had anything to add in the end, which always led to more interesting aspects emerging (Lee and Aslam, 2018). After having conducted the first eight interviews, I also decided to let the participants decide freely about the language of the interview instead of suggesting English. This essentially led to all the interviews being carried out in Swedish. I had noticed that some of the participants were more comfortable expressing themselves in Swedish, and it seemed a good way to shift the power balance, so that I, as the interviewer, was the one speaking a foreign language. To put the participants at ease, I began with some small talk and initiated the interview with relatively easy questions about their

organisations that also served to obtain a deeper understanding of their work (Lee and Aslam, 2018).

The decision of conducting the interviews in Swedish holds two risks: Firstly, it means that I as an interviewer was not always as agile as I would have been in a language I am more comfortable with. I therefore may sometimes not have recognised opportunities for probing questions in the moment. And secondly, this might have introduced some inaccuracies due to misunderstandings while analysing the interviews in their original form. However, I took ample precaution to prevent this and at the slightest doubt consulted both translation programmes such as DeepL and native speakers. Additionally, while I am translating the quotes to cite them in the text, I am providing the original version in the footnotes for verification. I considered the risk of misunderstanding participants ex-post to be lower than the risk of them expressing themselves in a misleading way ex-ante.

In accordance with ethical research standards, the participants' names are kept anonymous, and so are the names of their organisations. De-aggregating their data was particularly important in this case seeing as the participants work together and know each other. I also chose to pseudonymise the Mission, as its success depends on its reputation and trust between the stakeholders involved. This additional measure ensured that participants could speak openly without holding anything back. It also ensured that I felt safe to be critical towards the Mission despite my personal connection to it.

The interviews were recorded with the participants' consent and pure verbatim transcripts were created with the Microsoft Office suite's AI transcription tool in Teams and Word (Parish, 2020). Because this does not work perfectly, I listened to every interview again within 24 hours and made changes to the transcript where necessary.

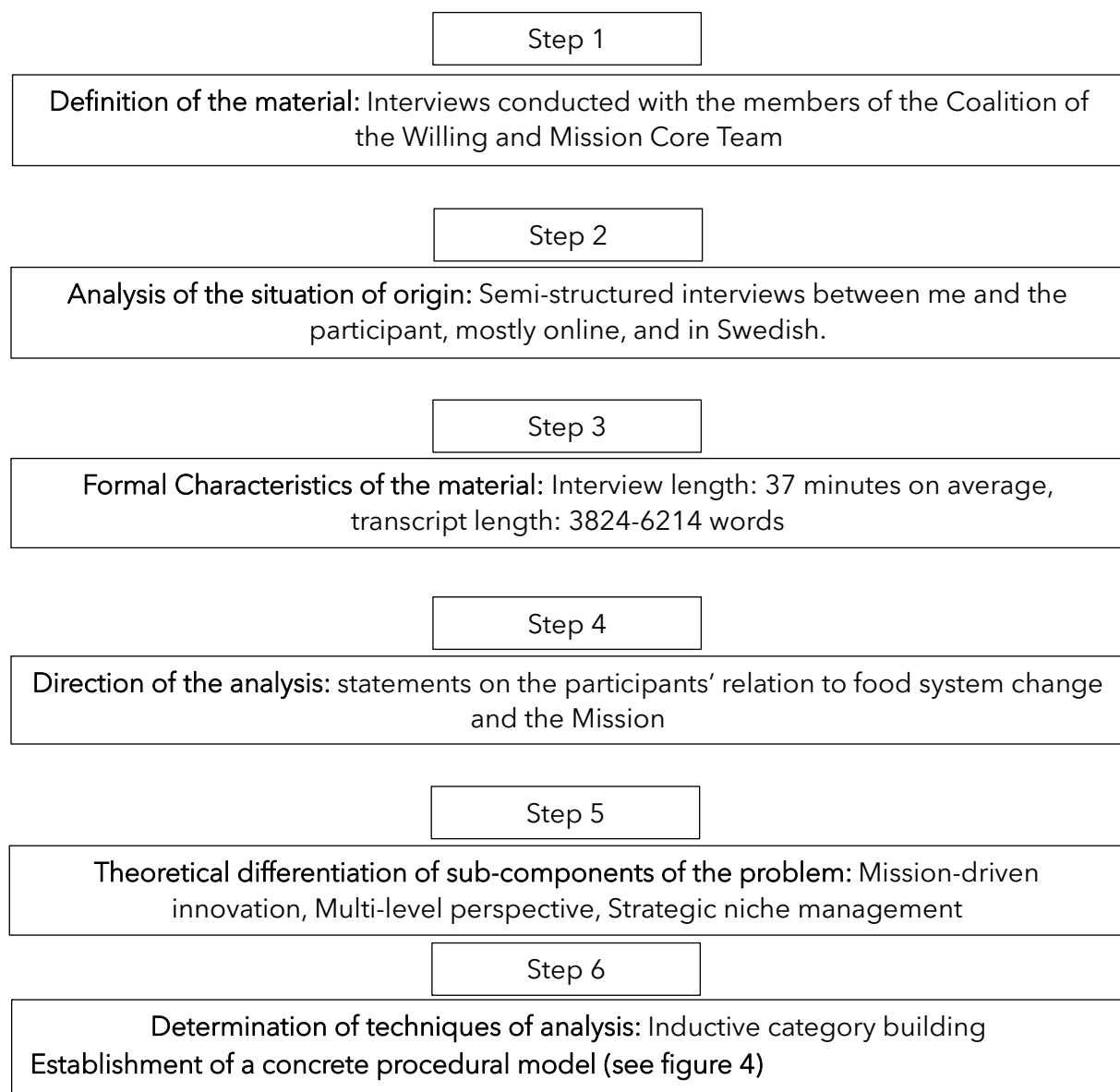
3.3 Data analysis

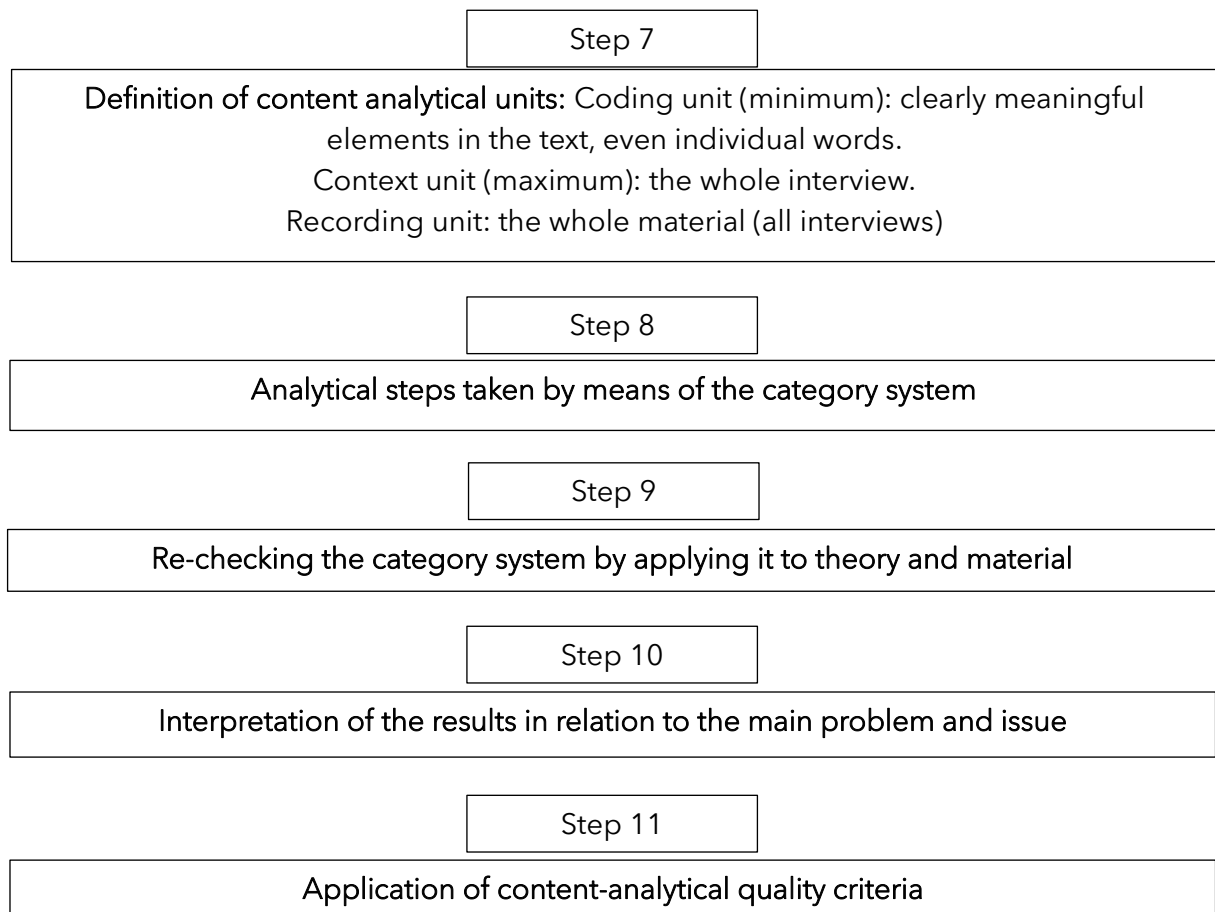
The first step of my analysis of the data consists of a QCA as described by Mayring (2015). Originating in communication studies, this method takes communication as the subject of the analysis. It provides a systematic approach to classifying and organising large chunks of material and allows for its structured description. The method follows explicit rules that make the process verifiable, so that anyone else can repeat it. However, QCA is not a technique that should be followed blindly; it should always be tailored to the specific material at hand. The material should be interpreted within its context and the analysis be guided by theory.

I chose this technique to analyse the interviews because it is transparent and traceable: Dividing the process into individual steps determined in advance makes the procedure comprehensible to others and intersubjectively testable (Mayring, 2014). I opted for QCA instead of Grounded Theory because of the clarity in how QCA is applied (Bell, Bryman and Harley, 2019). The systematic approach to building and defining categories makes this method more structured and potentially more reliable in comparison to Grounded Theory (Mayring, 2014).

Figure 3 shows the general procedural model I followed in my analysis (Mayring, 2015).

Figure 3. General procedural model of QCA, according to Mayring (2014)





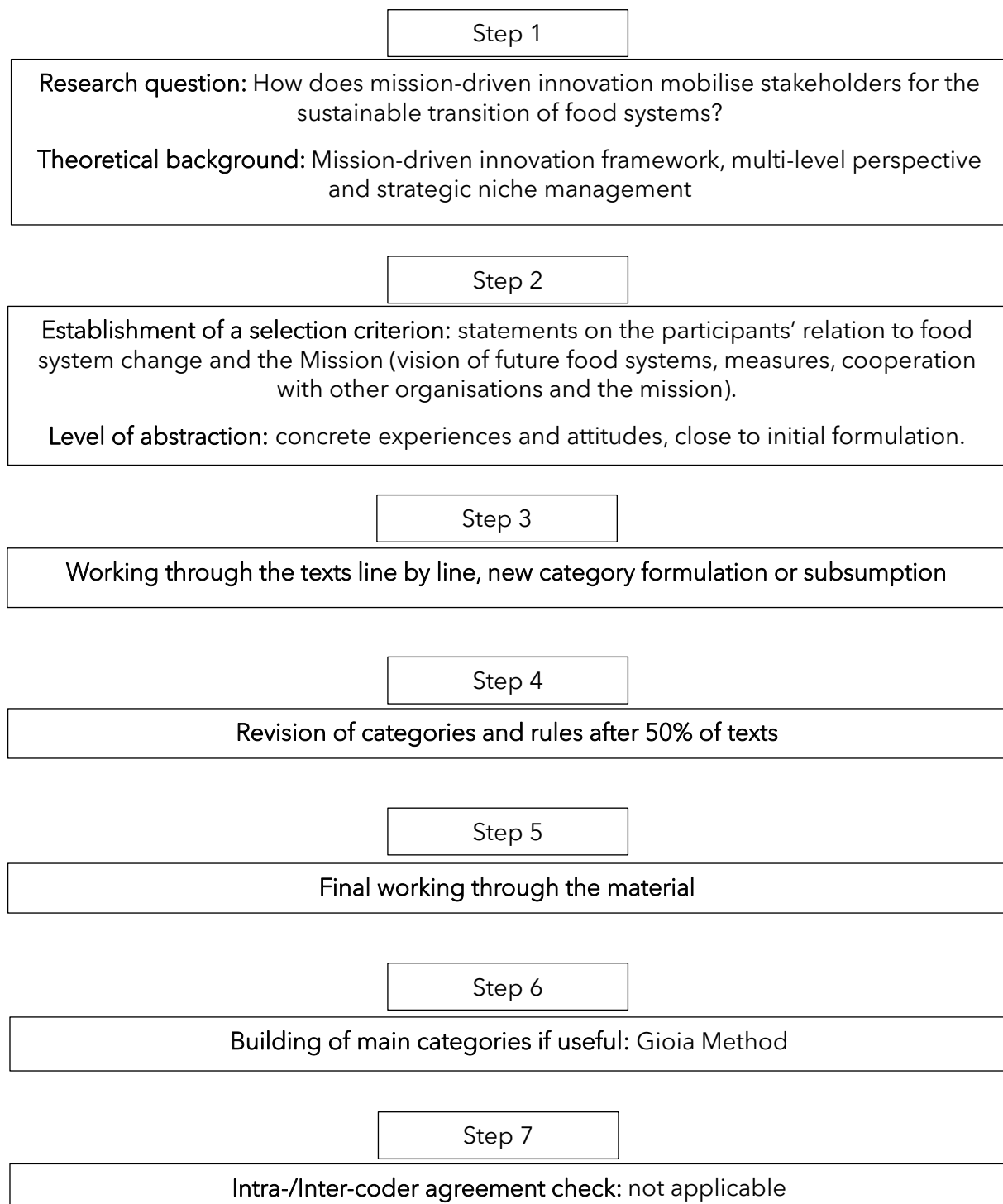
After determining the material, direction of analysis and the theoretical differentiation, I opted for inductive category building. Categories were not deduced from theory but inducted directly from the material at hand in a generalisation process (Mayring, 2015). This approach is of course in line with the general inductive strategy chosen for this study.

Inductive category building endeavours to depict the material as naturalistically as possible. It stays close to the object, and captures it in the language of the material (in vivo language), thereby avoiding distortions due to the researcher's preconceptions (Mayring, 2015). The category names thus stem directly from participants' expressions. The result of inductive category building is a category system in the language of the participants that can then be interpreted in the sense of the research question.

As described in Figure 4, I went through the first half of the material and built categories according to my selection criterion and level of abstraction, or subsumed statements under existing categories. After that first half of the material, I revised the system, combined categories that were actually describing the same thing or deleted irrelevant categories with only a few applications. As part of my iterative process, this also guided me on what to focus on during the remaining interviews, or where to probe more. I used and further developed this

category system for the second half of the material, leading to the final category system that can be found in the appendix. Throughout this process, I worked with the software NVivo because it simplifies coding and offers the possibility to get a quantitative overview of the categories as well as visualise their connections.

Figure 4. Inductive category building process, according to Mayring (2014)



The second method I employed for analysing the data was the Gioia Method, which aimed at making sense of the categories that emerged from the QCA (Gioia, Corley and Hamilton, 2013). This systematic method entails categorising the first-order codes from the QCA further into second-order themes and aggregate dimensions. While the first-order concepts are developed in the language of the participants, the construction of second-order themes invites the researcher's interpretations into the analysis. This involves drawing connections between different categories, seeing relations and commonalities. Thus, three main factors that are key to the process of stakeholder mobilisation in MOI emerged. These themes and dimensions are represented in a data structure (Figure 5 in section 4) that forms the basis for the development of a dynamic model of the processes of stakeholder mobilisation in MOI (Figure 6 in section 5).

3.4 Quality of research

3.4.1 Trustworthiness

To ensure the quality of research, researchers generally have to justify their procedure with regards to quality criteria. In quantitative research, this is most frequently the criteria of validity and reliability. However, considering that qualitative research attempts to do something different than quantitative research, it should be measured by different criteria. Guba and Lincoln (1982) have developed quality criteria that satisfy the concerns of truth value, applicability, consistency, and neutrality. My work fulfils the criteria of trustworthiness in the following ways (Bell, Bryman and Harley, 2019):

Credibility mirrors internal validity and refers to the importance of providing an account of reality that is plausible to others. I have strived to achieve this by conducting my research with sound methodological practices. This includes a careful interviewing process where I maintained identical focus with each participant within the freedom of semi-structuredness. My approach was also one of triangulation, not relying only on the interviews but also consulting other sources of data such as my own observations. My prolonged engagement with the Mission has allowed me to familiarise myself with it extensively (Guba and Lincoln, 1982). The systematic coding process of Mayring's QCA method I have applied enables others to follow the process and come to similar conclusions.

Transferability refers to the extent to which findings can be applied to other contexts. As described earlier, a single case study cannot provide wholly generalisable findings. This is not its purpose either. Instead, I have strived for transferability by providing thick description and detailed information on my case. Opting for a single case study allowed for more depth and this in turn is what enables others to make judgements about how the findings transfer to other contexts.

Dependability parallels reliability and is concerned with ensuring that the results of a study can be reproduced by other researchers. In interpretivist research, this also means being able to distinguish between findings and interpretations of the researcher. Dependability in this thesis results from my thorough depiction of the research process. I have supplied detailed accounts of each step in this methods section and the appendix, allowing others to reconstruct the research process and test the consistency of my argumentation.

Last but not least, confirmability addresses the issue of whether the researcher has let their own values impact the research. By practicing reflexivity and a high degree of transparency about the choices made during the research process and potential biases that might have impacted the findings, I am confident about complying with this criterion (Guba and Lincoln, 1982).

3.4.2 Biases

It is important to address two biases that might have influenced the findings.

A bias of social desirability could have occurred in the interviewing process where participants responded in a way they deemed more socially acceptable. This relates to my position as a researcher which I have reflected on previously. Having truthfully introduced myself to the participants as being affiliated with one of the Core Team's organisations, they might have perceived me as a part of the Core Team evaluating their participation. Considering how I emphasised my independence from the Core Team at the beginning of each interview and stressed the anonymity of the participants' answers, I would classify the risk that this bias could have influenced the results as low.

Another bias comes from my approach being based on self-reported data. Such an approach was necessary because the mobilisation phase of a mission typically precedes concrete actions that can be observed and evaluated. My exploratory research approach and the early-stage nature of mobilisation in the process of MOI justify such a method. However, self-reported data carries the risk of inaccuracies or embellishments, as participants may unintentionally misrepresent their roles, motivations, or contributions. This reliance on subjective accounts

introduces potential bias, which could affect the dependability of the findings. This particularly concerns the time orientation of the study. The last instance when most participants were actively involved with the Mission was several months prior to the interviews. Their accounts of the Mission might thus have relied on memory and be fragmentary, showcasing retrospective sensemaking (Zilber and Meyer, 2022). However, the question of how they are mobilised by the mission is long-term, and the understanding that the stakeholders have not been deeply involved with the mission for a while also contributes to the findings of this study.

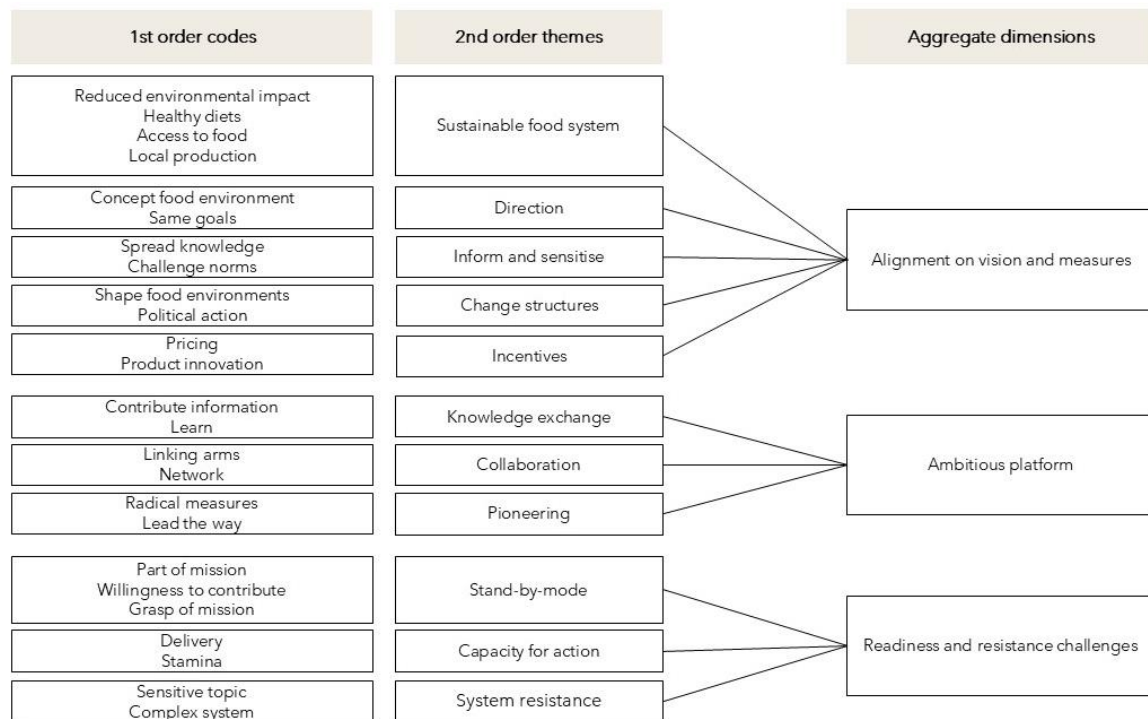
3.4.3 Ethical considerations

Conducting qualitative research requires particular ethical rigour (Bell, Bryman and Harley, 2019). I was transparent with the participants about who I am and what I was doing. I provided them with information on my research project before the interview, in the form of an information sheet (see appendix). Additionally, I have ensured informed consent by repeating that information at the beginning of each interview and requesting a signed consent form (see appendix). I assured participants of the anonymity of their responses and have presented their details in a de-aggregated manner that allows only them to recognise themselves in this thesis.

4 Results

The following section describes the results of the QCA, providing examples of each category (category names underlined). The description follows Figure 5 that was created using the Gioia Method, i.e. each section represents one aggregate dimension, and subsections the second-order themes (except for 4.1 where I have further categorised the second-order themes into shared vision and agreement on measures). While I am following a qualitative approach, a list with category frequencies that indicate the importance of each topic for the participants is provided in the appendix.

Figure 5. Data structure developed with the Gioia Method



4.1 Alignment on vision and measures

The Mission is working with a Coalition of the Willing, as prescribed by the Vinnova method they are following (Hill, 2022). They set out to create a platform for the willing stakeholders to solve the grand challenge of creating a sustainable and healthy food system. Their focus in mobilising stakeholders has therefore been on those who share their goals in some way or another, instead of reaching out to all stakeholders of the food system. This is visible in the vision described by the participants are, as well as the measures that they believe will get them there.

4.1.1 Shared vision

When talking about their vision for the future food system, nearly all of the participants mention the importance of reducing the environmental impact of food consumption (reduced environmental impact). They often express this by calling for sustainable and healthy diets. Some of the stakeholders base this vision on science, referring to the EAT Lancet commission's planetary health diet or Swedish state agencies' recommendations:

“There is a fairly good scientific basis for how we should eat in the future. These new Nordic nutritional recommendations were published last year, and for the first time they take into account not only health but also environmental aspects. So that's pretty much how we should

eat. And that means much more plant-based than we do today [...] and that we eat less of these energy-dense, nutrient-poor products”³ (Science 3).

The participants also describe their vision of healthy and nutritious diets for all (healthy diets). This tends to be expressed in the simple terms of a diet that is “*good for them*” (Public Sector 2), and as the previous example of the environmental impact of food illustrates, also “*good [...] for the planet*”. The issue of environmental sustainability in food is connected to diets that are promoting people’s health.

Many participants mention local production in the same breath as sustainability. They call for a food system based on geographical closeness but also a stronger emotional connection to food. The last aspect of the participants’ future vision for the food system is social justice and the access to good and healthy food for everyone.

The participants share a holistic vision of the food system that provides healthy and sustainable food to everyone, addressing several aspects at once: “*I want it to be a fair food system that recognises justice for all. And I want it to be a food system that does good for soils and health and animal welfare instead of doing harm*”⁴ (Mission 4). These different goals are viewed complementary, no participant ever mentions goal conflicts when talking about their vision.

On top of sharing a vision for how the future food system should look like, many of the stakeholders also refer to the mission theme as being highly relevant to their decision of being part of the Mission. Addressing food system challenges by shaping food environments is a new but highly relevant perspective for many: “*I think the food environment is a new concept that is very interesting and that makes us think in a new way - thinking from the end customer's point of view, which is a bit new, and then I think we will discover new opportunities to do things better*”⁵ (Wholesale 2).

³ Translated by the author from the Swedish original: “Det finns ju ganska bra vetenskaplig underlag för hur vi ska äta i framtiden. De här nya nordiska näringsrekommendationerna kom förra året och för första gången tar de ju hänsyn till inte bara hälsa, men också miljöaspekter då. så att det är väl ungefär så vi bör äta. och det vill säga mycket mer växtbaserad än vad vi gör idag [...] och att vi äter mindre av de här energitäta, näringsfattiga produkterna.”

⁴ Translated by the author from the Swedish original: “Jag vill att det ska vara ett rättvist matsystem som väger in rättvisa för alla. Och så vill jag att det ska vara ett matsystem som gör gott för jordar och hälsa och djurs mående istället för att göra illa.”

⁵ Translated by the author from the Swedish original: “Jo Matmiljö tycker jag är ett nytt begrepp som är väldigt intressant och som gör att vi tänker på ett nytt- tänker utifrån slutkunden som är lite nytt och då tror jag att vi kommer upptäcka nya möjligheter att att göra saker bättre.”

The participants address similar issues that they view as compatible aspects of a future sustainable food system. They agree with the Mission's approach of addressing food environments in order to transform the food system.

4.1.2 Agreement on measures

The participants mention a variety of measures in order to reach the vision. They converge around four main ideas:

The first type of measures is informing people and sensitising them about the underlying norms and habits. This includes not only educating people and organisations on sustainable and healthy food options but also attempting to spread knowledge about food environments. As one actor phrased it, the Mission should help people put on the “*food environment glasses*” (Mission 3). Spreading knowledge about food environments means shifting the responsibility for food choices from individuals to the organisations designing the spaces where people make those decisions. Connected to this is the idea that making people's diets more sustainable implies changing the underlying norms and habits (challenge norms):

“That it also becomes a discussion about norms. Because we need to shift the norms. It's like making a green transition on the whole. We need to change our behaviour, and many people find it very difficult that we should not be allowed to have a car and run on diesel and petrol and all that”⁶ (Retail 2).

Changing norms can be done by repeatedly questioning the status quo, challenging why things have to be done a certain way, and initiating a discussion about what people actually want for society. Civil Society 5 believes that a “*major benefit that a project like this can have is to establish a mindset.*”⁷ To make this daunting task a little easier, some participants evoke children as the target for this change in norms and habits: “*So I think it's super important to start with these young children and their parents because there will be a ripple effect. So that*

⁶ Translated by the author from the Swedish original: “Att det blir också en normdiskussion. För vi behöver flytta normerna. Och det behöver inte vi... Det är ju som man tar en grön omställningen på det stora hela. Vi behöver ju ändra våra beteenden och det är ju jättejobbigt tycker många att man inte ska få ha sin bil och köra på diesel och bensin och alltihopa det här.”

⁷ Translated by the author from the Swedish original: “Alltså som sagt, jag tror verkligen att den största nyttan som ett sådant här projekt eller en stor nytta som ett sånt här projekt kan göra är att etablerat tänkesätt. Alltså att man har... man har på olika sätt bearbetat det här begreppet matmiljö.”

*as long as you kind of teach young children that plant-based vegetarian food is good...*⁸ (Public Sector 2).

Another type of measure is one that attempts to change structures. According to the participants, this can be done by shaping food environments. *“It will take too much time to get people to understand [what is sustainable and healthy]. They have to be presented as the only option at food environments”* (Civil Society 1). Most participants do not get more concrete, stating that it has to become “easy to eat right” which is of course at the core of this Mission. Many actors also state that political action is necessary to bring about the big changes: *“I think the big win, if they succeed is to contribute to a substantial change at a higher level and I'm thinking about government authorities, politics, so that they could then change something that is more hands on”* (Civil Society 2).

Creating incentives is a type of measure that was mentioned relatively infrequently and only by a few actors. This included adjusting prices of food items to represent their environmental and health impacts, also through a change in taxes (pricing). Another suggestion was product innovation, e.g. the development of minced meat consisting to equal parts of beef and legumes in order to reduce meat consumption (Wholesale 2).

4.2 Ambitious platform

Stakeholders are currently mobilised in a way where they contribute to knowledge exchange and collaboration. The Mission's ambition is to take this further and to become a pioneer of sustainable food system solutions.

4.2.1 Knowledge exchange

The participants state that they are contributing to the mission by sharing their perspective and knowledge of their part of the food system, as well as their solutions and best practices (contribute information): *“[I am contributing by] sharing my experience, sharing my knowledge from being in this field and working with these questions explicitly for seven years”* (Civil Society 1). Mission 2 describes the mission as being a “sounding board”⁹ for new ideas. Its purpose is to gather information on different experiences of the food system: *“Because what we see is that there is often what is called ‘situated knowledge’. That you have your knowledge*

⁸ Translated by the author from the Swedish original: “så att jag tycker att det är superviktigt att börja med dem här små barnen och deras föräldrar för att det blir ringar på vattnet. så att så länge man liksom lär små barn Att Växtbaserad- vegetarisk mat, det det det gott.”

⁹ Translated by the author from the Swedish original: “Bollplank”

based on your given position. I can imagine what it's like to be a farmer or an ICA trader. But I do not have the knowledge that they have"¹⁰ (Mission 2). The Core Team has led interviews with the stakeholders of the food system to find out their place in the system and what challenges they are facing. Involving the stakeholders in the workshops in Malmö and Stockholm has also contributed to building the system map. In addition to these formal sources of information, the Mission allows for informal gathering of information, for example discussions during lunch breaks may lead to a better understanding of the food system.

The participants state that they can use the knowledge provided by other stakeholders and created by the Mission for their work (learn). They learn and get inspired by what other people are sharing: *"It is for my personal development in that case, that I get new knowledge from others I meet. You share knowledge and inspiration with each other, you hear how others work and you see different possibilities"*¹¹ (Public Sector 1). The Core Team aims to teach and sensitise the stakeholders of course specifically on the Mission theme:

*"Our first goal is for more of these actors to feel that they are working with food environments or that they have an impact on or are affected by food environments. We want to start by defining the concept of food environments and establishing a common knowledge base about what factors are included in a food environment and how we can work together to influence them or design them"*¹² (Mission 1).

The platform for knowledge exchange that the Mission provides is perceived to be a neutral forum. This allows participants to discuss ideas impartially and to leave their organisations' interests behind. Instead, they can focus on the common vision:

"In Malmö, it was expressed that it was valuable to be able to sit down and discuss a common issue without having to wear your specific corporate hat. Often you have an agenda yourself as an organisation and you can't say what you might really think because it goes against what

¹⁰ Translated by the author from the Swedish original: "För att det vi ser är ju att det ofta finns det som kallas liksom för situerad kunskap. Att man har sin kunskap utifrån sin given position. Jag kan ju föreställa mig liksom hur det är att vara en lantbrukare eller en ICA handlare. Men jag har ju inte den kunskapen som de har."

¹¹ Translated by the author from the Swedish original: "Det är väl för min personliga utveckling i så fall, att jag får nya kunskaper utav andra som jag träffar. man delar Kunskap och inspiration med varandra, man hör hur andra jobbar och man ser andra möjligheter."

¹² Translated by the author from the Swedish original: "Vårt första mål är ju att fler av de här aktörerna ska känna att de arbetar med matmiljöer eller att de har påverkan på eller påverkas av Matmiljöer. vi vill börja med att sätta begreppet matmiljöer och sätta en gemensam kunskapsbas kring vilka faktorer Där ingår i en matmiljö och hur vi kan tillsammans påverka dem eller utforma dem?"

the company wants and so on. But it has been very much appreciated by the actors that it becomes a neutral discussion platform”¹³ (Civil Society 4).

4.2.2 Collaboration

The Mission enables stakeholders to build new relations and holds the promise of providing a space for collaboration.

Currently, the Mission offers the space to build relations and connections between different stakeholders, as a basis for future collaborations (network): *“I have a new contact with a good ICA guy for example, so I can text him if I have a question so I have a slightly wider network”* (Civil Society 1). It also fulfils the function of letting people know that they are in this together: *“And that you feel that you're part of something, that you're not struggling alone I think is really important”* (Science 1).

For Vinnova 1, the relations in the system and the fact that different actors feel safe and at ease with each other is essential for MOI. They argue that MOI theory is missing that perspective even though it is so important. Vinnova 2 sees the Core Team as responsible for creating the relational preconditions for collaboration: *“That you are this catalyst in the system that doesn't... in the chemical sense you don't burn yourself, but you are the one that starts processes in others, like the enzyme actor. And creating the context for the other actors to succeed”¹⁴ (Vinnova 2).*

The relation-building that is already happening enables different organisations to work together and to “*link arms*”¹⁵ across sectoral boundaries and organisations (linking arms). Involving unexpected actors and bringing together stakeholders that do not have a habit of meeting is at the basis of this: *“And that you make collaborations that may not be the first thing you think of, but that there are also a few more links, so that it may not just be two people linking arms, but that you think a little further in a larger perspective”¹⁶ (Retail 2).*

¹³ Translated by the author from the Swedish original: “I Malmö så uttrycktes det att det var värdefullt att få sitta ner och diskutera en gemensam fråga utan att behöva ha sin specifika företagshatt på sig. Ofta har man ju en agenda själv som organisation och man kan inte säga det man kanske egentligen tycker för att det går emot vad företaget vill och så vidare. utan det har varit väldigt uppskattat av aktörerna att det blir en neutral diskussions platform.”

¹⁴ Translated by the author from the Swedish original: “Att man är den här katalysatorn i systemet som inte... i den kemiska termen förbränns inte själv, utan man är den som sätter igång processer hos andra, liksom den enzym-Aktören. Och skapa Sammanhanget för de andra aktörerna att lyckas.”

¹⁵ Translated by the author from the Swedish original: “Kroka arm”

¹⁶ Translated by the author from the Swedish original: “Och att man gör samarbeten som kanske inte känner helt det första man tänker på utan att det också är lite flera led, så att det kanske inte bara behöver vara två som krockar arm utan att man tänker lite längre i större perspektiv.”

Including many different stakeholders also has a purpose of them complementing each other to have a larger perspective:

“By joining forces, you become stronger together than you are alone in some way, and I believe that you constantly complement each other's perspectives. Our coalition of the willing consists of everything from... people who are good at communication to people who are good at business models [...] to how people think in the public sector and what kind of rules and frameworks there are. Yes, but also the environmental perspective, the public health perspective, the justice perspective. And we need all of them”¹⁷ (Mission 1).

4.2.3 Pioneering

The Mission Core Team and Coalition of the Willing are characterised by a high level of ambition. They believe that things have to change radically and that they can be role models and show others how this can be done.

Some participants refer to the urgency of the grand challenge, stating that change is necessary and that decision makers just have to be courageous enough to pull it through (radical measures): *”Yes, but it's really if you don't dare to influence and don't dare to change, then we see that - if there's a general tiredness of feeling that no one is going to decide for me - then there's a risk that good ideas won't be tested”¹⁸ (Wholesale 2).* They justify steering and shaping food environments with the fact that not intervening also means you are steering in some way. A word that stands out in this category is “*dare*,” highlighting the challenge of overcoming the fear of interventions and the courage required to act despite it.

Having big ambitions is not only important because of the issue at hand but also lies at the core of mission work. For the Core Team it is clear that their task with the Mission is to think big and drive systemic change instead of incremental innovations:

¹⁷ Translated by the author from the Swedish original: “Genom att gå samman så blir man ju starkare tillsammans än man är ensam på nåt sätt och jag tror att man hela tiden kompletterar varandras perspektiv. Var coalition of the willing består ju av allt från... folk som är duktiga på kommunikation till folk som är duktiga på affärsmodeller och vad man tjänar pengar på i näringslivet till liksom hur man tänker inom offentlig sektor och vad det finns för styr och liksom ramverk där. Ja, men till så här miljöperspektivet folkhälsoperspektivet, rättvisa perspektivet. Och vi behöver ju alla de. Vi behöver ju liksom alla de perspektiven och kompetenser för att göra skillnad och för att göra det hållbart på sikt, så förhoppningsvis genom att stöta och blöta en fråga och hitta så här minsta gemensamma nämnare framåt.”

¹⁸ Translated by the author from the Swedish original: “Ja, men det är väl egentligen om man inte vågar att påverka och inte vågar förändra, då ser vi ju att - om det blir liksom en allmän trötthet på att man känner att ingen ska bestämma över mig - då är det ju en risk att goda idéer inte får testas.”

*“But then I think another strength is that the starting point is precisely innovation and fresh thinking. Yes, we have a different goal than just making things a little bit better – we actually want to do things completely differently. Which means we have to dare to be a little, well, crazy, dare to be a bit wild. And I hope that’s a strength moving forward”*¹⁹ (Mission 1).

Science 2 sees a danger in treating a mission as a normal project, i.e. “*projectifying*” it, and forgetting that “*you might want to do something which is slightly greater than what you can achieve for, say, 4 000 000 Swedish crowns*”.

Many of the stakeholders mentioned that with their own activities they aim to be a sort of role model (lead the way), showing how things can be done differently. A person working at the sustainability office of a public institution describes the expected impact of their switching all meals to WWF’s one planet plate: “*Hopefully the people that are here and eat the one planet plate will understand that we’re trying to do something, maybe take it back to their workplace and hopefully it’ll have a good spin off effect there*” (Public Sector 1). The Mission’s Core Team also wants the Mission to fulfil this role model function, showing through prototypes and experiments how things can be done differently: “*So I see that the Mission needs to be involved in changing that discourse and showing the industry that there is a window of opportunity, that they have the opportunity to influence and be part of a positive change*”²⁰ (Mission 2). They see the Mission as “leading the way” towards a sustainable food system.

4.3 Readiness and resistance challenges

Stakeholder mobilisation faces various challenges related to both internal readiness and external resistance.

4.3.1 Stand-by-mode

The previous sections showed that the stakeholders are mobilised into a Coalition of the Willing through their positive attitudes towards the Mission theme and their shared vision of the future and how to get there. What has not yet been addressed is the depth of that mobilisation.

¹⁹ “Men sen tror jag en annan styrka är att ingångsvärdet är just så här innovation och nytänkande. Ja, vi har liksom ett annat mål än att bara göra saker lite lite bättre utan vi vill liksom göra saker helt annorlunda. Vilket gör att vi måste våga vara lite liksom crazy, våga vara lite galna. Och det hoppas jag är en styrka framåt”

²⁰ Translated by the author from the Swedish original: “Så att jag ser att Missionen behöver vara med och förändra den diskursen och visa för branschen att det finns ett möjlighetsfönster, att de har möjlighet att påverka och vara en del av en positiv förändring.”

When asked about their role in the mission, most participants that do not belong to the Core Team began their answer with some variation of “we are not that involved” (part of the mission). This was often followed by an assurance that they are very willing and open to contribute in the future (willingness to contribute): *“I’m waiting to see how we can contribute more. Right now, I’m not really sure what they want us to do”* (Retail 1). This hints at a relatively passive role of the Coalition of the Willing so far, where the stakeholders are merely participating in Mission activities instead of actively contributing to it. Civil Society 1 experienced this as something positive: *“It felt, you know, I can help push the project a little bit. So, I feel that that’s nice. I don’t need to do my own project. I can be part of something existing.”*

For some participants, this was accompanied by the admission of their lack of knowledge about what the Mission does and what its plans for the future are (grasp of the mission): *“I must admit that I’m not that deeply knowledgeable of where exactly they are. I do see and follow the communication elements going out on primarily LinkedIn. I think that’s where I’m following it”* (Science 3).

Two organisations are contributing more actively to the Mission by developing prototypes. One of them described their project as “*gefundenes Fressen*” (Civil Society 3) for the Mission. This German expression that literally translates to “found food” describes something that is not only enticing but also very easy to exploit. Civil Society 3 had already been working on their prototype before the Mission and were able to secure funding as a Mission prototype because it was so fitting for the Mission theme. It was thus mutually beneficial for both organisations.

4.3.2 Capacity for action

Some actors voice their concerns over how to move from the vision to the actual implementation of ideas (delivery). Considering the extent of the challenge, there is not a single solution that will lead to the wished outcome, making a concerted effort crucial:

*“And once you’ve identified [the vision], [...] you quickly realise that, wow, there’s quite a big gap between where we are now and where we want to go, and a lot needs to happen for us to bridge that gap. Then you become very humbled by the challenge, recognising how incredibly complex it is. There isn’t just one single lever you can pull to get there; instead, it will require a wide variety of efforts at many different levels”*²¹ (Mission 2).

²¹ Translated by the author from the Swedish original: “Och när man väl har identifierat [visionen], [...] då ser vi ju ganska snabbt att oj, det finns ett ganska stort gap mellan liksom var vi är nu och dit vi ska och det är mycket som behöver hända för att vi ska vi ska överbrygga det.

This also means that it is not necessarily the Mission acting but rather the members of its Coalition of the Willing: *“But it's hard to deliver in this kind of question. You know it will become a report. Someone can read the report. [The Mission] won't do anything physical. So that will still be me doing something physical, ICA guy doing something physical and then the physical change is where it happens”* (Civil Society 1). Measuring the success of the Mission will be difficult, if not *“impossible”* in light of this, and the Mission’s contribution to change might actually be very small (Civil Society 5).

In order for the stakeholders to implement impactful solutions at all levels, they firstly need to have access to (financial) resources (stamina). So far, only the Core Team and the organisations developing a prototype receive funding for this particular Mission. Stakeholders can thus only contribute to the Mission when it does not require substantial effort or in so far as it aligns perfectly with their own organisation’s mandate. To fulfil the Mission’s goals, more will be necessary in the future:

“But another challenge is, of course, that it is a very ambitious goal that we have set in our mission, and it requires changes at many different levels, so it is a major effort that we four organisations that are the core team cannot do alone. And even though we have a coalition of the willing, there will be a certain point where other organisations and actors also need to have some kind of funded time in order to be able to work in a targeted and focused way, so finding the capacity and resources is, I think, the most practical challenge”²² (Mission 1).

Secondly, these resources need to be available on the long term, so that the Mission can have the perspective of making an impact over time. In view of the magnitude of the challenge it is not realistic to expect the food system to be completely sustainable after three years:

“If you have a vision and an idea, to keep it alive, to talk about it... Eventually, as an organisation or as a focus area, you might get tired of talking about an issue - ‘we're done talking about this,’ it's often then that others have started to think about how you could do it.

Sen blir man ju väldigt ödmjuk inför den utmaningen att det är otroligt komplext och det finns liksom inte en hävstång man kan dra i för att komma dit utan det kommer ju behövas liksom med en stor blandning av olika insatser på olika nivåer.”

²² Translated by the author from the Swedish original: “Men en annan utmaning är ju självklart att det är en väldigt ambitiös målsättning som vi har satt i vår mission och det krävs ju förändringar på många olika lager, så det är ju en stor arbetsinsats som vi fyra organisationer som är kärneteamet inte kan göra själva. Och även om vi har en coalition of the willing så kommer det ju - komma en viss punkt där andra organisationer och aktörer också behöver ha liksom finansierad tid på något sätt för att kunna arbeta målinriktat och fokuserat med det, så här att hitta den att hitta de kapaciteten och resurserna är väl tror jag det mest praktiska utmaningen...”

So being able to be long-term in your drive or yes, keeping the issue alive [is crucial]”²³
(Wholesale 2).

4.3.3 System resistance

Acting in line with the Mission is not straightforward considering the extent of the challenge, the solutions it requires and the need for resources that come with this. At the same time, pressure is put on the Mission from outside.

Food is portrayed as a difficult issue on which people have a lot of opinions and perspectives (sensitive topic). Changing norms was put forward as a measure by the stakeholders but this was also acknowledged to come with challenges: *“People are not that glad being told how they should eat”* (Retail 1). Vinnova 1 addresses the apprehension policymakers have to steer people’s food choices because of the feelings and opinions attached to this issue: *“I mean the great thing about food is that it makes people engaged, but there's also a lot of resistance from the politicians to interfere with people's eating habits. Even though we do that all the time”* (Vinnova 1).

Interestingly, individuals’ resistance to steering measures was never brought forward as a challenge by the Mission Core Team. In contrast to the Coalition of the Willing for which the concept food environment is probably quite new, the Core Team might have already properly internalised its meaning. They are thus trying not to blame individuals for their food choices but instead focus more on the faulty economic incentives that the current food system is giving (complex system):

“The entire economic system isn’t set up to steer us in these directions; it’s rigged to fuel our desire for the unhealthy and unsustainable, things that are profitable, generate income, and perhaps... While large-scale systems aren’t always bad, quite often they lead to exploitation in different ways”²⁴ (Mission 3).

²³ Translated by the author from the Swedish original: “Om man har en vision och en tanke, att hålla den vid liv, att man pratar om den... Till slut kanske man som organisation eller som fokusområde tröttnar på att prata om en fråga - 'nu har vi väl pratat färdigt om den här,' det ofta är då som andra har börjat tänka på hur man skulle kunna göra. så lite det här att orka vara långsiktig i sitt driv eller ja, talar frågan vid liv.”

²⁴ Translated by the author from the Swedish original: “Hela det ekonomiska systemet är ju inte riggat för att styra oss i de här riktningarna då det är ju riggat för att göda vårt begär av det ohälsosamma och ohållbara som det går att tjäna pengar på och som driver inkomster och som går kanske i... Inte alltid att de storskaliga systemen är dåliga, men ganska ofta så så är de ju- leder de ju till till liksom rovdrift på olika sätt.”

The question of financial profitability drives organisations to focus on selling products that harm people's health or the environment. Some participants express that it might not only be the system as a whole but also individual stakeholders that try to prevent change from happening: *"It's a super complex system where there are a lot of stakeholders that do not want to see this change and that benefit from the current system"* (Vinnova 1). Dealing with those stakeholders is an important step in driving change, and it can involve a *"carrot and stick"* approach, according to Civil Society 3. Getting retail to be part of the solution means on the one hand motivating and inspiring them and on the other, *"being a bit aggressive"* as well (Civil Society 3).

5 Discussion

This study has provided an understanding of how a mission unfolds in practice: Stakeholder mobilisation happens on the basis of willingness, but this does not mean that there are not challenges. In this section, a process-oriented view of stakeholder mobilisation in MOI is developed by drawing on SNM (5.1). This is complemented by an analysis of the challenges to this process (5.2) and a contextualisation of MOI using the MLP (5.3). This section concludes with theoretical and practical implications as well as a reflection on limitations and further research.

5.1 The process of mobilising stakeholders

The result of this study is the description of stakeholder mobilisation in MOI, summarised in the three aggregate dimensions *"alignment on vision and measures"*, *"ambitious platform"*, and the *"readiness and resistance challenges"*. In this section, I will analyse the significance of the former two and develop a model of the process of mobilising stakeholders.

The stakeholders of the Mission's Coalition of the Willing align on their vision and the measures they believe will get them there: They want the food system to be sustainable and believe in the discussion of norms and the shaping of structures as means to achieve this. The Mission already acts as an ambitious platform where stakeholders can cooperate and engage in knowledge exchange. It does so with the ambition of pioneering radical solutions and being a role model for others. These crucial factors for mobilisation in practice originate in the core characteristics of missions: The directionality that missions provide allow for like-minded stakeholders to join a mission. Participation in a mission through a coalition of the willing enables the alignment on vision and measures. The high but realistic ambition of what a mission can and should be is

shared by the stakeholders who strive for radical solutions through the humble means of knowledge exchange and collaboration (Mazzucato, 2018).

To understand how MOI mobilises stakeholders, the interactions between these practices need to be analysed. I am using SNM to build a model of the process of mobilisation in MOI. SNM conceptualises three processes which contribute to niche formation and that can be applied to the case of the Mission. Niches are experimental spaces outside the regime, assembling “dedicated actors” and building a constituency for an innovation (Geels and Schot, 2007, p. 400). Niche formation thus describes the construction of such a protective space that creates the conditions for successful innovation. In the same way, mobilising for a mission does not happen just for the sake of it but to reap the benefits of involving different perspectives and creating support for change while testing out different solutions. Analysing how missions mobilise stakeholders by drawing from the existing knowledge on niche formation in SNM can elucidate the processes that operate in MOI.

The first process of niche formation is the articulation of expectations and visions. As the case study has shown, the Mission does not mobilise just any stakeholders. Instead, they focus on picking the willing – organisations that share their goals and are motivated to contribute. The stakeholders agree on creating a food system that stays within the planetary boundaries while having positive effects on people’s health. The Mission theme of sustainable food environments as a lever for food system transformation is what motivates many stakeholders to join the Mission. Moreover, the actors agree on the common level of ambition for the Mission: They believe that they can contribute by being a pioneer, both in terms of radicality of measures and in terms of a certain role model function of the Mission and its stakeholders. This shared vision of the future and the necessary measures and ambition brings and keeps the stakeholders on board of the Mission’s Coalition of the Willing. While the vision of the future and what the Mission aspires to be is quite ambitious, stakeholders are relatively humble in their expectations of what it can deliver: By getting various stakeholders together for knowledge exchange and new collaborations, they believe the Mission can sensitise people to the issue of food environments, start a discussion around this and question norms. Shared expectations, i.e. on what the Mission can deliver in terms of measures and the ambition it should have, contribute to building a promising niche.

The building of social networks is the second process of niche formation. The Mission brings stakeholders from different sectors together that usually do not get to talk to each other, especially not in the spirit of a common goal. This somewhat surprising combination of

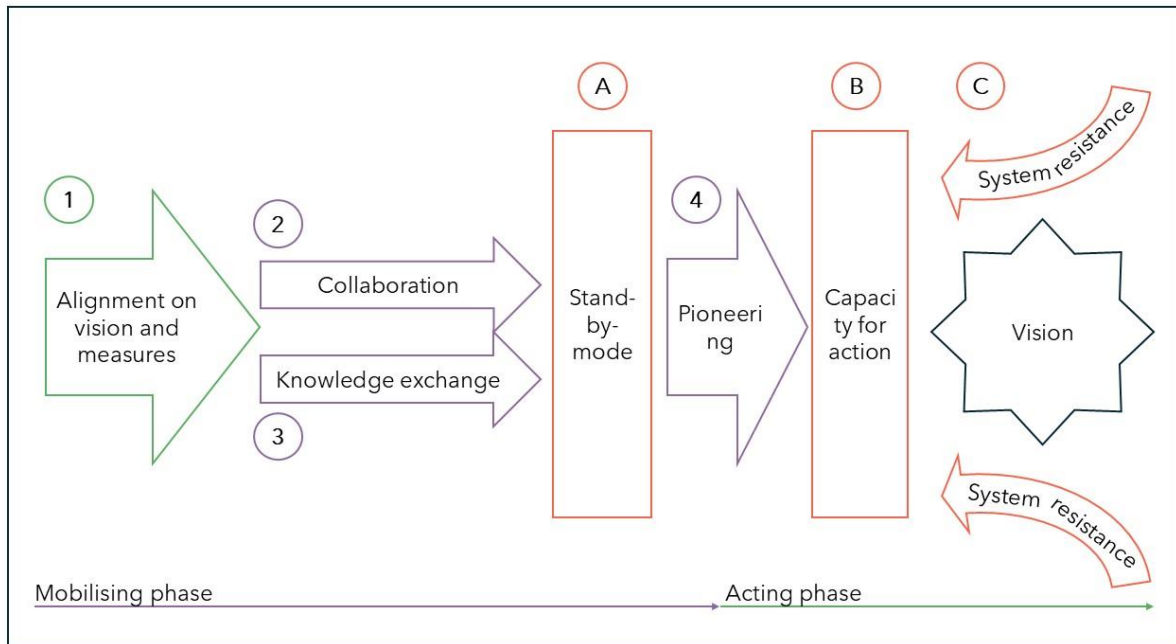
stakeholders helps form a broad constituency behind the Mission's focus on food environments and future solutions. The Mission provides a platform where they can meet and form relations for future collaboration.

The third is multi-dimensional learning. Niches are formed when learning processes are set in motion that enable changes in cognitive frames and assumptions. This second-order learning happens in the Mission where knowledge exchange seems to be one of the central practices and benefits for the stakeholders. The Core Team is dependent on the stakeholders' articulation of the current food system's design, levers and barriers. At the same time, the stakeholders get to learn more about the Mission theme and other stakeholders' practices. This includes questioning dominant norms through the introduction of the concept food environment.

Based on my findings and this analysis of mission mobilisation through the lens of SNM, I have built a model of how MOI mobilises stakeholders. This model translates the processes of niche formation to MOI, puts them in relation with each other and adds challenges that arise for mission mobilisation (these challenges will be analysed in section 5.2). In my model, I view the processes as synergistic (network building and learning built on the articulation of expectations), simultaneous (network building and learning happen at the same time) and continuous (articulation of expectations continues throughout the other two processes). Together, they form a general process of MOI stakeholder mobilisation (Figure 6). In the figure, I am referring to the processes by the names of the aggregate dimensions, translating the articulation of expectations into alignment in vision and measures and pioneering, network building into collaboration and learning processes into knowledge exchange. Arrows signify processes and point in the direction of the vision, while rectangles stand for challenges that arise throughout the process. I have also split the process into the two phases of mobilisation and action, based on Grodal and O'Mahony (2017).

The process illustrated in the model (Figure 6) can be interpreted as follows: The basis for mobilisation in MOI is the alignment of vision and measures due to the successful recruitment of a coalition of the willing (1). This alignment continues through the shared understanding of what the mission is for the stakeholders (platform, 2 and 3) and what ambition it follows (4). Collaboration (2) and knowledge exchange (3) happen simultaneously, building on the alignment and increasing the degree of mobilisation by moving closer towards the ambition.

Figure 6. A process-oriented view of stakeholder mobilisation in MOI



This case shows that missions mobilise stakeholders based on their agreement with the direction and ambition level. They motivate stakeholders with the promise of pioneering an innovative solution through building a platform for collaboration and knowledge exchange. This directionality, ambition and opportunity of a safe space for collaboration enable missions to mobilise stakeholders.

5.2 Willingness as a challenge

In this section, I present the challenges to stakeholder mobilisation derived from the findings and relate them to the issue of willingness.

The findings include challenges that MOI faces when mobilising stakeholders for a mission. The stand-by-mode most stakeholders are in means they are mobilised into a relatively passive state, waiting to be told what to do instead of driving action. The mobilised stakeholders' capacity for action is relatively limited. And lastly, system resistance refers to the difficulty of trying to change a system that works to maintain itself. These challenges can essentially be broken down into questions around willingness.

The stand-by-mode raises the question of the degree of willingness and mobilisation. While the stakeholders of the Mission at hand have a positive attitude towards the Mission and share its direction and ambition-level, they are waiting to be told how to contribute more. This shows that mobilising willing stakeholders is relatively easy because by definition they are already

willing and align with the Mission's goals. The question is whether having a group of benevolent stakeholders involved in the Mission from time to time might be enough for MOI to be successful, considering that the important exchange of knowledge and learning seem to occur regardless (Schut *et al.*, 2016). However, most multi-stakeholder initiatives trying to solve grand challenges so far have not been able to make meaningful progress, leading scholars to argue that multistakeholder governance is “not a panacea” for solving grand challenges (Couture, Jarzabkowski and Lê, 2023, p. 1652). Those that are contributing actively by developing a prototype may be doing so because it fits their organisation's portfolio, indicating a strategy of “retrofitting actions” (Grodal and O'Mahony, 2017, pp. 1818–1819). Instead of getting stakeholders on board of a mission, the real challenge may lie in shifting them from passive engagement to active participation. This reframes the mobilising phase of MOI: its significance is not merely in assembling stakeholders or aligning them with the Mission's goals, but in fostering a deeper sense of ownership and empowering them to actively drive the mission forward.

The capacity for action deals with the issue of the willing's ability to effectively address the grand challenge during the subsequent acting phase of MOI. As the case study has shown, this is difficult in view of the resources to which the Mission has access. Given the complexity of addressing a grand challenge, the Mission would require significant stamina over the long term to deliver on its promises. The fact that only the Core Team disposes of resources for the purpose of this Mission presumably prevents greater participation of the Coalition of the Willing and contributes to the aforementioned strategy of retrofitting actions. Their lacking capacity for action connects to the question of whether the willing are the right stakeholders to mobilise.

Whether a mission succeeds does not depend solely on the stakeholders it picks and mobilises towards action. It also depends on the ones that it does not pick: the un-willing. The question of this thesis is how MOI mobilises stakeholders. Answering this question must inevitably include a discussion about which stakeholders a mission does not mobilise. The willing stakeholders of the Mission view resistance from regime actors as a challenge: On the one hand, challenging norms and demanding of consumers to change will provoke resistance from individuals. On the other hand, addressing the issues of the food system will require engaging with a system that wants to maintain itself. Incumbent actors of this system are perceived as more powerful and having a big interest in preventing change. This ultimately brings the issue back to the dilemma of working within a coalition of the willing. Should an innovation project be broad to allow powerful actors to be part of it or should it be ambitious and be driven by

niche actors with less resources and impact (Schot and Geels, 2008)? MOI's response to this is relatively clear – it advocates selecting those who are willing. But as the previous paragraphs have shown, it is not specified what exactly that means, and to what extent an organisation has to be willing.

These challenges affect the process described in figure 6 in the following way: The stand-by-mode that most stakeholders are in, not feeling wholly part of the mission or knowing exactly what it is about, presents a barrier between acting as a platform and completely fulfilling its ambition of a pioneer (A). This is because the stakeholders remain in a relatively passive role, not contributing actively out of their own initiative. This prevents the Mission from achieving its real potential of moving on to action through radical measures, leading the way towards a sustainable food system (4). But once the Mission has overcome that stage, the reality of driving change kicks in. Whether the Mission's vision can be achieved depends on its capacity for action (B), i.e. the delivery of actual solutions and the stamina to do so over time. At this stage particularly, the existing system resists and thereby puts pressure on the Mission (C). It is important to note that these challenges appear where the mobilising phase passes into the acting phase, but they still relate to the way stakeholders are mobilised with MOI.

To conclude, MOI mobilisation of stakeholders faces challenges related to the degree of mobilisation, a dilemma of who are the right stakeholders to involve and if mobilisation is sufficient to catalyse a transition.

5.3 Understanding mobilisation in a transition context

The challenges show that the process of stakeholder mobilisation is embedded in MOI's context of addressing grand challenges and advancing a transition. Whether the Mission is successful does not only depend on the Mission itself and how it mobilises stakeholders but also the context in which it is located. The MLP provides a useful contextualisation, by visualising the Mission's interactions with the regime and the landscape's impact on it. Missions tend to have a transformative ambition, meaning that they seek to bring about a transition (Diercks, Larsen and Steward, 2019). The MLP sees transitions as outcomes of developments and interactions at different levels. For a transition to occur, what matters is not only the structure of the niche but also developments at the regime and landscape levels (Schot and Geels, 2008). In the same way, mobilising for a transition by means of MOI does not happen in a vacuum.

In the previous section, I have conceptualised the Mission as a niche by using the processes of niche formation to characterise mobilisation of stakeholders. Missions act as experimental

spaces for the development of new ideas (Leeuwis, Boogaard and Atta-Krah, 2021). The niche's design is particularly important considering the strength of the regime. Sociotechnical regimes, like the current food system, are characterised by their stability and lock-in in specific paths. In the case of the Mission, the regime's effort to maintain the status quo manifests in its resistance. On the one hand, individuals resist steering efforts of their diets. On the other, incumbent actors have more interest in keeping the system as it is and dispose of a lot of resources and power to keep it in place. The complexity of the system and the contested nature of mitigating its adverse effects make this a legitimate grand challenge. The landscape, as the exogenous environment of regime and niche, consists of environmental developments such as climate change, societal food norms and demographic trends. A transition will only happen when developments on all three levels align: The niche has brought forward some radical novelties that will be adopted when the regime is destabilised by landscape pressures, creating windows of opportunity for the niche. Different types of pathways for that transition can be envisaged.

The MLP can also enhance reflections on the type of stakeholders that are part of the Mission's Coalition of the Willing. While most stakeholders fit easily into the niche, the Mission contains a few stakeholders from retail and wholesale that could be attributed to the regime. However, the participants are individual sustainability strategists that might very well align with the Mission's vision while their organisations might be harder to convince to help transform the current food system.

Figure 7. A multi-level perspective on the sustainable transition of the food system through MOI, based on Geels (2011)

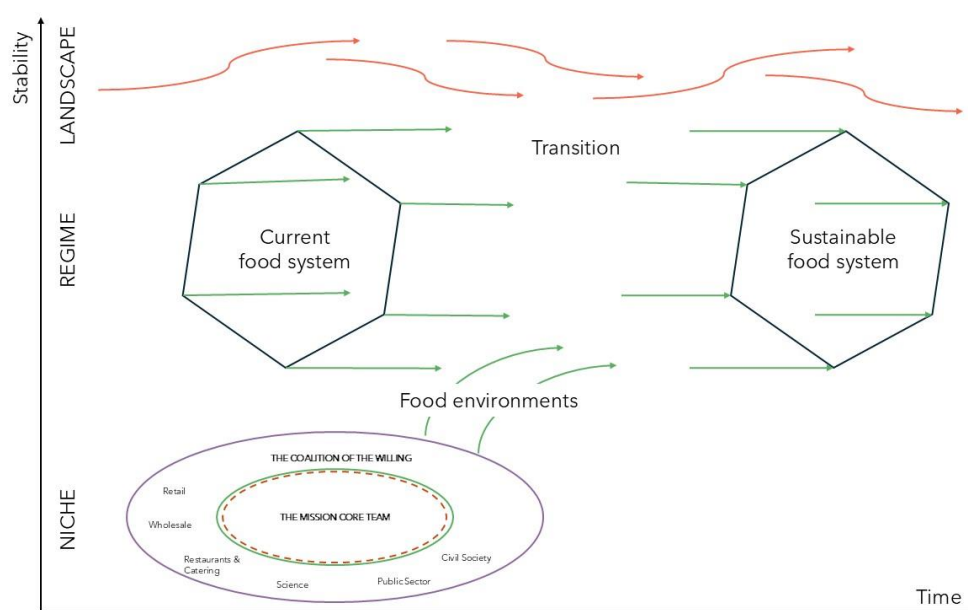


Figure 7 places the Mission in its context of a transition of the current food system towards a sustainable food system. This is the regime the Mission seeks to transform by framing it as a grand challenge. It has identified the food environment as a powerful lever for changing the food system, so this is what the Mission work focusses on. Whether the Mission will be successful with this depends on the landscape trends and their influence on the regime. Changing food norms or an intensification of the consequences of the climate crisis might open a window of opportunity where the regime becomes more open towards the solutions proposed by the Mission.

To answer the research question, MOI thus mobilises stakeholders for the sustainable transition of food systems by creating a constituency behind innovation while waiting for a window of opportunity to shift the regime.

5.4 Theoretical contribution and practical implications

Based on the previous sections, the theoretical contributions of my study can be summarised as follows:

Firstly, by examining a live case of MOI, this thesis contributes to understanding the implementation and dynamics of missions in practice. Analysing the interactions between a real mission and its coalition of the willing enhances our understanding of how missions are carried out and the challenges that arise when a theoretical framework is turned into reality. A case study such as this one enables a deeper understanding of what MOI means, both in theory and in practice. My findings especially put the directionality and alignment of vision and measures between stakeholders forward, but demonstrate the challenge of transforming willingness into action. The specific details of the case offer a concrete example of MOI, contributing to its further development.

Secondly, my depiction of the process of stakeholder mobilisation in MOI add to the development of a process-oriented view of MOI. Through this, MOI becomes a dynamic governance tool rather than a rigid framework, where the alignment on vision and measures of a coalition of the willing builds the foundation for future collaboration towards innovative solutions. The findings show that mobilisation for MOI happens through several processes that interact with and build on each other.

Thirdly, this study showcases the challenges that arise when mobilising for missions. This knowledge is important to have to improve mission mobilisation in the future. By putting the Mission in its context of a food system transition, I showed the systemic implications of those

challenges. Drawing from SNM and MLP adds a transition perspective to MOI that enables a better understanding of the interactions of a mission with its environment, and specifically the origin of the challenges in addressing a grand challenge through MOI.

On a practical level, the results of this study show the importance of building missions' capacity for action. This means on the one hand to carefully evaluate whether a mission has the potential to mobilise other stakeholders into action when selecting it for funding. On the other hand, it means to stand by those that were selected and give them the tools to move from willingness to action. Considering what missions are up against, it is crucial to provide them with the means to bring their ambitious plans to fruition. This includes supporting them to reach financial stability so that they can drive change in the long run.

For the core team of a mission such as in this case study, the results mean that they need to be explicit in their expectations of their coalition of the willing. What exactly do they want the stakeholders to do? And organisations that are part of this coalition may ask themselves what they are expecting from such an initiative and what that means for their own involvement. For both, it is thus about being intentional about their participation in the mission. It is by no means a given that a grand challenge will be solved, and similarly, participation in a mission should not be taken for granted. Instead, everyone involved should scrutinise what they are trying to achieve and whether their actions are in line with the goal. Of course, this is easier said than done, but even a pinch of intentionality could probably go a long way.

5.5 Limitations and further research

While I carefully constructed my methodological approach and did my utmost to ensure research quality, some factors that might have impacted my findings need to be considered. My interview sample broadly covers different types of stakeholders that are part of the Mission. However, I was not able to include all stakeholder types, and the gastronomy perspective is therefore relatively absent. Moreover, the sample contains a surplus of stakeholders from the civil society which might have skewed the answers towards more radical action and less practical considerations from the food sector. Only speaking to organisations that are part of the Mission overlooks the perspective of those that are not mobilised or willing, which could have produced interesting findings as well. Although the chosen method for data analysis allows for the procedural approach to be traced and repeated, thereby providing dependability, working with another person might have been valuable. Coding the material independently and then

discussing disagreements about different categories with another person could have increased the quality and dependability of the inductively developed category system.

This study used a single case study to shed light on stakeholder mobilisation in missions. While this provided details and insight into an interesting case of MOI, it cannot and is not meant to be generalisable. The way missions mobilise stakeholders might already be very different in another mission platform for a sustainable food system financed by Vinnova under the same call, let alone other missions in other contexts. In order to test whether the process of stakeholder mobilisation in missions developed here applies to other contexts as well, further research is needed. Different methods, such as multiple case studies or quantitative analyses could be used to generate more generalisable findings on how missions mobilise stakeholders.

The literature review and my own research have shown that the dilemma of who to include when attempting to transform systems is still unsolved. Considering the challenges for mobilising identified in this study, I was confronted with the question of involving all the relevant stakeholders or only the willing again and again. Who should or should not be included in order to drive change remains an issue that should be further looked into. This concerns specifically the concept of a coalition of the willing applied in the case of this mission. This term has mostly been used in international relations research, but it could be of relevance to analyse what it means in the context of MOI.

My research also raised the question of how to transition from mobilisation to action. The stakeholders' stand-by-mode emerged as a potential obstacle to effective action. The issue of mobilising stakeholders for a mission seems to be closely linked to how they can be persuaded to act. Further investigation is needed into what missions expect from the stakeholders they mobilise and whether it is within these stakeholders' capacity to deliver on those expectations. It would be valuable to learn how the challenges to mobilisation identified here are overcome in successful missions, and what mechanisms move mobilisation to action.

6 Conclusion

The recipe for bringing about societal change builds, it seems, on appetite. If different stakeholders (pun intended) are hungry for the same dish, and someone is providing a kitchen and utensils, those organisations can cook something together. To continue the metaphor, whether they will actually succeed in preparing a meal depends on whether they are just

standing around in the kitchen or ready to get their hands dirty. It also relies on the quality of the produce and if the world is ready for their culinary innovations.

This thesis explored the mobilisation of stakeholders in MOI, focusing on a Swedish mission platform for a sustainable food system. Through interviews with stakeholders from the Core Team and the Coalition of the Willing, I identified the factors behind their mobilisation (alignment on vision and measures), the Mission's activities (building an ambitious platform), and the challenges (readiness and resistance) it faces. Using QCA and the Gioia method, I categorised these insights and developed a process model for stakeholder mobilisation in missions, drawing on SNM. I situated this in the context of transitions using the MLP.

The development of a mobilisation process answers the research question of how MOI mobilises stakeholders: The foundation for mobilisation lies in stakeholders' alignment with the vision and measures, which is facilitated by the MOI approach of engaging a coalition of the willing. Missions offer an ambitious platform where stakeholders can meet, get to know each other, and learn. The desire to be pioneers motivates stakeholders to join a mission, but they remain in a stand-by-mode and do not take initiative. Additionally, a limited capacity for action further restricts their ability to translate mobilisation into action, while the system actively resists change.

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Appendix

Interview sample

Pseudonym	Type of organisation	Date	Length (in min)	Language	Mode
Retail 1	Supermarket	24.09.2024	29	English	Teams
Wholesale 1	Wholesale	24.09.2024	29	English	In person
Science 1	University	30.09.2024	35	English	Teams
Wholesale 2	Wholesale	30.09.2024	36	Swedish	Teams
Civil Society 1	Consulting	03.10.2024	38	English	Teams
Public Sector 1	University	03.10.2024	35	English	Teams
Vinnova 1	Innovation agency	07.10.2024	52	English	Teams
Retail 2	Supermarket	08.10.2024	42	Swedish	In person
Civil Society 2	NGO	09.10.2024	45	English	Teams
Mission 1	NGO	10.10.2024	33	Swedish	Teams
Public Sector 2	Preschool	10.10.2024	34	Swedish	Teams
Mission 2	NGO	11.10.2024	39	Swedish	Teams
Science 2	University	15.10.2024	52	English	Teams
Civil Society 3	NGO	16.10.2024	28	Swedish	Teams
Mission 3	Public sector	16.10.2024	48	Swedish	Teams
Civil Society 4	Consulting	17.10.2024	26	Swedish	Teams
Mission 4	NGO	17.10.2024	32	Swedish	In person
Vinnova 2	Innovation agency	23.10.2024	40	Swedish	Teams
Science 3	University	25.10.2024	31	Swedish	Teams
Civil Society 5	Consulting	20.11.2024	33	Swedish	Teams

Interview questions

Organisation

- Please present the organisation you work for. What do you do?
- How is your organisation related to food? How do consumers meet your organisation?
- How does your organisation impact how/what people eat today, concretely?

Vision

- What does your organisation want eating to look like in the future? How does your organisation want people to eat in the future?
- How does your organisation plan to get there?

The Mission

- How is your organisation involved in a movement to make it easier for people to eat right?

- How is your organisation involved in the Mission?
- Why did your organisation choose to participate in the Mission?

Contribution of the Mission

- How can your organisation change what/how people eat in the future?
- How can the organisations that you perceive to be part of this Mission change what/how people eat?
- How do you think the Mission can change what/how people eat?
- How does your organisation contribute to the Mission?
- How does your organisation benefit from the Mission?
- What challenges do you see in achieving the goals of the Mission?
 - How can they be addressed?

Is there anything I should have asked you? Is there anything you would like to add?

Participant information

Information about participation in the research project Master Thesis [Working Title] “Managing System Change through Mission-oriented Innovation: Stakeholder Ecosystem Dynamics.”

I am a Master’s student at Stockholm School of Economics. I want to ask you if you would be willing to participate in a study within my Master Thesis titled “Managing System Change through Mission-oriented Innovation: stakeholder ecosystem dynamics.” Through this project I wish to shed light on how missions are implemented in practice and how they impact their ecosystem of stakeholders. The reason I ask you to participate is because you have participated in a workshop organised by [The Mission]. I have reached you through [The Mission’s] participation list.

If you agree to participate, this will mean **one interview** of the duration of a maximum of one hour, in person or online. The interview will be **recorded** to help transcribe afterwards. It will be deleted after completion of the study.

Your participation will be **anonymous** - your name will not be used in any reports or publications resulting from the study.

Participation is **voluntary**. There are no negative consequences for you if you decide not to take part in this study. If you decide to take part but then later on change your mind, you can let me know and you will not have to give any explanation why. It is also absolutely fine if you feel that you don’t want to answer any specific questions – you can just tell me, and we will move on.

You will be able to partake of the results of the study by accessing the Master Thesis on the DiVA portal where it will be published upon completion.

Contact information

Judith Heidebreck

Dual Master's Degree in Environmental Policy & Business and Management, Sciences Po Paris & Stockholm School of Economics

Consent form

Consent to participating in the research project Master Thesis [Working Title]

“Managing System Change through Mission-oriented Innovation: Stakeholder Ecosystem Dynamics”

☐ I have read and understood the information about the study in the document "Information sheet Master Thesis Mission". I have been given the opportunity to ask questions and I have had them answered. I may keep the written information.

☐ I consent to participating in the study described in the document "Information sheet Master Thesis Mission”.

☐ I understand that my responses will be kept confidential and anonymous and that my personal information will be kept securely and destroyed at the end of the study.

Place and date

Signature and clarification of signature

Category system

Category name	Description	Keywords	Anchor examples (identified in first round of coding)
Alignment on vision and measures			
Access to food	Everyone should equally have access to good food. The people that produce food should be treated in a fair way.	Price, access	We want for every people that lives in Malmö to have the access and also the knowledge about, you know, what is healthy and sustainable food for them. So having good access to healthy and and sustainable food is important, that that is our vision and that every person in Malmö and every resident should have that (Civil Society 2)

Healthy diets	People should eat a diet that promotes their health.	Nutritious, Planetary Health Diet	We would like the customer to eat in line with planetary health diet that the Eat Lancet Commission came up with a couple of years ago (Retail 1).
Local Production	Food should be produced close to where it is consumed.	Connection, locally produced, community	So that that's what I believe that that is what I see is the is the future is that there is a closer connection between what we grow and what we eat (Wholesale 1).
Reduced environmental impact	Changing the food system so that it has less of a detrimental impact on environment and climate (less GHG emissions, less land use, less pesticides)	Sustainable, Planetary Health Diet	So ultimately, we want to reduce [the organisation's] climate impacts and also raise the discussion about food, responsible food choices. So in the future. More plants? Better meat better dairy. And a more conscious choices about what we eat daily would be nice to see (Public Sector 1).
Concept of food environments	The topic (food environments) of the mission is new and important.	Food environment, illustrate, visualise, concept, new, perspective, approach, interesting, relevant, important.	Topic is really interesting and it goes in line with of course looking at the places where the customer or where humans meet decisions. Connected to choosing in eating in one way or another (Retail 1).
Challenge norms	Address culture and norms around food. Change the structures, values and habits around food. Question the status quo, open up room for discussion of how things are done currently.	Traditions, culture, structures, habits, challenge mindsets	Att vi kan bidra till att... Utmana tankesätt och utmana strukturer kring hur saker görs idag... Alltså så här, vi har hittat x antal, tolv stycken hävstänger som vi har identifierat i vårt matmiljösystem hittills, som vi ska och vill jobba vidare med, där till exempel så här.... ja, det är jätte etablerade så här policy och regleringar och ekonomiska styrmedel är en hävstång som har varit ganska tabu i Sverige och liksom prata om att jobba med (Mission 1).

Same goals	There needs to be agreement on the direction the organisations should take, goals should align in order for cooperation to be successful. Working with a coalition of the willing.	Same, direction, goals, common, share, coalition of the willing.	If if we agree on these ways of measurement for change, then the on the farming side they can switch what they grow. And on the retail side, they can allow... Food or products from certain type of farmers, which has stable supply (Wholesale 1).
Political action	Changing the food system requires political action at different levels: policies, rules, instruments, public procurement.	Politicians, government, public governance, policy	think the the big win, if they if they achieve is to make... Contribute and like sort of sort of a substantial.... Change In a more higher level and I'm thinking about, you know, government authorities, politics and so that they could then change... Something that is more. Hands on so to say (Civil Society 2).
Pricing	Influence consumers' decisions via prices, by making the healthy and sustainable food choices cheaper. Address companies' profitability issues.	Price campaign, taxes, cheap, expensive, profitability, economic, financial, costs.	Sedan testade vi att bara ta bort all-ingen kommunikation överhuvudtaget och sen bara sätta ett nyttigt bröd med ett bra pris. Det funkar bäst. Så Ingen information utan bara liksom pris som endast styrmedel och det är det som funkar bäst. Så vi måste jobba med pris (Retail 2).
Product innovation	New, better products will lead to better health outcomes and have a lower environmental impact.	New, products.	We are also trying to work constantly trying to find new products, mostly plant based protein products and since it's but it's a major challenge to find the right products for the that the customer wants either the price is wrong or the shape is wrong or the nutritional values are not enough (Retail 1).
Shape food environments	The belief that we should make it easy for people to eat right, i.e. shape food environments. Helping people make healthy choices through shaping the supply.	Options, only, present, make it easy to choose right, facilitate, individual, signals, influence, availability.	It will take away too long time to get people to understand these kinds of things. They have to be presented as the only option at food environments (Civil society 1).

Spread knowledge	Inform consumers about the impacts of their diets and how they could move towards healthier and more sustainable eating habits.	Information, visualise, knowledge, understand, inspire, educate, awareness, communicate, learn.	Sen har vi ju också Tidningar som går till restauranger och till storhushåll där vi kan berätta om vad som är i säsong till exempel eller vad som är klimatsmart och och lyfta fram bättre produkter så mot. På ett sätt kan vi då få kunderna att välja bättre (Wholesale 2).
Ambitious platform			
Contribute information	Contributing to the mission through expertise and knowledge.	Input, knowledge, voice concern, share, experience, best practices, insights.	We have contributed to that mission with, you know, insights and information (Civil Society 2).
Lead the way	Be an example for change, show that another world is possible, demonstrate an alternative to the mainstream way of doing things. Be a pioneer. Test things out and show that they work.	Showing, offering alternatives, example, prototypes,	Just showing just in subtle... Small ways how you can make changes that aren't as drastic as what people have maybe previously thought. I do think also that our organisation showing that you can through procurement processes or just the way your company or your organisation does things, changing things in your routines, your processes, your decision making... That small changes can lead to big differences and then being braver and braver along the way. That this little change wasn't as scary and it wasn't something that people reacted to. So maybe you can take braver steps, bolder decisions. And we'll get there a lot faster (Public Sector 1).
Learn	The mission provides the participants with new ideas, knowledge and inspiration. They can learn from the mission.	Learn, insights, information, results.	Ja, men genom att vara med i sådana här... Olika- ja jag lär mig ju hela tiden också och i workshopsen så kommer ju andra aktörer. Jag är ju väldigt intresserad av att höra vad de andra tänker och vad de andra gör (Retail 2)

Linking arms	Diverse organisations should get together and work together (across boundaries), bringing their different capabilities to the table.	Collaboration, cooperation, work together, diverse.	You know, like we, we have to work together and and to not being... the school can't be some isolated... Silo without being incorporated in the in the society you know (Science 1).
Network	The mission builds a network that allows different organisations to meet. It allows them to solve a challenge they would not be able to solve alone. It is also about mobilising other organisations for collaboration.	Network, allies, contact, meet, mobilise.	And I also can get people to come in and be lectures in my courses. So the network is really important (Science 1).
Radical measures	We should have the courage to do radical things. We should not be scared to take the necessary decisions. There's not one right solution but many. We have no choice but to act.	Dare, necessary, bold, decide, risk, courageous, no choice.	Ja, men det är väl egentligen om man inte vågar att påverka och inte vågar förändra. Då ser vi ju att... om det blir liksom en allmän trötthet på att folk ska inte... -att man känner att ingen ska bestämma över mig, om den... då är det ju en risk att goda idéer inte får testas (Wholesale 2)
Readiness and resistance challenges			
Grasp of the Mission	Participants report not really knowing what the mission is about and what it entails.	Know, following, understand, grasp, overview.	Oj, jag har lite dålig koll faktiskt på vilka som är med just Mission. (Civil society 4)
Part of Mission	Participants do not feel like they are a part of this mission because they have not yet contributed concretely to it.	Involved, participate, part of it, follow, endorse, support.	I would say that, you know, we're not quite that part of it. I think as I mean, I mean we're part of it because we attended a workshop to be- like to be like fair and concrete. So we're part of- we have been a Participating actor in one of the activities that the Mission... Or yeah. Of of that platform, but that I wouldn't say we're part of it in that way. (Civil Society 2)
Willingness to contribute	Willingness to contribute more,	Open, participate,	I'm waiting to see how we can contribute more. Right now I'm not

	waiting to hear what they should do, stand-by mode.	invited, contribute,	really sure what they want us to do (Retail 1).
Complex system	Some stakeholders benefit from the current system and are actively working to keep it in place.	Complex system, stakeholders, benefit.	It's a super complex system with a lot of stakeholders that do not want to see this change and they benefit from the current system. There's no wonder that that the supermarkets are designed in the way they are. what eating habits they are actually promoting, it's because that generates money (Vinnova 1).
Delivery	It will be challenging to move from theory to practice, from ideas to implementation. It is not clear how to measure progress.	Action, reality, theory, deliver.	How do we get from all of those things that we are trying to solve... How do we go from those thing that we say and we create in form of paperwork and how do we go really to action (Civil society 2).
Sensitive topic	People do not want to be told what to eat, it is hard to change people's food habits.	Be told, decide, yourself, acceptance, interfere, sensitive subject, choose.	Um I mean people are not that into like being forced to eat more whole grain in their favourite cereals or bread. They're not that into us deciding that... the customer want to decide that themselves (Retail 1).
Stamina	Having the energy to work on the issue long term, having the resources to support the movement.	Economic stability, longevity, money, funding, profitability, financing, resources, long term.	Men sen är det väl också svårt att- om man har en en vision och en tanke, att hålla den vid liv, att man pratar om den... Till slut kanske man som organisation eller som... fokusområde tröttnar på att prata om en fråga, nu har vi väl pratat färdigt om den här, då kanske- det ofta är då som andra har börjat tänka på... på hur man skulle kunna göra. så lite det här att lång- orka vara långsiktig... I sitt driv eller ja, talar frågan vid liv (Wholesale 2).

Category frequencies

Category	Civil Society	Mission Core Team	Public Sector	Retail	Science	Whole-sale	Vinnova	Total
Alignment on vision and measures: vision								123

Access to food	5	4	1	2	0	0	0	12
Healthy diets	5	3	2	3	3	1	0	17
local production	3	2	2	2	10	2	0	21
Reduced environmental impact	10	6	5	3	5	1	0	30
Same goals	3	5	0	0	1	3	5	17
Concept Food Environment	4	12	0	1	4	4	1	26
Alignment on vision and measures: measures								135
Challenge norms	7	5	6	2	3	0	4	27
Political action	7	5	3	2	7	0	2	26
Pricing	5	4	0	3	1	0	0	13
Product innovation	1	0	0	2	3	1	0	7
Shape food environments	9	5	0	2	3	5	0	24
Spread knowledge	7	10	1	4	11	5	0	38
Ambitious platform								191
Contribute information	7	9	8	1	2	4	2	33
Learn	5	12	2	1	0	4	0	24
Linking arms	11	8	1	8	3	3	9	43
Network	9	8	2	4	5	0	7	35
Radical measures	1	6	0	0	7	5	5	24
Lead the way	2	12	6	0	0	9	3	32
Readiness and resistance challenges								135
Complex system	8	5	0	1	5	5	4	28
Delivery	5	1	0	0	0	0	2	8
Sensitive topic	3	2	3	6	2	2	2	20
Stamina	10	4	2	2	8	1	3	30
Willingness to contribute	1	1	6	2	0	1	0	11
Part of mission	9	4	4	4	6	1	0	28
Grasp of mission	6	0	2	0	2	0	0	10

AI Disclosure

As part of this thesis, I utilized AI tools to assist in specific stages of the research and writing process. Below is a detailed disclosure outlining the tools used, their contributions, potential risks, mitigation measures, and insights gained.

1. AI Tools Used and Their Application

ChatGPT:

- **Feedback:** I used ChatGPT as a virtual supervisor to evaluate specific sections of my thesis. I asked it to provide feedback on structure, argumentation, and areas for improvement. For example, I asked whether the argumentation made sense, which issues were relevant to include, and what literature might be addressed.
- **Text Improvements:** ChatGPT helped improve text clarity and legibility by suggesting synonyms, grammatical corrections, and improvements to sentence structure.
- **Idea Refinement:** ChatGPT assisted me in clarifying and structuring my thoughts. By organizing and reflecting on the information I provided, it helped me view my own ideas from different perspectives, allowing me to better refine and articulate them.
- **Drafting the AI Disclosure:** I also used ChatGPT to assist in drafting this AI disclosure, based on the notes I provided. ChatGPT structured and wrote the disclosure while ensuring it accurately reflected my input.

Microsoft Teams and Word Transcription Tools:

- These tools were used to transcribe interviews conducted during the research process.

2. Example prompts

This is an example prompt for advice on structure or content:

I am writing my master's thesis in my MSc in Business and Management. You are my supervisor, a brilliant postdoctoral researcher. You are also a great supervisor who is really good at giving advice to students.

This is what my thesis is about: *Copy paste Abstract*

The current structure of my literature review is the following:

1. Food system transformation

Here, I categorise food system transformation as a grand challenge.

2. Transition Management

I introduce Strategic Niche Management and Multi-Level Perspective which I will use for my analysis.

3. Mission-oriented innovation

I describe the normative turn innovation has taken, meaning that it is now supposed to address grand challenges. I characterise grand challenges and then move on to describing Mission-oriented innovation. I end this section saying that mission-oriented innovation works with a coalition of the willing instead of involving all stakeholders.

4. Stakeholder participation

I write about the benefits of involving stakeholders and the problems. I again stress that mission-oriented innovation recommends to work with a coalition of the willing.

It no longer seems to make sense to start with food system transformation, even though that is what my real supervisor recommended (in order to write in a sort of hourglass shape). Since I am merely characterising food system transformation as a grand challenge, it makes more sense to put it after my description of a grand challenge. But it is difficult to add it there now because the section of course has its own flow.

What would you recommend? And should it be its own section or should I try to let food system transformation be a part of each section?

ChatGPT ▾

Gemeinsam nutzen

What would you recommend? And should it be its own section or should I try to let food system transformation be a part of each section?



Your thesis is very promising, and you're already engaging deeply with the structure and framing, which is great! Let's address your key concerns about the literature review structure.

1. Should "Food System Transformation" move to later in the literature review?

Yes, I agree with your instinct to move it after your discussion of grand challenges rather than opening with it. Starting with a broader framing (e.g., grand challenges) and narrowing down to food system transformation will better set the stage ↓ why your case study is significant. The food system transformation discussion will feel more natural after you've introduced grand challenges and



This is an example prompt on how I used ChatGPT to enhance my writing:

Considering how challenging it is to address a grand challenge the Mission would require a lot of stamina in the long run to be able to deliver.



Here's a refined version of your sentence:

"Given the complexity of addressing a grand challenge, the Mission would require significant stamina over the long term to achieve its goals."

This version clarifies the idea and makes the sentence flow more smoothly.



to deliver on its promises/ambition?

Sende eine Nachricht an ChatGPT



3. Contribution to Quality

The use of AI tools positively impacted the quality of my thesis in the following ways:

- **Improved Clarity and Structure:** Feedback from ChatGPT enabled me to enhance the organization of arguments and refine the overall structure of my thesis.
- **Increased Legibility:** Suggestions for sentence-level edits and synonyms contributed to a more polished, reader-friendly text.
- **Enhanced Idea Articulation:** ChatGPT's ability to reorganize and structure the information I shared helped me critically evaluate my ideas. This process allowed me to refine my reasoning and improve the way I expressed complex arguments.
- **Time Efficiency:** The transcription tools saved significant time, which I reinvested into other aspects of the thesis, such as deeper analysis and writing.

4. Potential Risks and Mitigation Measures

While AI tools were helpful, their use came with certain risks. Below are the risks identified and the steps taken to mitigate them:

- **Risk of Hallucination (Inaccurate or Invented Information):** ChatGPT has a tendency to fabricate information, particularly when asked for knowledge or sources. To address this, I refrained from using it for factual research or source identification. Instead, I relied on academic databases and literature searches for evidence-based information.

- **Risk of Superficiality:** To avoid superficial feedback, I provided ChatGPT with as much context as possible, including detailed prompts and summaries of my work. This ensured that its suggestions were relevant to my thesis.
- **Risk of Over-Reliance:** To ensure intellectual integrity, I used ChatGPT exclusively as a supplementary tool for feedback and idea generation. All content was critically evaluated and revised by me. ChatGPT's suggestions were never directly copied and pasted into my thesis without modification.
- **Accuracy of Transcriptions:** While transcription tools saved time, I mitigated errors by reviewing all interview recordings within 24 hours of the interviews and manually correcting the transcripts.

4. Insights Gained from Using AI Tools

Using ChatGPT throughout the thesis-writing process provided the following insights:

- **New Perspective on My Thesis:** ChatGPT's ability to structure my input helped me see my arguments and ideas from a different viewpoint. This often revealed new ways of approaching or articulating key points.
- **Improved Understanding of My Topic:** Engaging with ChatGPT's feedback allowed me to better understand my own reasoning and clarify my arguments, ultimately strengthening my grasp of the subject matter.
- **Reassurance:** ChatGPT provided reassurance that my arguments made sense by confirming where my reasoning was clear and coherent.
- **Highlighting Weaknesses:** ChatGPT also pointed out areas where my arguments were unclear, incomplete, or could be improved, allowing me to address these weaknesses effectively.
- **Improved Formulations:** Its suggestions for sentence-level edits and synonyms enabled me to express my ideas with greater precision and clarity.