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SUCCESSFUL SUCCESSION: THE ROLE OF THE ENVIRONMENT AND THE SUCCESSION PLAN

Sucessão exitosa: O contexto do entorno e o plano de sucessão

Sucesión exitosa: El rol del entorno y el plan de sucesión

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ABSTRACT

Succession literature remains non-cumulative and disjointed, and studies are only just appearing that offer an overall view of the factors that make the succession process a success. Our study was based on a sample of 230 agribusiness entrepreneurs from the state of Paraná (Brazil). We used a time-lagged design to test the extent to which the succession plan, the family environment, the organizational environment and the economic environment are able to predict succession success. Our results showed that the variable that contributed most to the success of the succession process is one that the firm has the least control over: the economic environment. The findings suggest that in order to guarantee survival family-run enterprises must plan for succession and foster the development of a family and organizational context that encourages new leaders to want to take over the management of the family business.

KEYWORDS | Family SMEs, successful succession, environment, succession plan, family harmony.

RESUMO

A literatura sobre sucessão continua desarticulada, de modo que apenas existem estudos que oferecem uma visão global dos fatores que contribuem para que o processo de sucessão seja exitoso. Baseado em uma amostra de 230 empreendedores do agronegócio do Estado do Paraná, utilizou-se um gráfico de diferença de cinco pontos de coleta de dados para comprovar até que ponto o plano de sucessão, o entorno familiar, o entorno organizacional e o entorno econômico podem prever o êxito da sucessão. Os resultados mostraram que a variável que mais contribuiu para o êxito do processo de sucessão foi aquela sobre a qual a empresa tem menos controle: o entorno econômico. Os resultados sugerem que, para garantir sua sobrevivência, as empresas familiares devem planejar a sucessão e fomentar o desenvolvimento de contextos familiares e organizacionais que incentivem os novos líderes a querer assumir a gestão da empresa familiar.

PALAVRAS-CHAVE | PME familiares, sucessão exitosa, entorno, plano de sucessão, harmonia familiar.

RESUMEN

La literatura sobre sucesión sigue desarticulada y apenas hay estudios que ofrezcan una visión global de los factores que ayudan a que el proceso de sucesión sea un éxito. Nuestro estudio se basó en una muestra de 230 emprendedores del agronegocio del estado de Paraná (Brasil). Usamos un diseño de tiempo retardado para comprobar hasta qué punto el plan de sucesión, el entorno familiar, el entorno organizacional y el entorno económico pueden predecir el éxito de la sucesión. Los resultados mostraron que la variable que más contribuyó al éxito del proceso de sucesión fue aquella sobre la que la empresa tiene menos control: el entorno económico. Los hallazgos sugieren que, para garantizar su supervivencia, las empresas familiares deben planificar la sucesión y fomentar el desarrollo de contextos familiares y organizacionales que alienten a los nuevos líderes a desear asumir la gestión de la empresa familiar.

PALABRAS CLAVE | Pymes familiares, sucesión exitosa, entorno, plan de sucesión, armonía familiar

INTRODUCTION

There is an enormous amount of literature indicating the important role played by small and medium-sized enterprises (SMEs) in economic growth, employment and exports from developing countries (Nikolić, Jovanović, Nikolić, Mihajlović, & Schulte, 2018). SMEs are by far and away the most commonly found type of business in any of the world's economies, especially in developing economies (Pessotto, Costa, Schwinghamer, Colle, & Corte, 2019). On the other hand, it is estimated that between 90% and 98% of the SMEs in developed or developing economies are run by families (Inter American Development Bank, United Nations, & Organization of American States, 2011). The role of the family SME is, therefore, essential to the economic and social prospects of developed and developing nations, since most of the wealth in both national economies and in the global economy overall is produced by this type of organization. One developing economy for which family SMEs are most important is Brazil. According to Organisation for Economic Co-operation and Development data (OECD, 2018), Brazilian SMEs in 2017 accounted for 98.5% of the total number of companies in the country, provided work for 41% of the working population, and generated 27% of the GDP.

One of the most important challenges facing family SMEs involves the CEO succession process. In Brazil, this process is particularly important for small and medium-sized family farms, for two closely-related reasons. First of all, it is estimated that 70% of small and medium-sized family farms will not outlast the initial founding generation, and that only 5% will last for three generations (Schumacher, 2015). Secondly, failed succession processes may be one of the causes of the significant levels of migration from the countryside to the city. This migration has led to a drastic decrease in the rural population over the last 30 years, and may be putting the survival of small and medium-sized family farms at risk (Foguesatto, Mores, Kruger, & Costa, 2020).

Many factors are used to explain the lack of successors in small and medium-sized Brazilian family farms (Foguesatto et al., 2020; Morais, Borges, & Erlaine, 2017; Pessotto et al., 2019), such as: personal preferences, farm profitability, farm type and location, the land tenure system, inheritance rights, formal education levels, gender, practical skills and knowledge, intergenerational relationships, technology, etc. These factors are similar to those that have been linked to succession success or failure in small and medium-sized farms in developed countries (May, Arancibia, Behrendt, & Adams, 2019). According to the United Nations' Food and Agriculture Organization (FAO) (Garner & Campos, 2014), however, the importance of each of these factors may vary depending on the context of the country in question. Therefore in developing countries, such as Brazil, the influence of these or other factors on the success of the succession process may differ due to the greater difficulty that small and medium-sized family farms in these countries have in accessing social protection systems, sources of financing, training, the use of new technologies, etc. (Garner & Campos, 2014). Furthermore, according to Minichilli, Nordqvist, Corbetta, and Amore (2014), in addition to the country context (macro context), the circumstances surrounding the successor, such as their family or the family farm business (micro context), are also significant in the success of the succession process. This significance mainly lies in the fact that the micro environment is key in the socialization process of potential successors, and can affect both family harmony and the successors' behaviors and wishes to direct the family farm business.

Most of the work carried out in Brazil on succession in small and medium-sized family farms has followed the "factor-based" approach, an approach in which successful succession is the result of a combination of discrete (quantifiable and directly observable) factors that have a positive or negative influence (Pessotto et al., 2019). As

far as we are aware, however there are no studies that include the latent factors (directly unobservable variables) that have a long-term influence on the socialization of the successor in their definition of a successful succession, and that relate to both the macro (economic environment) and micro (family, organization and succession plan) contexts.

Most of the previous studies measured the success of the succession process by using objective and subjective measures that almost always focused on financial variables (Ayala-Calvo, Manzano-García, & Schumacher, 2019). Their main drawback, however, is that they disregarded what happens to family harmony by the end of the succession process. Prior research suggested that the success and survival of the firm are related to non-financial aspects of the business (Sharma, 2004). Our model, therefore, will be based on the idea that the success of the succession process is a construct that must take both financial aspects and family harmony into account, such as: the need for belonging, affection or trust, the spirit of helpfulness, and/or awareness of the well-being of others (Kavikondala et al., 2016).

Based on the previous comments, the main objective of our work is to propose a model that provides a better understanding of the main variables that condition the successful succession of the leader (CEO) in small and medium-sized family farms, and the relative importance of each variable. We look specifically into how the economic context, the organizational context, the family context, and the succession plan can help us understand the degree of success in the succession process.

Identifying the variables that have an influence on the succession success of small and medium-sized family farms, and understanding how they behave, could be of interest to both owner-managers and their families, as well as to policy-makers, since business survival may depend on this. This is due to the fact that if the succession process weakens, or destroys family harmony, it also weakens or destroys trust between family members and emotional engagement with the organization, which are fundamental requirements for prosperity and, long-term, for the survival of family SMEs (Memili, Zellweger, & Fang, 2013) and the maintenance of millions of jobs.

This study focuses on analyzing the successful succession process based on a sample of 230 CEOs of small and medium-sized Brazilian family farms. As far as we know, this is the first piece of research that uses family harmony and measures of a financial kind to explain the successful succession processes of small and medium-sized family farms. With this work we are trying to add to and improve on existing literature on the successful succession of small and medium-sized family farms in several ways. On the one hand, we broaden the knowledge on successful succession by investigating the different factors that make up this construct. On the other, this study extends the line of research, and proposes a model that has been benchmarked using structural equations and a time-lagged design with five data collection points, thus giving us a better understanding of the succession processes in small and medium-sized family farms. Based on previous literature, we have also proposed and validated instruments for measuring the constructs of our hypothesized model.

THEORETICAL FRAMEWORK AND HYPOTHESES

The successful succession process

According to Santos, Ayala-Calvo, and Rodríguez (2019), there are three characteristics to bear in mind when identifying a family-run SME: family involvement in ownership and control; family involvement in management;

and the wish for the business to be passed on to the next generation. Relational contracts in these organizations are usually based on emotions and feelings, which means that the mutual expectations of the different agents—family members or otherwise—prevail over purely contractual financial relationships. It would seem logical in this context for the owners of a family SME to be worried that the succession process might destroy the family harmony that has been built up over the years. For family SMEs, protecting their identity, their reputation and their way of doing business, and avoiding the disruption of the family dynasty is an asset worth protecting above and beyond any purely economic or financial reasons. Therefore, the viewpoint of preserving family harmony is a suitable framework for explaining the successful succession of the CEO in small and medium-sized family farms.

There is no agreement on what constitutes successful succession, and scholars differ on how to measure it. According to [Minichilli et al. \(2014\)](#), we measure the success of succession by means of a construct that incorporates measures that are both financial (growth) and non-financial (family harmony). The latter represents the affinity of the family members with the company's principles and values, the spirit of mutual aid and awareness of other members' wellbeing, which shows the level of organization and union between family members. In family firms, family harmony is based on mutual trust, which is built up through healthy coexistence between people, through the history of the family business, and through shared time and the feeling of community among its members ([Memili et al., 2013](#)). [Falkiner, Steen, Hicks, and Keogh \(2017\)](#) concluded that the deterioration or destruction of family harmony during the succession process could, on the one hand, diminish family members' satisfaction with the process and, on the other, put the company's survival at risk.

In most previous works the success of SMEs has been measured by their profitability, rate of growth, or stock market performance. In recent years, however, the most widely used variable has been growth, which has been frequently seen as the result of the entrepreneurial orientation of the owner-manager ([Shan, Song, & Ju, 2016](#)). Therefore, we shall use growth as an economic component to explain the successful succession of the CEO in family-run SMEs.

The environment and the success of the succession process

The successor's "affective commitment" is a key factor in the success of the succession process, in maintaining family harmony and in ensuring the development and survival of the firm ([Cabrera-Suárez & Martín-Santana, 2010](#)). Committed successors assume the leadership role in the hope of contributing to achieving the goals of the subsystems involved in the family firm (i.e., the business and the family), and they make greater efforts than their duty strictly calls for. The extent of the new leader's identification and involvement with the goals of the family and the firm will largely depend on the family environment, the organizational environment, and the economic environment surrounding the family and the firm ([Gedajlovic, Carney, Chrisman, & Kellermanns, 2012](#)); in other words, the success of the succession process is conditioned by the successor's socialization process, a long-term process that could explain the desire of potential new CEOs to take charge of the family firm, and the attitudes that that challenge entails ([Fischer & Burton, 2014](#)).

Family environment

The family environment and the relationship between the successor and the family members are keys to a successful succession (Breitenbach & Corazza, 2017). If communication between family members is open and sincere, there are mechanisms for avoiding misunderstandings, and conflicts are handled openly and constructively. The members of the new generation also gain a better understanding of the advantages of belonging to the firm, the importance of preserving family harmony, and the sense of self-sacrifice needed for achieving the prosperity of the family firm in the long term (Falkiner et al., 2017). This, in turn, may influence the degree of the successor's commitment to the family firm and their interest in running it. The reason for this is that the family environment contributes to the successor's learning process for using the family's social network, for becoming more self-sufficient, for seizing business opportunities, and for understanding and accepting their role, etc. A suitable family environment also encourages the socialization of new generations, and the transmission and understanding of the family culture, which is defined as a system of shared values. It also encourages the successor to want to stay in the business. Foguesatto et al. (2020) showed that when parents pass on their love for the family farm business to their children and motivate them to stay in it, the chances of the heir wanting to take over the business greatly increase.

Based on the above arguments, we hypothesize that (Fig. 1):

H1: A suitable family environment has a positive influence on the success of the succession process.

Organizational environment

Literature so far has suggested that successful succession may depend more on the successor's commitment than on their technical abilities (Long & Chrisman, 2014). This means that a major factor to successful succession is how closely the successor identifies with the family firm, how involved they are in it, how firmly they believe in it and how high their expectations of its objectives are. Someone who thinks that their professional aspirations and need for achievement can be satisfied in the context of the family firm will feel more committed to it and will demonstrate a desire to run it (Fischer & Burton, 2014).

An optimal organizational environment encourages the process of organizational socialization so that the successor can acquire all the attitudes, behavioral patterns and know-how they will need to work in the firm. A successor's commitment to the company, however, depends less on their knowledge of the routines, and on how to handle and predict the responses of other members of the company, than it does on how well the organizational environment entices the successor to want to lead the company. Organizations that have clear objectives and widely accepted evaluation and recognition procedures, in which the family's values have been integrated into management, there is a spirit of teamwork, and conflict is handled by way of a win-win strategy, are more appealing to CEOs than organizations whose objectives are unclear, whose system of remuneration and compensation is subjective, whose work environment is hostile, etc. (Ayala-Calvo et al., 2019). As Morais et al. (2017) or Pessotto et al. (2019) showed, the desire of potential successors to stay in the family farm business is related to the learning process that enables them to know and love the business environment, and to find out how to manage and administer it.

Based on the above arguments, we hypothesize that (Fig. 1):

H2: A suitable organizational environment has a positive influence on the success of the succession process.

Economic environment

The economic environment, or the external conditions, refers as much to macroeconomic variables as to the rules and regulations (taxation, easier access to financial sources, policies supporting investment, etc.) underpinning the development of the company.

The firm is an open system that influences and is influenced by what happens in the macroeconomic settings with which it interacts. Its strategies are closely influenced by the behavior of the market and the economic policies in the country. A favorable economic climate for small and medium-sized family farms is one in which there is a growing internal and external demand for the product, government policies support the development of the family farm's activities, there are policies in place to support mechanization and innovation, and provisions are made available for obtaining financial resources. Such a climate brings new opportunities or challenges that may encourage positive changes in the family farm's strategies and, therefore, heighten the successor's wish to remain in the family firm.

The expected relationship between the characteristics of the economic environment and the successor's wishes is linked to the idea that the perception of an unfavorable economic climate may hinder the growth of small and medium-sized family farms, and even jeopardize their survival (Falkiner et al., 2017). Alternatively, when the economic environment is seen as favorable, company growth is stimulated and the successor is more willing to commit himself/herself to heading up the family farm business by trying to balance the preservation of family harmony with its financial goals (May et al., 2019). In the case of Brazil, Matte and Machado (2017), Pessotto et al. (2019) and Foguesatto et al. (2020) have suggested that a favorable economic environment, which creates expectations in successors of obtaining sufficient financial income, could be a key variable in explaining their wish to become leaders of the family farm business.

Based on the above arguments, we hypothesize that (Fig. 1):

H3: A suitable economic environment has a positive influence on the success of the succession process.

The succession plan and the success of the succession process

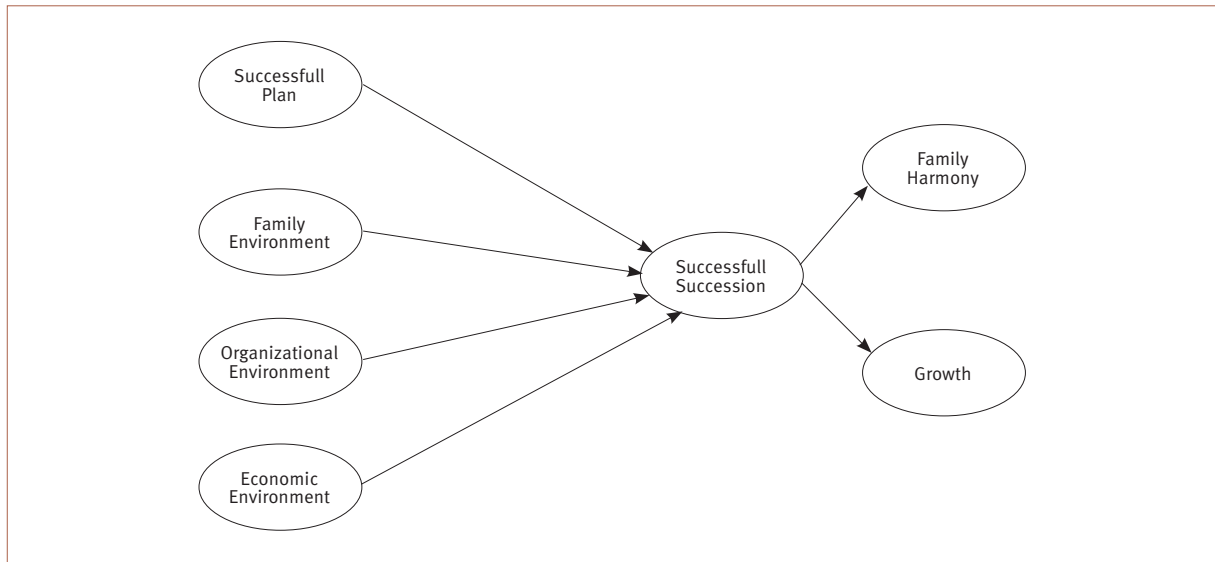
The succession plan can be defined as the collection of principles, actions and steps involved in one leader taking over from another. Many researchers have shown that the succession plan is the key element for ensuring the continuity and prosperity of the family firm (Alayo, Jainaga, Maseda, & Arzubiaga, 2016). The succession plan contributes to the success of the process in a number of ways. On the one hand, it lets potential candidates know what the stages and decision-making mechanisms are for choosing the new leader, and on the other, it helps prepare the organization for a successful transition (Oliveira & Bernardon, 2008). Succession plans also help increase cooperation between members of the family and members of the firm and contribute towards increasing their satisfaction with the process. Such plans also constitute a socialization process that lets the new leaders gain a deeper understanding of the family harmony norms and learn how to preserve them.

Although very few family farm businesses have ever designed a long-term succession plan, Cavicchioli, Bertoni, Tesser, and Frisio (2015), Conway, McDonagh, Farrell, and Kinsella (2016), Falkiner et al. (2017), Quadros, Stropasolas, and Rebollar (2013), Pessotto et al. (2019), and others, have argued that the succession plan is key to ensuring intergenerational transmission.

Based on the above arguments, we hypothesize that (Fig. 1):

H4: A succession plan has a positive influence on the success of the succession process.

Figure 1. Research model



METHODOLOGY

Sample and data collection

The sample consists of 230 owner-CEOs of SMEs that operate in the agribusiness sector and are based in the state of Paraná (Brazil). There are three main reasons for choosing these companies: a) the importance of the farming business in Brazil; b) the importance of the farming business in the state of Paraná, and c) ease of access to the sample.

In 2018 family businesses in the agribusiness sector generated over 21.1% of the total GDP in Brazil (Confederação Nacional de Agricultura [CNA], 2019). Agribusiness is the driving force today in the Brazilian economy. In 2019 the sector generated \$ 89,334 million in exports, a value that represents almost 40% of the country's total exports. Paraná is in third place in terms of the value of its gross production (\$ 18,223 million), after Mato Grosso (\$ 18,301 million) and São Paulo (\$ 21,586 million) (Ministério do Desenvolvimento, Indústria e Comércio Exterior [MDIC], 2019).

To make up our sample group, we used the database from the Brazilian Institute of Planning and Taxation, which in 2015 contained a total of 2,855 active private companies founded before December 31, 1994. The reason for choosing this date is the idea that the transmission of family firms usually occurs at least 20 years after they were founded.

In order to identify family firms and obtain a suitably representative sample, we signed a collaboration agreement with the Federation of Business Associations in the state of Paraná (FACIAP). As a result of that agreement, the FACIAP analyzed the 2,855 companies and concluded that 2,013 fulfilled our requirements for consideration as family SMEs: a) more than 50% of the shares are held by the founder or members of his/her family; b) At least one member of the family has the power to establish the company's strategic lines. Finally, we identified the 360 companies that had undergone a succession process between January 1, 2014 and December 31, 2015. We define

small enterprises as those whose sales were between \$ 67,924 and \$ 905,660 and medium-sized enterprises as those whose sales were between \$ 905,660 and \$ 56,603,773 (Banco Nacional de Desenvolvimento Econômico e Social [BNDES], 2019).

Having identified our target companies, the *FACIAP* contacted the family farms by email, explained the purpose of our research, and asked them to participate and collaborate with our data collection. In January 2016 (T1) we collected data on the economic environment, in February 2016 (T2) data on the family environment, in March 2016 (T3) data on the organizational environment, and in April 2016 (T4) data on succession plans. Six interviewers, who were aware of this study's objective, phoned the 360 potential responders. Of these potential responders, 320 agreed to take part in the study and 313 provided usable questionnaires (97.8%). In 2018 (T5), we contacted these 313 entrepreneurs again for their opinion on the success of the succession, of whom 230 correctly completed our questionnaire (73%) in T5. A two-year time lag was chosen, based mainly on the idea that a sufficient period of time (at least one year) is needed for the successor to distance themselves from the dynamic of the succession process, and to be able to evaluate it more sincerely and objectively (Ayala-Calvo et al., 2019). But significant changes in the succession plan or the family, organizational or economic context can occur in two years that may influence the success of the succession process. We used a questionnaire with eight items (e.g., "Has the support and aid that you receive from the government changed in the last two years?") to verify whether the context or the succession plan had changed substantially between 2016 and 2018. Two of the respondents indicated a positive response to at least one item and were excluded from the analysis. Using comparison of means analysis, we found that the 230 participants in the final sample had characteristics that were similar to those of the 83 participants who had not participated in 2018. Specifically, there were no statistically significant differences in the age of their companies, the number of owner families, the characteristics of the organizational, family and economic environment, or the characteristics of the succession plan. We can say, therefore, that there was no response bias.

The sample characteristics can be seen in Table 1.

Instrument design

The questionnaire we used was developed in three steps. First, we reviewed the literature in search of scales that had been previously used to measure the main constructs of our research. These previous studies, however, only captured aspects with regard to the succession plan, the motivation of the successor or the person succeeded, or the makeup of the board of directors. To capture the multi-dimensional aspects of our model more fully, we needed to develop our own scales based on previous questionnaires, and on our own interpretations of the literature. The draft questionnaire was peer-reviewed by two researchers with experience in succession at family firms. Next, we wrote a pretest in which 10 owner-managers took part. This pretest allowed us to check the internal consistency of the constructs and to find out whether all the items were understood correctly. The results of the pretest and a preliminary factor analysis suggested that some items be eliminated (items with factor loadings above 0.5) and others be re-worded. Based on the results of this analysis and after calculating Cronbach's alpha of each scale, we proceeded to adjust the questionnaire again to arrive at its final version. Most of the adapted items were developed in English. The final questionnaire was then translated into Portuguese. A standard back-translation procedure was used to ensure that the content of the items was correct.

Table 1. Sample characteristics (N= 230)

Company age (Mean = 37.55 years; Standard deviation = 3.94)	Number of family farms business
29-34 years old	50
35-39 years old	107
40-44 years old	61
45-49 years old	11
50-51 years old	1
Number of shareholder families in the company.	
1	188
2	36
3	5
4	1
Company generation	
Second generation	203
Third generation	27
Generational shift: years after being founded (Mean = 31.61 years; Standard deviation = 4.8)	
<25	14
25-29	64
30-34	99
35-39	44
40-45	9
Size	
Small	83
Medium	147

Variables

The variables, the items used to measure them and the authors on which our definition of each variable was based can be seen in Exhibit 1. The respondents ranked their level of agreement or disagreement with each item on a 5-point Likert scale, where 1 means "I strongly disagree" and 5 means "I strongly agree". Cronbach's α reliabilities for all scales were greater than 0.70 (its critical value).

Exhibit 1. Description of the variables used in the analysis

Variables	Description	Source
Socio-demographics	<ol style="list-style-type: none"> 1. Indicate the year in which your company started its activities. 2. Indicate the current number of shareholder families in the company. 3. Indicate which generations are currently working in your company: The founder and his/her children The founder's children only The founder's grandchildren and their parents The founder's grandchildren only The founder's grandchildren's descendants 4. Indicate the year in which generational replacement occurred. 	
Succession plan	<p>The succession plan:</p> <ol style="list-style-type: none"> 1. Considers that the successor and the person succeeded will work together for some time. 2. Considers the knowledge and the abilities that should be evaluated in every possible candidate of the family as the company's CEO. 3. Includes the family and business values that the possible new company's CEO should possess. 4. Details how the incorporation of a possible CEO into the company's decision-making process will be managed. 	Motwani et al. (2006) and Venter et al., (2005).
Family environment	<p>In my family:</p> <ol style="list-style-type: none"> 1. When a conflict emerges, we deal with it openly. 2. Active communication between members is promoted. 3. Each member is valued for his/her capabilities and his/her abilities. 4. Before taking any decision that affects either the family or company, every possibility is evaluated. 5. The company members' training is promoted considering their preferences. 6. We encourage members of the are new generation to work alongside members of the current generation. 7. The transmission values that made our company stronger are promoted. 	All the items were self-developed or adapted from the studies of Cabrera-Suárez e Martín-Santana, (2010) and Duarte e Oliveira, (2010).
Organizational environment	<p>In our firm:</p> <ol style="list-style-type: none"> 1. The functions of each job position are clear. 2. The family's values are taken into consideration in the decision-making process. 3. The company's goals are clear and known by all employees. 4. The job position performance evaluation and the promotion criteria are known by every employee. 5. When any conflict or problem rises, the company works hard to come up with solutions that, as far as possible, benefit every employee. 6. Teamwork is promoted between all employees. 7. Upward and downward communication is fast and timely. 	
Economic environment	<p>On our family farm:</p> <ol style="list-style-type: none"> 1. The changes in the government's economic policy compromise its performance. 2. The company's performance depends a lot on access to financing and its cost. 3. The government's investment support policies are crucial for the company's development. 4. The government's tax policies have a big influence on our growth and development strategy. 5. The national GDP growth has an influence on our own growth. 	
Successful succession	<p>Family harmony</p> <ol style="list-style-type: none"> 1. The people in my family are very compatible with each other. 2. The daily interaction between family members is cordial. 3. Family members support each other. 4. Family members act in in harmony. <p>Growth</p> <ol style="list-style-type: none"> 1. The growth in sales in the two years following the succession has been: 2. The cumulative growth of the business in the two years following succession, compared to other firms in the sector has been: 	Kavikondala et al. (2016).

Data analysis

We used partial least squares structural equation modelling (PLS-SEM) to test the proposed research model. The reasons that justify its use in this work are (Chin, 2010): a) the sample does not exceed 250 individuals; b) Our model adds new variables and new ways of measuring them to other existing models; c) We want to assess to what extent the independent variables are able to predict the dependent variable.

To measure the "successful succession" variable we used the two-step approach proposed by Chin (2010). Acceptance or rejection of the hypotheses included in the proposed model, as usual in this type of analysis, was determined using three criteria: the R^2 of the dependent construct, standardized path coefficients (β) and predictive relevance (Q^2). To generate standard errors, t values of the parameters and the bias corrected 95% bootstrap confidence intervals, we used bootstrapping (5000 samples). If the range between the lower and upper limit of an interval for a given relationship does not contain zero, we interpret this relationship as being statistically significant. The cut-off level of R^2 for the dependent variables is 10 per cent. The cut-off level for Q^2 statistics test, obtained by blindfolding, is zero. We used Smart PLS 3.0 software.

RESULTS

Table 2 shows the correlations, means, and standard deviations of the main variables of the study.

Table 2. Descriptive statistics and correlations

	Mean	SD	Correlations						
			1	2	3	4	5	6	
1 Family Harmony	12.02	3.86	.88						
2 Growth	6.34	0.64	.32**	.73					
3 Family Environment	24.08	6.22	.33**	.30**	.91				
4 Organizational Environment	21.80	6.70	.15**	.16*	.39**	.92			
5 Economic Environment	17.52	3.15	.48**	.30	.41**	.42**	.85		
6 Succession Plan	11.27	4.19	.29**	.28**	.31*	.46*	.33**	.89	

Note: Cronbach's α reliabilities for the scales are shown along the diagonal. ** Significant at $p < .001$, * significant at $p < .05$

Measurement model

Table 3 shows the individual reliability of the items as well as the compound reliability and convergent validity of the constructs.

Table 3. Measurement model: loadings, construct reliability and convergent validity

Construct/Dimension/Indicator	Loading	Composite reliability	AVE
Family Environment (FE)		0.93	0.65
FE1	0.71		
FE2	0.80		
FE3	0.74		
FE4	0.86		
FE5	0.84		
FE6	0.88		
FE7	0.79		
Economic Environment (EE)		0.89	0.62
EE1	0.81		
EE2	0.83		
EE3	0.86		
EE4	0.71		
EE5	0.71		
Organizational Environment (OE)		0.94	0.69
OE1	0.81		
OE2	0.75		
OE3	0.86		
OE4	0.88		
OE5	0.85		
OE6	0.85		
OE7	0.82		
Succession Plan (SP)		0.92	0.75
SP1	0.88		
SP2	0.89		
SP3	0.93		
SP4	0.76		
Successful Succession (SS)		0.82	0.69
Family Harmony (FH)		0.89	0.67
FH1	0.78		
FH2	0.76		
FH3	0.82		
FH4	0.81		
Growth (G)		0.77	0.63
G1	0.83		
G2	0.75		

Individual reliability was greater than 0.707 for all items, which is considered a minimum value, or cut-off level. Moreover, all the constructs had a composite reliability above 0.7, which is considered to be the cut-off level. Furthermore, all constructs had a higher average variance extracted (AVE) than what is considered to be

its minimum value (0.5), which shows the convergent validity of the constructs. These results showed that the measurement model is good.

Finally, as shown in Table 4, the square root of the AVE of a given construct is greater than the correlation between that construct and the rest of the constructs in the model. Therefore, it can be argued that the constructs differ from one another.

Table 4. Measurement model: discriminant validity

	FE	EE	OE	SP	SS
FE	(0.81)				
EE	0.41**	(0.79)			
OE	0.39**	0.42**	(0.83)		
SP	0.31*	0.33**	0.46*	(0.87)	
SS	0.40**	0.33**	0.16**	0.28**	(0.83)

Notes: FE (Family Environment), EE (Economic Environment), OE (Organizational Environment), SP (Succession Plan), SS (Successful Succession). Square root of Average Variance Extracted (AVE) are presented in parentheses along the diagonal. Off-diagonal elements are the correlations among constructs. * $p < 0.05$; ** $p < 0.01$.

Structural model

Table 5 shows that all four relationships hypothesized in our model were significant. R^2 for the dependent variable was also higher than 10 per cent, and Q^2 was higher than zero.

Table 5. Structural model results

$R^2_{SS} = .51$; $Q^2_{SS} = .14$			Bias corrected 95% bootstrap confidence intervals	
Relationships	Path coefficients	P valor	Lower	Upper
FE→SS	0.292	0.000	0.154	0.436
OE→SS	0.155	0.014	0.038	0.271
EE→SS	0.330	0.000	0.274	0.385
SP→SS	0.281	0.000	0.193	0.366

Notes: FE (Family Environment), EE (Economic Environment), OE (Organizational Environment), SP (Succession Plan), SS (Successful Succession)

DISCUSSION AND IMPLICATIONS

In a family-run SME, the succession of the CEO is usually a critical process and many researchers have endeavored to understand the factors that affect its success (Foguesatto et al., 2020; May et al., 2019; Pessotto et al., 2019). Rather than delving deeper into an analysis of any given factor, this study defends the need for a more integrative view. Our model starts from the idea that identification of a successful succession must use both non-financial and financial measures. Given the family's high level of involvement in the company, and its commitment to it and to its financial wealth, the succession process must also preserve family harmony. The results demonstrated that

the construct of "successful succession" (composite reliability = 0.82; AVE = 0.69) was correctly defined using variables that gather together the combination of motives and wishes (economic and emotional) that reflect the interests that family farm owners hope to protect. This result supports [Minichilli et al. \(2014\)](#), who noted that successful succession meant finding a balance between the search for financial and non-financial results.

Our research showed that both the succession plan and the family and organizational environments are valid ways for socializing and involving a new CEO in a family farm business. They are effective at ensuring that the chosen candidate understands and agrees with the time and effort they will need to strike a balance between financial (growth) and non-financial objectives (family harmony). These results support those found in previous literature that suggests that the succession context has a significant effect on the perception of the success of the succession ([Breitenbach & Corazza, 2017](#); [Foguesatto et al., 2020](#); [Morais et al., 2017](#)). Our findings also support those studies that asserted the dynamics of communication, collaboration and planning as key factors in the success of succession ([Pessotto et al., 2019](#); [Quadros et al., 2013](#))

The economic environment is the variable that has most influence on succession success, and the one that business owners have least control over. This would suggest that in unfavorable economic environments it is harder to find candidates who wish to commit to a company whose future is uncertain ([Pessotto et al., 2019](#)). However, we must take into consideration that family firms may use other variables in the model, the variables they have greater control over, to influence the successors' perception and interpretation of the economic environment. Thus, the socialization processes that take place in the family and/or organizational environment may be used to help new leaders see opportunities where others only see threats, to live with and deal with uncertainty, to bond emotionally with the family farm business, or to use the networks in the environment to benefit the company or the family ([Ayala & Manzano, 2014](#)). According to [Fischer and Burton \(2014\)](#), the more the socialization process increases the connection between the successor and the family farm business, the less influence the economic environment will have on the successor's decisions about whether or not to become the new CEO. From this point of view, in order for a family farm business to be successfully transferred between generations the emphasis should be placed on nurturing a possible successor's passion, pride and connection with the land. These feelings, which are transmitted during the socialization process, could be critical for the survival of family farm businesses and, therefore, for maintaining the population in rural areas ([Foguesatto et al., 2020](#); [Pessotto et al., 2019](#)).

The considerable influence of the economic environment on successful succession in family-run agribusiness SMEs ($\beta = .33$), and therefore on their survival, suggests that there are significant implications for policymakers. These policymakers are those responsible for implementing policies that directly support SMEs; policies that help them compete in internal and external markets, improve their R&D, and not have to overcome too many obstacles to obtain financial resources at an affordable cost. In addition to policies aimed at improving the economic results of family farm businesses, other policies could also be implemented to stimulate succession, including: promoting early retirement plans that guarantee financial security for those retiring, training plans and support for developing successors' abilities, providing help for designing succession plans, etc. Policymakers could also implement policies to avoid abrupt breaks in successors' socialization cycles in the early stages of their lives. The increase in the number of years of compulsory schooling, the distance to schools, a growing concern for children's health, etc., make it increasingly difficult to maintain prolonged contact between the family, the child and the family farm business. For this reason, our results also have implications for the family farm business itself. For the succession of the CEO to be successful, succession must be planned for and the development of family and organizational contexts that foster trust, mutual support, shared values, a passion for the land, pride of belonging,

conflict resolution, and recognition of and respect for the rules should be encouraged. This can be accomplished by teaching potential successors to practice active communication; stimulating their progressive participation, depending on their age and acquired skills, in the work of the family farm business and in its decision-making bodies; or by teaching them the values of family culture, the pride involved in running a family farm business, and the good practices on which the reputation of the family farm business has been built.

As with all research, our study also has its limitations. First, the sample is based on family farms in Brazil, a developing country. Future research could check if our findings hold true in different economic and social contexts, such as in samples taken from other countries and other sectors. Second, all the input data were provided by the current CEO. For a deeper understanding of the succession process it would be worthwhile also obtaining different points of view from the successor, the outgoing leader, and other family members. Future research should come up with mechanisms for taking this fact into consideration. Thirdly, the organizational environment variable has not taken into account family farm business governance structures. In future research, it would be interesting to see if the relationships found in our research are maintained, regardless of the family farm business governance structures.

Despite these limitations, our work contributes to the literature on succession in family SMEs in several ways. First, previous studies have taken into account the organizational context (Minichilli et al., 2014) or family context (Cabrera-Suárez & Martín-Santana, 2010), but we found none that take the economic environment into account. Nor have we found any research that has integrated the effect of all three types of environment into a single model. Second, although some authors have suggested it (Delgado García & Fuente Sabaté, 2009), as far as we know this is the first study to include economic and non-economic factors for measuring the success of the succession process. Third, for most of the variables used in our research, measurement scales either did not exist, or were incomplete. All the scales developed for this study were shown to have high scale reliability (Cronbach $\alpha > 0.73$, composite reliability > 0.77). When compared to cross-sectional designs, our study design also enables the hypotheses of the proposed model to be tested in a more rigorous way. Measuring the economic, family, and organizational environment and the succession plan at different moments in time allows the potential impact of common method variance to be minimized. This is because the time-lagged design creates a temporary, contextual and psychological separation (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Finally, this research has increased knowledge of the factors that affect successful succession in family-run agribusiness SMEs in Brazil, the world's ninth largest economy.

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AUTHORS' CONTRIBUTIONS

The authors declare that they participated in all stages of development of the manuscript. Guadalupe Manzano García, Juan-Carlos Ayala-Calvo and Alexandre José Schumacher worked on the conceptualization and theoretical-methodological approach. The theoretical review was conducted by Guadalupe Manzano García, Juan-Carlos Ayala-Calvo and Alexandre José Schumacher. Data collection was coordinated by Guadalupe Manzano García. Data analysis included Guadalupe Manzano García, Juan-Carlos Ayala-Calvo and Alexandre José Schumacher. All authors worked together in the writing and final revision of the manuscript.

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DEMATERIALIZATION RETAIL: BOOKSTORE EXPERIENCE IN PHYSICAL AND VIRTUAL DIMENSIONS

Varejo em desmaterialização: Experiência da livraria nas dimensões física e virtual

Desmaterialización al por menor: Experiencia de librería en dimensiones físicas y virtuales

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ABSTRACT

The aim of this study is to understand the role and relevance of the physical store in contemporary integrated retail. The literature suggests that a physical store maintains its relevance as a place of experience, but from the consumer's perspective it does not detail what determines relevance and which experiences emerge from the physical store. Based on the concept of experience co-creation, we argue that each consumer's experience is unique, and that the relevance of the store is determined by the consumer's personal characteristics. We identified emergent experiences from both physical and virtual stores and the role of technology in consumer empowerment. As a managerial contribution, our study provides a direction for physical and virtual integrated retail management. We determined that in bookstores, a segment strongly impacted by dematerialization, the characteristics that determine the relevance of the physical store are related to an appreciation of reading and an attachment to materiality. The experiences that emerge from the store are Buying Place, Gold-Digging, Magical Portal and Home Refuge. Although the results are context-specific, they can drive analysis of the dematerialization of retail in general.

KEYWORDS | Consumer experience, physical store, virtual store, dematerialization, integrated retail.

RESUMO

O objetivo deste estudo é o entendimento do papel e da relevância da loja física no varejo contemporâneo em processo de desmaterialização. A literatura sugere que a loja física mantém a relevância no varejo integrado como lugar da experiência, entretanto não detalha, pela perspectiva do consumidor, o que determina a relevância e que experiências emergem da loja física. Partindo do conceito de cocriação da experiência por empresa e consumidor, verificamos que a experiência de cada consumidor é única e que a relevância da loja é determinada pelas características pessoais do consumidor. Identificamos os tipos de experiência que emergem da loja física e da loja virtual, e o papel da tecnologia no empoderamento do consumidor. Como contribuição gerencial, nosso estudo fornece subsídios para a gestão do varejo com dimensões física e virtuais integradas. Determinamos que, nas livrarias, segmento fortemente impactado pela desmaterialização, as características pessoais que determinam a relevância da loja física são relacionadas ao apego pela leitura e apego ao mundo material, e as experiências que emergem da loja são Lugar de Compra, Garimpo, Portal da Magia e Refúgio do Lar. Os resultados são específicos do contexto, mas direcionam a análise da desmaterialização do varejo em geral.

PALAVRAS-CHAVE | Experiência do consumidor, loja física, loja virtual, desmaterialização, varejo integrado.

RESUMEN

El objetivo de este estudio es comprender el papel y la relevancia de la tienda física en el comercio minorista contemporáneo en proceso de desmaterialización. La literatura sugiere que la tienda física mantiene su relevancia en el retail integrado como lugar de experiencia; sin embargo, no detalla, desde la perspectiva del consumidor, qué determina la relevancia y qué experiencias surgen de la tienda física. Partiendo del concepto de cocreación de la experiencia por empresa y consumidor, verificamos que la experiencia de cada consumidor es única y que la relevancia de la tienda está determinada por las características personales del consumidor. Identificamos los tipos de experiencias que surgen de la tienda física y de la tienda virtual y el papel de la tecnología en el empoderamiento del consumidor. Como aporte gerencial, nuestro estudio proporciona material para la gestión del retail con dimensiones físicas y virtuales integradas. Determinamos que, en las librerías, segmento fuertemente afectado por la desmaterialización, las características personales que determinan la relevancia de la tienda física están relacionadas con el aprecio por la lectura y el apego al mundo material, y las vivencias que emergen de la tienda son Lugar para Comprar, Minería, Portal Mágico y Refugio del Hogar. Los resultados son específicos del contexto, pero dirigen el análisis de la desmaterialización minorista en general.

PALABRAS CLAVE | Experiencia del consumidor, tienda física, tienda virtual, desmaterialización, retail integrado.

INTRODUCTION

Contemporary retail is in transformation, due to the integration of its physical and virtual dimensions (Verhoef, Neslin & Vroomen, 2007; Shankar, Inman, Mantrala, Kelley, & Rizley, 2011; Verhoef, Kannan & Inman, 2015), and the possibility of products simply turning into digital information (Denegri-Knott, Watkins, & Wood, 2013; Lehdonvirta, 2012). In this new reality, the assumption is that physical stores remain relevant as a place of experience (Gensler, Neslin & Verhoef, 2017; Shankar et al., 2011; Verhoef et al., 2015; Verhoef et al., 2007). However, the significant number of physical stores that have shut down in recent years (Coffman, 2018; Corkery, 2018; Rushe, 2017) indicates the need from the consumer's perspective to better understand the experience that will sustain the relevance of physical stores.

There is abundant consumer experience literature that expands the concept to incorporate the changes brought about by technology. This literature, however, does not detail the in-store experience in the contemporary context of consumer dematerialization. Consequently, we know hardly anything about the differences in the experiences that emerge from the physical and virtual stores, or the factors that determine the relevance of physical stores. Our study explores these issues and contributes to the consumer experience literature as applied to retail.

The study was conducted in the context of bookstores, whose sales and product channel have been dematerialized. It is a qualitative, interpretative and exploratory study, by which we collected data from phenomenological interviews and participant observation. We carried out our analysis across the field of study, using inductive logic and verifying emerging patterns from the data in an iterative process (Gill, 2014; Smith, Flowers & Larkin, 2009).

We identified four types of experience emerging from consumer interactions with bookstores, determined by these consumers' personal characteristics related to their appreciation of reading and attachment to materiality. As a managerial contribution, our study provides support for book-integrated retail management. Although we cannot generalize (Thompson, Locander & Pollio, 1989; Tracy 2010), the study's findings may lead to reflections on the consumer experience in other retail segments undergoing dematerialization.

We detail below the theoretical framework of the study, after which we explain the research carried out, and present and discuss its results.

CONSUMER EXPERIENCE

There are several definitions of consumer-related experience in the academic literature, such as brand experience (Schmitt, 2009), consumer experience (Thompson et al., 1989), customer experience (Pine & Gilmore, 1998; Schmitt, Brakus & Zarantonello, 2015), and experiential marketing (Schmitt, 2011), all having a similar understanding: that experience emerges from a consumer's multidimensional, holistic and subjective responses to a company's offerings (Lemon & Verhoef, 2016). The experience is not designed and controlled by the company, but rather is dependent on the consumers' contribution and is co-created at the points of contact, including the store (Arnould, 2005). A more recent approach considers that in addition to companies and consumers, technology also integrates the relationship that leads to the experience (Kozinets, 2019; Kozinets, Patterson & Ashman, 2017), creating an assemblage (DeLanda, 2006). We present below historical overview of the Consumer Experience concept, showing the increase in complexity resulting from the incorporation of technology.

The concept of experience in the marketing literature originates from the acknowledgment that human beings have feelings (Addis & Holbrook, 2001; Holbrook, 2018; Lemon & Verhoef, 2016). In the early 1980s, the view of subjectivity-driven consumers (Hirschman & Holbrook, 1982; Holbrook & Hirschman, 1982) contrasts with the prevailing view of rationale and objective-driven consumers, based on an economic way of thinking, and establishes the concept of consumer experience as a tool to create value. Although the paper by Holbrook and Hirschman (1982) is referred to as the inaugural text in research into consumer experience (Carù & Cova, 2003), academic literature has long recorded the importance of the concept (Holbrook, 2000, 2018).

Holbrook and Hirschman (1982) offer an understanding of hedonic consumption by combining cognition with emotions (Babin, Darden & Griffin, 1994). Experiences were classified as extraordinary or memorable, because they had an emotional meaning that was strong enough to transform a person (Carù & Cova, 2003). Publications on management used show business (Schmitt *et al.*, 2004) and theater (Pine & Gilmore, 1999) metaphors to classify companies with experience-driven strategies. Such experiences were shown as a form of differentiation, staged by companies to create an emotional and memorable connection, leading to consumer engagement and value creation, in addition to ensuring profitability (Pine & Gilmore, 1998, 1999). Show business practices are examples of creating meaningful experiences (Schmitt, Rogers & Vrostsos, 2004). The academic literature later came to understand that experiences emerge from all consumption events (Holbrook, 2000) and can be extraordinary or ordinary (Schmitt, 2009), positive or negative (Holbrook, 2000, 2018) and may appeal to subjectivity.

Technology has transformed consumption and the consumer experience. Products are reduced to digital information (Lehdonvirta, 2012; Magaudda, 2011), offers are individualized using data intelligence (Aubrey & Judge, 2012; Linzbach, Inman & Nikolova, 2019), digital environments offer full virtual experiences (Denegri-Knott & Molesworth 2010; Denegri-Knott *et al.*, 2013) and technology platforms create new business models (Belk, 2014; Bardhi & Eckhardt, 2012). Experiences gain increasing importance in such a dematerialized, ephemeral consumption based on access (Bardhi & Eckhardt, 2017), and academic literature has begun to investigate the impact of consumption dematerialization on consumer experience, which reveals different perceptions (Mardon & Belk, 2018): consumption mediated by technology energizes experience (Kozinets *et al.*, 2017); the experience provided by virtual spaces is superior (Denegri-Knott & Molesworth, 2010); and digital products are valued (Mardon & Belk, 2018). Nevertheless, the value attributed to physical products is greater than the value attributed to their digital substitutes (Atasoy & Morewedge, 2018).

Recent studies understand experience as the interconnection between humans, objects and machines (Hoffman & Novak, 2017; Kozinets, 2019; Kozinets *et al.*, 2017) using the logic of assemblage (DeLanda, 2006), and establish that experience also emerges from the interaction between people and technological objects. By investigating the role of smart objects in consumer assemblages, Hoffman and Novak (2017) propose the concept of an assemblage experience, in which all human and non-human components have agency, and from which multiple overlapping experiences emerge, including the experience of consumer assemblage and object assemblage experiences (Hoffman & Novak, 2017).

As we have seen, the academic literature follows the technological changes that lead to the dematerialization of consumption, identifies the integration of the physical and virtual dimensions of retail, and establishes roles for virtual stores as places of convenience, and for physical stores as places of experience (Verhoef *et al.*, 2015). It does not indicate, however, the types of experiences that emerge from stores and how the relevance of physical stores is established from the consumer's perspective. Our study contributes to this understanding.

RESEARCH METHODS

We conducted qualitative methodology research of an exploratory nature, using a phenomenological approach. Such research seeks to understand a phenomenon from a personal experience approach, integrating the perspectives of the study's participants and the interpretations of the researchers (Thompson *et al.*, 1989), while being mindful of the quality criteria of this qualitative research (Tracy, 2010). Both of the study's authors designed the research, analyzed the data, and wrote the paper. As book lovers and bookstore regulars, however, they recognize that their perspectives are not unbiased. The first author collected the data by way of semi-structured interviews and participant observation between March and November 2018.

We selected the bookstore as the context of the research because it is a segment that has been deeply impacted by the dematerialization of consumption, with digital versions of both the shopping channel and the products, and the book consumption journey can be undertaken in different settings that combine both the physical and virtual environments. We visited eight bookstores with different business models, such as single stores and chain stores, stores in shopping malls and on the street, and large and small stores that offer comprehensive catalogues and specialist catalogues. We made specific observations regarding these stores, but decided to select *Livraria Cultura* in the *Conjunto Nacional*, in the city of São Paulo, to serve as support for our systematic data collection due to its large physical space, which attracts a diverse audience, provides for several uses, and allows for extended visits. It also belongs to a chain of bookstores with a consolidated digital presence, whose electronic commerce began in 1994 and is currently responsible for almost a third of its sales (Almeida, 2017). The store is the largest in the chain in terms of sales volume and covering 4,300 square meters has both a café and a theater with 168 seats (Livraria Cultura, 2017). In 2017 the chain had 30 physical stores, trading under the Cultura and Fnac brands (Livraria Cultura, 2017, Melo, 2018), but it has been closing unprofitable stores (Giovannelli, 2016) and focusing its efforts on e-commerce. In October 2018 Livraria Cultura underwent a court-supervised reorganization, and its recovery plan provides for a greater focus on e-commerce, with just a few physical stores remaining (Exame, 2018).

Participant observation took place on different days of the week and at different hours during the day to gain a more comprehensive view of the context. We conducted 16 visits with observation targeted at specific areas of the store, and 22 visits to observe the journeys of customers and salespeople inside the store, each of which took 90 minutes, on average. Following the advice of Wallendorf and Belk (1989), we made a conscious effort to look at that which was familiar to us as something new, by observing the physical space, the routes and the posture of customers when walking around the store, browsing bookshelves, leafing through books, talking to salespeople, meeting friends, sitting down for a cup of coffee, reading or using their cell phones. During our visits we made photographic records to complement both the description of what we observed, and our reflections, feelings and assumptions thereof (Wallendorf & Brucks, 1993).

Phenomenological interviews were conducted to capture participants' emotions and worldviews (Arsel 2017; Thompson *et al.*, 1989). The structure of the interviews contained a list of topics that was based on theory, but with freedom to follow the flow of the conversation and explore related subjects. We used snowball recruitment without compensation and conducted the interviews in places suggested by the participants. We recruited new interviewees until the theory was completely covered, forming a heterogeneous group of 33 participants. We asked 13 of the interviewees to undertake a photo-elicitation exercise to show the images that represented their experiences in bookstores; ten of them performed this task. The interviews took 42 minutes, on average, were recorded in audio with the consent of the participants, and later transcribed, for a total of 178 A4 pages with

single spacing. To ensure confidentiality, we used pseudonyms that were inspired by the literary universe and chosen, whenever possible, by the participants. The profile of the participants is shown in Table 1; in the columns “Appreciation of reading” and “Attachment to the material world”, the number of asterisks indicates the intensity of these traits, so the more asterisks, the more intense they are.

Table 1. Participants

#	Pseudonym	Literary Reference	Appreciation of reading	Attachment to Materiality	Gender	Age	Profession
1	Alonso	Don Quixote da La Mancha	**	**	Male	51	Administrator
2	Bento	Dom Casmurro	**	***	Male	52	Administrator
3	Camilo	Camilo Castelo Branco	*****	****	Male	55	Consultant
4	Clarice	Clarice Lispector	****	****	Female	23	Designer
5	Clarita	Clarita da Pá Virada	*****	**	Female	56	Book editor
6	Elizabeth	Pride and prejudice	*****	****	Female	46	Administrator
7	Emanuel	Scarred Hearts	***	****	Male	51	Entrepreneur
8	Emília	Sítio do Pica Pau Amarelo	*****	****	Female	53	Attorney
9	Fitz	Assassin Creed	***	**	Male	22	Designer
10	Helga	O Perfume das Tulipas	****	***	Female	55	Writer
11	Hermione	Harry Potter	***	**	Female	28	Consultant
12	Iracema	José de Alencar	****	*****	Female	69	Psychotherapist
13	Ítalo	Ítalo Calvino	***	***	Female	27	Designer
14	Lucia	The Chronicles of Nárnia	****	**	Female	26	Advertising Executive
15	Melanie	Melanie Klein	*****	***	Female	48	Psychotherapist
16	Michael	Millenium Trilogy	**	**	Male	22	Designer
17	Minnie	The Help	*****	****	Female	47	Travel Agent
18	Myron	Harlan Cohen	****	**	Female	30	Advertising Executive
19	Narizinho	Sítio do Picapau Amarelo	**	**	Female	18	Student
20	Nelson	Nelson Rodrigues	***	***	Female	51	Attorney
21	Perry	Erle Stanley Gardner	****	**	Male	51	Physical
22	Poliana	Poliana	*****	****	Female	50	Nutritionist
23	Prince	The Little Prince	***	***	Male	27	Designer
24	Rubem	A Educação dos Sentidos	*****	**	Male	23	Psychotherapist
25	Sáfira	Eragon	***	***	Female	20	Student
26	Savannah	Dear John	***	**	Female	28	Advertising Executive
27	Sebald	Vertigo	**	**	Male	52	Administrator
28	Sininho	Peter Pan	**	*	Female	25	Designer
29	Sira	O Tempo Entre Costuras	****	****	Female	74	Psychotherapist
30	Sofia	Sophie’s World	***	****	Female	18	Student
31	Teodora	Invisible Cities	****	***	Female	45	Advertising Executive
32	Tistu	The Boy With The Green Thumb	**	****	Male	51	Advertising Executive
33	Winston	1984	**	*	Male	53	Engineer

Source: Prepared by the authors

Data analysis followed an inductive process, with subjects emerging from these data, but without the support of a theoretical structure beforehand; it was carried out throughout the period of the field research. The data collected were analyzed in an iterative process. As the data were collected and transcribed, we analyzed the text to assign codes and identify subject patterns – i.e., categories. We assigned codes to each segment and repeated the process several times. The identification of categories integrated data and theory (Gibbs, 2008; Gill, 2014; Smith, Flowers & Larkin, 2009; Tracy, 2010). Introspection was used to support data analysis, but not used as data. This is a resource that helps in triangulation to ensure scientific rigor.

RESEARCH FINDINGS

The retail environment provides multiple experiences (Sherry, 1998), which only take place in the encounter between consumers and company offers, and that materialize at the points of contact (Thompson, 2004). Since the subjectivity of the consumer entails changes, unforeseen events and irrational actions, the co-creation of the experience offers individualized results, as shown by the research findings below. They are organized in two parts: exploring the personal traits that influence experience; and presenting the types of experience that emerge from physical and virtual stores.

Influence of personal traits

We begin by introducing two different participants. We highlight their preferences regarding reading and the materiality of books and stores in order to situate their experiences in relation to other participants and direct the discussion.

Pollyanna is a nutritionist, a communication studies graduate and a university professor with a Ph.D. She has published three books, one of recipes and two on health. A voracious reader, she reads technical literature because she is obliged to, and novels for leisure. She does not choose bestsellers because she appreciates complex stories that require reflection. Pollyanna loves to discover new bookstores, prefers small ones, but also visits large ones. She spends a lot of time browsing through books, asks sellers for their recommendations, and buys one book at a time. She always buys in physical bookstores, and if a store does not have the book she is looking for, she orders it and goes to the store to get it. Pollyanna never discards any of her books and her living room resembles a library, with books everywhere. She travels frequently, taking several books with her, and recently started using Kindle to carry less weight, although she does not like it and only uses it when traveling. She usually visits bookstores in other countries, but rarely buys foreign books because she prefers to read in Portuguese.

Winston is an engineer and works in the supply area. He frequently visits large bookstores located in shopping centers, and while waiting for his wife to shop also visits sophisticated electronics stores to see what's new. He only reads technical books, which he buys in digital versions over the Internet, although when buying a book as a gift, he purchases the printed version at a physical bookstore. Although visiting a bookstore just to look at books is done without any rush, when his goal is to buy a book as a gift, the visit to the store is quick; he goes directly to the salesperson, picks up the book, pays and leave the place as soon as possible, because he has the impression he is wasting his time. He does not like to keep papers because they turn yellow over time, so he scanned all his diplomas and workbooks he had at home and organized them by topic. This makes it easier

to access the content, and also makes them more comfortable to read because he can adjust the font size and the background color.

Pollyanna and Winston's personal characteristics lead to different bookstore experiences and opposite extremes in the perception of the relevance of physical stores; Pollyanna finds physical bookstores to be essential, while Winston finds them expendable. Our study shows that the combination of two specific personal characteristics defines the perception of the relevance and role of physical bookstores for each consumer: an appreciation of reading and attachment to materiality. The research participants display these characteristics in varying intensities (see Table 1), in a continued appreciation of reading that varies from passionate to indifferent readers (the study does not include non-reader participants), and a continued attachment to materiality that varies from strongly attached to detached from the physical world.

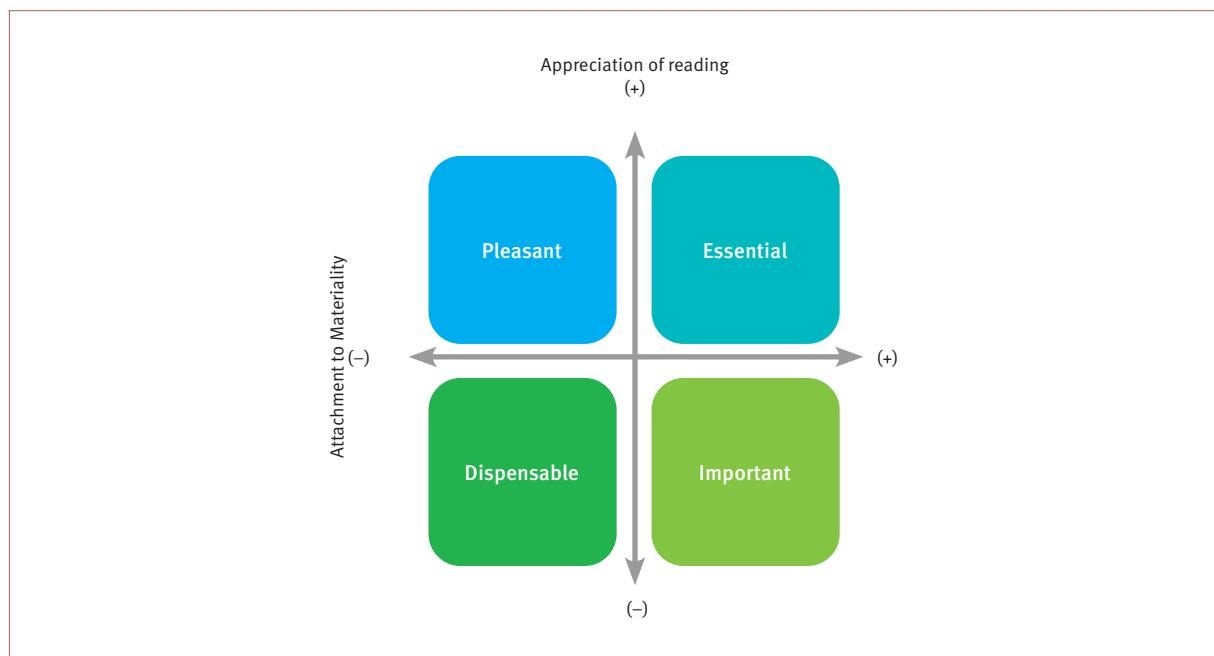
Passionate readers are research participants who, like Pollyanna, consider reading to be a fundamental part of their identities, are proud of their condition as readers, always carry a book with them, and are very fond of visiting bookstores. While waiting for one of the participants for their interview at the Livraria Cultura cafe, the first author observed a man standing near a bookshelf, leafing through a book and holding three others under his arm. A few minutes after the interview was due to start, he rushed to the counter, bought four books, went to the cafe, introduced himself as the interviewee and offered one of the books to the researcher as a gift, while apologizing for the delay, saying he was unable to go into a bookstore without buying any books. The researcher's notes stated that even before starting the interview she knew Camilo would be a passionate reader.

Indifferent readers are participants who, like Winston, establish a more utilitarian relationship with the act of reading, read mainly to become informed or acquire technical information, and for whom the pleasure does not come from reading itself, but from the knowledge that reading provides. The six participants in this group say they have little time to read, as Tinker Bell explains: "Currently, it is difficult to include [reading] in my routine. Without even realizing it, I'm on Netflix, or tired and go to sleep, so the book is put aside". They all go to bookstores sporadically, like to look for interesting books and enjoy their calm environment, but do not consider visiting bookstores to be one of their favorite pastimes. Alonso, for example, selected the interview setting because of the quality of the coffee served. He preferred a bakery over the nearby bookstore's coffee shop, which made the researchers suspect that he had little emotional connection with the world of books. In the photo-elicitation exercise, Alonso brought images of product displays, such as food and clothing, and photos of the book exhibition at the bookstore, to argue that the organization of the bookstore is confusing, and comparing books with other product categories. This initially frustrated the researchers, but was essential for structuring the analysis.

Between passionate and indifferent readers, the two opposite extremes of the continuum, some participants display who display a moderate connection with the universe of books. The more passionate the participant, the more emotional and book-driven their responses to offers, and the greater the importance attached to bookstore experiences. The more indifferent the participant, the more rational and environment-driven their responses, and the smaller the importance attached to bookshop experiences. At lunchtime on weekdays, when the store is full of people who work nearby, we see consumers walking slowly between the bookshelves, their eyes fixed and absorbed in reading passages from books; these are the ones who most enjoy reading. Others walk quickly through the bookstore, looking for a place to sit, absorbed by their cell phones; they are the ones who have the least connection with reading. Although everyone is enjoying the experience of the bookstore, their experiences are different from one another and are of different intensity.

Another personal characteristic that influences the role of the physical store in contemporary retail, combining the physical and virtual environments, is the attachment to materiality. In relation to books, participants with a greater attachment to materiality report tactile appreciation of the object, its shape, weight, type of paper, font and smell, and above all their familiarity with the paper book when reading, and in the store they report the pleasure of being surrounded by books and enjoying the environment. It is as if the materialization of their individuality and values (Ferreira & Scaraboto, 2016), the extension of their identities (Belk, 1988) and their attachment to the store (Lewicka, 2011) lie not in the singularity of the objects (Kopytoff, 1986) and specific places, but in the whole category. For analysis purposes, we also consider this feature as a continuum, simplifying the complex combination of different variables related to the virtual and physical alternatives of channel and product: preference intensity, effective adoption, reasons for adoption, and value of the experience. We identified participants in different positions. Iracema, who only reads physical books and only buys in physical bookstores, is the extreme example of strong attachment to materiality, while Winston, who reads digital books and buys from online stores, is the extreme example of detachment from materiality. Between these two extremes we find, for example: Melanie, who only reads physical books and buys online; Elizabeth, who prefers physical books, buys online and picks up the book in the physical store; Clarita, who prefers physical books and stores, but occasionally buys a digital book for the price and convenience; and Rubem, who reads physical and digital books, prefers physical stores, but also uses the online channel. With the exception of Iracema, all participants move between the physical and online dimensions to buy and consume books, consider they are different experiences, and say they prefer physical stores and books to digital options.

Figure 1. Typology - Physical store consumer perception



Source: Prepared by the authors.

The combination of an appreciation of reading and attachment to materiality leads to different understandings of the role of physical stores, as shown in Figure 1. Pollyanna and Winston's characteristics make them attribute

very different degrees of relevance to physical stores; they are essential for Pollyanna and expendable for Winston. In relation to the participants with an ordinary appreciation of reading and a strong attachment to materiality, like Alonso, stores are important. He has little time to read, buys technical books in finance and accounting, always in their physical versions, and is not in the habit of buying over the Internet. In relation to participants like Lucy, with a great appreciation of reading and little attachment to materiality, stores are pleasant and work as showrooms. She prefers physical books but reads e-books and transitions between the physical and digital environments to purchase them, choosing the book in a physical store, researching prices on her cell phone, and buying where she finds the best price. These personal characteristics are not static, and the appreciation of reading can vary with life changes, as is the case with Theodora, who used to be a passionate reader, but today has distanced herself from reading, or Fitz, who recently discovered reading. The attachment to materiality has been decreasing for several participants, such as Emília and Melanie, who now use digital versions of books and stores for convenience, practicality or price.

Academic literature highlights the emotional and subjective nature of the experience (Schmitt, 2009), and our analysis emphasizes the concept of experience being shaped by consumers' stories, values, needs, dreams and fantasies, so being different for each consumer. The study's data show that contexts in which there is a greater emotional involvement provide more attractive cultural resources, resulting in experiences to which consumers find it easier to relate. Below, we outline the four types of bookshop experience identified in the research.

Types of consumer experience

We established that each consumer undergoes these experiences differently, because specific personal characteristics result in different responses to a company's offers and have an influence on the relevance of a given physical store. We now show the types of experiences that emerge from consumers' interactions with a set of crystallized offers at the store. In this study, we identified four types of bookstore experience: Home Haven, The Magic Portal, Seeking Out and A Place to Shop. We realized that while physical stores provide all four experiences, online bookstores provide only the last two. We now describe the four types of experience emerging from bookstores.

A Place to Shop

A Place to Shop is the functional experience that occurs in stores in any segment when the consumer has the clear goal of buying quickly. The consumer experience in a bookstore is described in academic literature as hedonic on all occasions, but varying according to the consumer's own mental model, whether creative or functional (Addis, 2016). The data in this study, however, show that the consumer experience in bookstores is dependent on an appreciation of reading, and can be either hedonic or functional. In bookstores, this experience is anchored in objective factors, such as price and practicality, in addition to the delivery time of online bookstores, or the location of the physical bookstore. Winston's visit to the physical bookstore near his home to buy a book as a gift for his mother is an example of the functional experience - A Place to Shop, as he puts it: "In the case of a gift, when you know exactly what you want, the perception that you cannot waste much time in the bookstore is greater. So I go in and say [to the salesperson] 'I want this book', then I quickly buy it and leave."

The A Place to Shop experience takes places frequently in online stores, which offer conveniences that can compensate for the loss of the more significant experiences in physical stores, even for consumers who like to go to a store just to walk around, as Hermione says: "I also buy books online, but I like to go to bookstores to

shop, for the experience of reading. [...] when I want to buy a specific book and I'm not in a hurry to get it, I buy it on the Internet because I'll receive it at home." This type of experience, represented by images of products from different categories that were brought by Alonso in the photo elicitation exercise, is the most objective of the four that emerge from bookstores.

Seeking Out

Seeking Out is the experience of consumers who get excited about seeking out a valuable item that is hidden among a group of similar items. The need to select an interesting option from among several books appears in the illustration of a heart and a thorny bush that Mikael produced for the photo elicitation exercise. In the bookstore, the Seeking Out experience originates from the choice of the book and is associated with a hedonic purchase, which provides pleasure (Alba & Williams, 2013), as Camilo explains: "A hunt is literally a hunt, offering all the pleasure that hunting provides [...]. The whole process of tracking down a book is pleasurable." All participants in the research are in the habit of visiting bookstores to see what's new and to try to find a gem. They use several strategies to select a book, mixing the physical and virtual dimensions; a common strategy on the Internet or in physical stores is to start with a known genre or author and then expand the search. But as Rubem explains, physical stores provide a more organic experience, allowing for unexpected discoveries:

To go from the foreign literature section to the cooking section, I have to walk. When I'm online [...] I always have to know what I want. Here I can walk in without knowing what I really want. So, I don't know what I want, I'm wandering around, I'm thinking. Online you can't wander around.

Some participants, such as Lucy, complement the research on the Internet with a visit to the store, as she explains: "The physical store for me ends up being more for research, so I can see and check the book, see the type of cover it has, what kind of paper it has, what type of editions it has." After choosing the book and still inside the physical store, Lucy uses her cell phone to search for prices and buys it wherever the price is cheapest, thus engaging in a showrooming practice (Verhoef *et al.*, 2007) in which mobile technology gives more power and control to consumers, as foreseen in the academic literature (Labrecque, vor dem Esche, Mathwick, Novak & Hofacker, 2013).

Home Haven

Home Haven is the experience provided by a peaceful place, offering a sense of security, familiarity, warmth and shelter against a chaotic outside world. Tistou, for example, describes the shopping mall bookstore he usually visits as a place to decompress, helping relieve the stress of shopping, a feeling reflected in the collage contrasting the busy subway representing the chaos of the outside world, and the bookstore shelves, representing calm and security, which Mikael brought to the photo elicitation exercise. For Lucy, bookstores provide security; having moved to the city two months ago, she spends her free time in a bookstore near her home, in an environment she describes as pleasant, quiet and familiar, where she can stay as if she were at home. For Camilo, bookstores bring a sense of belonging:

[...]it's a peaceful place, a good place to reflect. I usually make bookstores a meeting place. For example: when I'm in São Paulo, I work on Paulista Avenue for several companies. I arrive fifteen minutes earlier, with time to have a coffee at the bookstore, I sit there and read. [...]bookstores have these lounges, these comforting, pleasant places. I feel at home in any bookstore in the world.

In this type of experience, bookstores take on a role which resembles one's home, an emotional place of well-being (Belk, Seo, & Li, 2007) that provides comfort and safety (Roster, Ferrari & Jurkat, 2016). Given that bookstores have a quiet and calm environment, offer protection and the opportunity for relaxation and socialization for the whole community, they are similar to third places (Oldenberg & Brisset, 1982). However, the academic literature establishes that since they are places where visitors do not prioritize socialization, but enjoy them primarily alone, bookstores are not third places, although the cafes in bookstores can make them nearer to being a third-place (Laing & Royle, 2013).

The Magic Portal

The Magic Portal experience is where bookstores are perceived as a passage between the normal world and a magical world inside books, like the rabbit hole into which Alice falls (Carroll, 2018), or the old wardrobe inside which Lucy and her brothers cross over to Narnia (Lewis, 2012). A recurring theme in fantasy literature, portals are a gateway to the unknown, a world where anything can happen, a metaphor for transformation and liminality (Gennep 1960). Since bookstores are a place for books and contain a large number of titles, they function as that place suspended between the everyday world and thousands of possibilities of imaginary worlds, where new knowledge is accessed through reading. The bookstore experience is magical, because it brings consumers closer to transforming powers (Arnould, Price & Otnes, 1999) by allowing them access to books, with fetish aspects - an object with extraordinary powers that transforms and expands the sense of self (Fernandez & Ladowicka 2011) through knowledge and imagination.

For Emmanuel, a bookstore's appeal is linked to the variety of books it offers: "[It has] options in terms of content, images, stories, interesting things in general. It's a place where you will find several types of books, of all colors, sizes, finishes, [...] relaxing books, serious books, decorative books, philosophical books. It has everything."

The transformative power of a book is reflected in Prince's words: "you also disconnect a little from the real world, assuming and entering into another one with the character to reach another point of view"; in Melanie's: "there can be a journey, containing feelings, thoughts [...] it takes you to places you would never know inside someone's imagination"; and Theodora's: "I believe that books and literature raise the question of dreaming, of imagining things that do not exist yet, but that can exist." This experience is represented by an image from the film "Intersection" that Lucy selected, showing an infinity of spaces and times with a technological feel, and the image selected by Mikael of a boy entering into an environment lit by a portal.

DISCUSSION

Our study investigates consumer experience in retail under dematerialization to reveal more details about the role of physical stores. The consumer experience concept is anchored in the idea of co-creation and defines that experience emerges from consumer responses to company offers that are crystallized at the points of contact (Lemon & Vehoeft, 2016; Thompson, 2004). Our study, which was carried out in the context of bookstores, finds that each consumer responds to offers differently, and establishes that consumers' contribution to co-creating the experience depends on their personal characteristics, so that each consumer has an individualized experience. Below, we detail the research findings.

Individualized Experience

Literature establishes that the concept of consumer experience focuses on consumers' responses to company offerings (Lemon & Verhoef, 2016), emphasizing that the experience is not controlled by companies (Pralhad & Ramaswamy, 2004) because it only takes place when a consumer enjoys such offerings. Therefore, experiences emerge from the interaction, at the points of contact, between the consumer and the company, and are co-created by both. In academic literature, from a consumer-centered perspective retail is a source of multiple cultural resources that are mobilized by consumers to carry out life projects, combining these potential resources with their own resources, such as traditions and values (Thompson, 2004). As each consumer has unique projects and resources, the experience that emerges at the points of contact from the interaction between the company and the consumer is individualized.

Relevance of the store depends on the meanings of the experience

Since the experience is individualized for each consumer and emerges from interactions at the points of contact, each consumer undergoes a unique experience, and the same consumer may have different experiences at different contact points and situations. Although the responses of each consumer may vary with different interactions at the same point of contact, the meanings attributed to their consumption experiences at each point of contact tend to be similar. The attribution and transfer of meanings by consumers take place when they reflect on the experiences they had and select the resources from the offers in the market that most contribute to the realization of their projects (Thompson, 2004). We concluded by identifying during data analysis the patterns by which personal characteristics define the meanings attributed and the relevance of the point of contact. In the bookstore, we found that the relevance of the physical store increases when consumers are fond of reading and attached to materiality. Many of the survey participants state that they have only recently started shopping online and consuming digital books. It is reasonable to imagine, therefore, that as consumer familiarity with digital consumption increases and companies invest to make the virtual dimension more immersive and interesting, such as in the online spaces studied by Denegri-Knott and Molesworth (2010), the perception of the relevance of physical stores will change.

Four types of experience in the physical store and only two in the online store

We identified four types of experience in the interaction of consumers with sales channels in our study: Home Haven (*Refúgio do Lar*), The Magic Portal (*Portal da Magia*), Seeking Out (*Garimpo*) and A Place to Shop (*Lugar de Compras*). Academic literature establishes that a consumer's mental model defines the nature of the experience, which is hedonic if conducted by consumers whose mental model is curiosity, leveraged by interactions with people, and functional if driven by people with planning as a mental model, leveraged by interactions with technology (Addis, 2016). Our study differs from this understanding, suggesting that the definition of the bookstore experience as hedonic or functional is, primarily, a function of the personal characteristics of the consumer, and the mental model at the time of purchase is of secondary importance.

The A Place to Shop and Seeking Out experiences are related to the search and acquisition of products and occur in different settings on the shopping journey; just in the physical store, just in the online store, or in a combination of the two. Academic literature describes consumer empowerment through technology (Labrecque et al., 2013, Verhoef et al., 2017), and our research confirms that there is more control and security in a purchase

that combines the physical and virtual dimensions, especially when there is concomitant engagement with both channels at the time of purchase, and when the online search is carried out in the physical store. A Place to Shop and Seeking Out are control experiences.

The Home Haven and The Magic Portal experiences only occur in the physical store, and are anchored in the store's atmosphere; the presence of books and contact with salespeople are hedonic and evoke fun, feelings and fantasy (Holbrook & Hirschman, 1982). In the academic literature, physical bookstores are considered to be unusual, and to have certain third place characteristics (Addis, 2016; Laing & Royle, 2013). Our study also identifies elements in the bookstore that make up the concept of home, such as quietness, calmness, well-being, protection, security and socialization (Belk *et al.*, 2007; Oldenberg & Brisset, 1982; Roster *et al.*, 2016), as expressed in the Home Haven experience. The Magic Portal experience, which is related to the transformative power of reading, is anchored in books, which are magical objects that allow contact with alternative realities that provide pleasure and learning. The habit of taking children to visit bookstores in order to encourage reading, which is a morally valued practice, evokes this transformative power that originates not in the forces of nature (Arnould *et al.*, 1999), but in the forces of human knowledge and creativity. Home Haven and The Magic Portal are experiences of shelter and transcendence.

Contributions, limitations and directions

Our study contributes to the academic literature on consumer experience, and expands the notion of the co-creation of the experience by establishing that the experience of each consumer is unique. It also contributes to the retail literature, establishing that the relevance of the store is determined by the personal characteristics of the consumer, and empirically confirming that engagement with both the physical and online channels with regard to product selection and purchase leads to consumer empowerment. Understanding the factors that determine the relevance of the physical store can contribute to integrated retail management, providing support for adjusting the store model and the offers to fit the desired customer profile. It can help define the investment in data and design technologies that individualize the physical store experience (Linzbach *et al.*, 2019) and improve the online store experience (Denegri-Knott & Molesworth, 2010; Mardon & Belk, 2018).

As is typical of qualitative research, our research findings cannot be generalized, but rather are inherent to bookstores, a segment that is particularly affected by digital transformation and provides unique experiences because books are highly symbolic. We believe, however, that the observations generated by this study may offer clues about the experience of contemporary consumption in general, since it seems to us that the intensity of the attachment to the material world is important for determining the relevance of physical stores in any segment. Stores for products in any segment can provide experiences similar to the Seeking Out and The Magic Portal ones, if there is a special appreciation of the category of products sold. Clothing, accessories and makeup all have a transcendent power that makes consumers feel safer and more attractive, while sports equipment can charm consumers into becoming champions, and cooking accessories can magically transform consumers into kitchen artists. An opportunity for future research is to investigate whether the same criteria for determining the relevance of physical stores can be applied to other segments, and to check for variations in product categories at different distances from the extended self (Belk, 1988, 2014).

Our study shows that changes in bookstores are inexorable. With the dematerialization of consumption, physical stores, which used to be the main point of contact between companies and consumers, are now just

another point of contact among several others. To survive, retailers need to offer meaningful experiences by consistently integrating digital and physical channels throughout the shopping journey. This study was developed with the hope that books will continue to delight readers, that the various experiences in bookstores will resonate with consumers, and physical bookstores will resist.

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AUTHORS' CONTRIBUTIONS

Maria Silvia Moliterno Pena and Eliane Pereira Zamith Brito worked on the conceptualization and theoretical-methodological approach. The theoretical review was conducted by Maria Silvia Moliterno Pena. Data collection was coordinated by Maria Silvia Moliterno Pena. Data analysis included Maria Silvia Moliterno Pena e Eliane Pereira Zamith Brito. Maria Silvia Moliterno Pena and Eliane Pereira Zamith Brito worked together in the writing and final revision of the manuscript.

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BEHAVIORAL COMBINATIONS THAT EXPLAIN COLLABORATION IN THE SUPPLY NETWORK

Combinações comportamentais explicativas da colaboração em redes de suprimentos

Combinaciones conductuales explicativas de la colaboración en redes de suministro

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ABSTRACT

This study aimed to investigate whether combinations of factors regarding organizational culture and the personality traits of purchasing managers and sales managers are relevant for explaining collaboration in the supply network (CSN). Our theoretical framework comprises Behavioral Operations Management, Organizational Behavior, and Supply Network. We used a self-administered electronic questionnaire based on instruments that are well-known in the literature. We used Qualitative Comparative Analysis with dichotomized conditions. CSN with suppliers had different associations with behavioral constructs than CSN with customers did, which shows there are behavioral differences between purchasing and sales managers. Our findings with regard to CSN suggest that the behavioral requirements for hiring purchasing and sales managers are different, and that customer relations are a priority within the organization.

KEYWORDS | Personality traits, organizational culture, csQCA, collaboration, supply network.

RESUMO

O objetivo deste estudo foi investigar se combinações de fatores da Cultura Organizacional (CO) e dos Traços da Personalidade de gestores de compras e vendas são relevantes para explicar a colaboração na rede de suprimentos (CRS). Utilizaram-se como referenciais teóricos: Behavioral Operations Management (BOM), Comportamento Organizacional e Rede de Suprimentos (RS). Aplicou-se questionário eletrônico, autoadministrado e baseado em instrumentos difundidos na literatura. A análise foi feita pela Qualitative Comparative Analysis com condições dicotomizadas. A CRS com fornecedores apresentou diferentes associações com os construtos comportamentais quando comparados com a CRS com clientes, evidenciando que há diferenças comportamentais entre gestores de compras e de vendas. A qualificação da CRS sugere que as exigências comportamentais para a contratação de gestores de compras e de vendas são diferentes, assim como as relações com os clientes são prioritárias dentro da organização.

PALAVRAS-CHAVE | Traços da personalidade, cultura organizacional, csQCA, colaboração, rede de suprimentos.

RESUMEN

El objetivo de este estudio fue investigar si las combinaciones de factores de la cultura organizacional y de los rasgos de personalidad de los gerentes de compras y ventas son relevantes para explicar la colaboración en la cadena de suministro. Las referencias teóricas son: Behavioral Operations Management, Comportamiento Organizacional y Red de Abastecimiento. Se aplicó un cuestionario electrónico autoadministrado y basado en instrumentos difundidos en la literatura. El análisis se realizó mediante Qualitative Comparative Analysis con condiciones dicotomizadas. La colaboración en la cadena de suministro con los proveedores mostró diferentes asociaciones con las construcciones conductuales en comparación con la misma colaboración con los clientes, que demuestra diferencias de comportamiento entre los gerentes. De esta manera, la colaboración en la cadena de suministro sugiere que los requisitos conductuales para contratar gerentes de compras y ventas son diferentes, así como las relaciones con los clientes son una prioridad dentro de la organización.

PALABRAS CLAVE | Rasgos de personalidad, cultura organizacional, csQCA, colaboración, red de abastecimiento.

INTRODUCTION

Since 1990 (Frohlich & Westbrook, 2001), the management of supply networks (SNs) has generated close and strong relationships (interdependence) with their suppliers and customers in order to achieve differentials for facing up to their competitors (Touboulic & Walker, 2015). Acting in a synchronized manner, SN partners seek to respond in a better and more sustainable manner to the requirements that are determined by the market (Barratt & Barratt, 2011; Busse, Meinlschmidt, & Foerstl, 2017). Studies show that the best performing SNs are those that manage to promote collaborative relationships between their components. Cao, Vonderembse, Zhang, and Ragu-Nathan (2010) and Tsanos, Zografos, and Harrison (2014) believe that collaboration in the supply chain (CSN) leads to resources being used and knowledge of suppliers and customers being acquired.

Organizations operating in this environment manage both intra-organizational and inter-organizational relationships when integrating with an SN (Flynn, Huo, & Zhao, 2010; Wang, 2016). But SN relationships are conducted and practiced by individuals who are immersed in the cultural elements of the organizational universe in which they find themselves. They also have certain characteristics that guide their behaviors and actions.

Behavioral Operations Management (BOM) focuses on individuals and their behavior in organizations. The main purpose of BOM is bringing the issues people have in operations (Katsikopoulos & Gigerenzer, 2013) by way of an interface with organizational behavior and human resource management, which covers the psychology of individual decisions and the influence of the culture of the organization on the interactions between actors in these processes (Loch & Wu, 2007). This kind of relationship, and understanding individuals and organizational culture (OC) have been little explored, because studies on this paradigm tend to demonstrate the relationships that exist between organizations from a structuralist and rationalist perspective (Bendoly, Donohue, & Schultz, 2006; Kim, Choi, Yan, & Dooley, 2011; Siegler, Biazzin, & Fernandes, 2014). Individuals in the SN, however, personify these relationships at the micro-level, and attribute affective and/or professional characteristics to them. Individuals, therefore, are fundamental elements for achieving inter-organizational collaborative relationships (Tsanos *et al.*, 2014), and they reflect the behavior of the entire network (Galaskiewicz, 2011). OC has an impact on how individuals act in the organizational environment, including in the SN (Makhdoom, Anjum, Kashif, & Riaz, 2016), and it is either a facilitator or a hindrance when it comes to implementing organizational strategies (Barbosa, 1996; Hilal, 2006; Lacerda, 2011; Souza & Fenili, 2016), such as CSN. Since microanalysis of relationships is understanding the individual's role in the context of SN, this subject and the importance of the

individual and OC in a collaborative SN have received little attention from the academic community in the operations field. This study, therefore, aims to answer the following research question: How do personality traits and OC combine to explain CSN?

This article has five sections. The theoretical framework is discussed in Section 2, while in Section 3, we describe the methodology used for collecting and analyzing the data. In Section 4, we present and discuss the results, and in Section 5 we present the conclusions and recommendations for future research.

LITERATURE REVIEW

Behavioral Operations Management (BOM)

Economics research today is turning to human behavior, and this has determined the creation of behavioral economics (Thaler, 2016). Likewise, the operations field has sought to expand studies of individuals through

BOM. The seminal studies of [Gino and Pisano \(2007\)](#) aimed to incorporate the effect of human behavior in an analysis of activities and relationships within the scope of SN logistics and management ([Gino & Pisano, 2007](#); [Siegler et al., 2014](#)).

This appreciation of the individual's behavior goes beyond the objective solutions that SN management research commonly addresses. Human reality considers that individuals display irrational behaviors and are vulnerable to the influences of their social context. There is a possibility, therefore, that this “uncontrolled” behavior, which is difficult to predict and manage, may interfere positively or negatively with the management of the SN ([Touboulic & Walker, 2015](#)).

Within the theoretical concepts and structures of BOM, the individual's behavior reflects significantly on the results achieved in managing the SN. Several of the assumptions that are commonly used by quantitative models disregard the variability of the individual's behavior. Some assumptions consider that individuals: i) are not an essential factor for the focal issue; ii) are deterministic and predictable; iii) are not affected physically or psychologically by others; iv) are immutable; v) are not part of the customer's product, service or experience; and vi) are not affected by pride, loyalty or embarrassment ([Boudreau et al., 2003](#)).

Collaboration in the Supply Network (CSN)

This particular collaboration consists of suppliers and customers working together to achieve a mutual and continuous improvement ([Stank, Dittmann, & Autry, 2011](#)). For [Busse et al. \(2017\)](#), collaboration is based on transparency and information sharing between SN partners. Joint decision-making is a major collaborative factor in SNs ([Ramanathan & Gunasekaran, 2014](#)). The levels and types of collaboration in organizations are affected by dependency, resource uncertainty, and economic policy, which emerge in a specific relationship context, and develop through continuous interaction ([Heide & Miner, 1992](#)). For [Touboulic and Walker \(2015\)](#), collaboration is a strategy for SNs, but is not easy to implement. [Heide and Miner \(1992\)](#) believe that it is possible to identify CSN by way of four dimensions (Exhibit 1).

Exhibit 1. Dimensions of collaboration

Dimensions	Meaning
Flexibility	Level of accommodation of the parties to adjust to the needs of the partners
Information sharing	Level of availability of information that can facilitate the activities of the other party
Joint problem solving	Level of shared responsibility for maintaining their relationships and for jointly seeking solutions to problems
Restriction on the use of power	The level of renunciation of the exploitation of differentials of size and dependence in the relationship allowed the parties to use power.

Source: [Heide & Miner \(1992\)](#).

Collaboration provides SN partners with a combination of individual capabilities. Partners become complementary to each other and create values that they would not achieve independently ([Barratt & Barratt, 2011](#); [Cao et al., 2010](#); [Frohlich & Westbrook, 2001](#); [Touboulic & Walker, 2015](#)). According to the literature, the benefits of collaboration result in mutual advantages, such as reward sharing, risk sharing, and exchanging information ([Ramanathan & Gunasekaran, 2014](#)). It also improves efficiency, effectiveness, and market positioning ([Tsanos et al., 2014](#)), and provides advantages that are greater than in transaction-oriented relationships ([Alfalla-Luque,](#)

Marin-Garcia, & Medina-Lopez, 2015). Other benefits, such as higher levels of trust (Touboulis & Walker, 2015) and commitment, retention, an increase in the portfolio of customers, and improved performance have been associated with CSN (Gligor & Holcomb, 2013). Despite these benefits, only a few organizations (such as Honda and Toyota) have shown collaborative capacity to be a competitive advantage (Fawcett, McCarter, Fawcett, Webb, & Magnan, 2015).

Organizational Culture (OC)

OC has been widely studied in the social sciences (Makhdoom *et al.*, 2016), because it is a relevant variable, and acts as either a hindrance or a facilitator when implementing organizational strategies (Barbosa, 1996; Hilal, 2006; Lacerda, 2011; Souza & Fenili, 2016). OC is applied collectively, not individually, but has an effect on conditioning individuals (Lacerda, 2011; Oliven, 2009). OC is the set of beliefs that guide employees to understand those attitudes that are classed as being acceptable or unacceptable in the organization. It is transmitted by stories and other symbolic means, and helps employees understand the organization's *modus operandi* by emphasizing the values and norms that condition their behavior (Griffin & Moorhead, 2006; Lacerda, 2011; Robbins & Judge, 2013). "Culture" is a tacit way of perceiving, thinking, and reacting, and is one of the most potent and stable forces operating in organizations (Schein, 1996). OC becomes a part of the people, is accepted as being accurate, and exerts a powerful influence on employees (Fleury, 2009). OC, which is also defined as the collective programming of the mind, makes members of one group different from those in other groups (Hofstede, Neuijen, Ohayv, & Sanders, 1990). For Souza and Felini (2016), the concept of collective mind programming matches the concept of *habitus* proposed by Pierre Bourdieu. OC values can be understood in the context of the organization in which they were generated; they do not necessarily extend to reach other organizations (Fleury, 2009; Makhdoom *et al.*, 2016; Souza & Fenili, 2016).

The theory that defines the OC construct, which was developed by Hofstede *et al.* (1990) and used to study culture in different organizations, identified two of its dimensions: practices and values. The first dimension comprises elements that are visible to an observer: i) symbols (colors, verbal expressions, gestures, pictures, and others); ii) heroes (individuals who have characteristics that are admired by culture and serve as a model of behavior); and iii) rituals (collective actions that are hypothetically superficial, but essential for culture). The second dimension, values, is explained as being how people perceive the cultural meanings in the organization (Hofstede *et al.*, 1990). For the most part, the "values" element is unconscious and hardly ever discussed, but it is expressed through behaviors (Ferreira, Assmar, Estol, Helena, & Cisne, 2002). Hofstede *et al.* (1990) developed a questionnaire based on these two dimensions, and concluded that while values define culture in a precise manner, it is through practices that culture influences members of the organization.

Hilal (2006) and Souza and Fenili (2016) point out that there are ontological and epistemological debates about whether to measure OC or not. Scholars who support the qualitative approach defend the description of organizations, and believe that cases are particular. It is impossible to use standardized quantitative measures, which makes it difficult to replicate the study (Hilal, 2006). On the other hand, a quantitative approach allows the methodology to be applied in different organizations simultaneously, providing a basis for comparisons or generalizations. Hofstede (one of the best-known intercultural scientists) believes that approaches must be complementary (Cooke & Rousseau, 1988; Hilal, 2006).

Personality Traits

The most widely used definition of personality is that developed by Gordon Allport almost 70 years ago. According to the author, personality is a dynamic system that determines its adjustments to the environment. Personality is the sum of how an individual reacts and interacts with others (Robbins & Judge, 2013). For McCrae (2006), “[...] personality is the system by which a person’s innate tendencies interact with the social environment to produce the actions and experiences in an individual’s life” (p. 215).

The personality construct indicates patterns of behavior, attitudes, and emotions that are typical of a particular individual, thus differentiating one from another. These traits, however, have some constancy in a person and in different contexts, and some stability over time (Nakano, 2014). Personality is a group of characteristics that are relatively stable and differentiate individuals.

Psychologists have identified several personality traits and the different dimensions of these traits. These researchers began to observe the correlations between these features and their dimensions and grouped synonymous terms. As a result, they concluded that the big five factors (BFFs) encompass the various terms of personality traits. This means that “[...] almost all the traits proposed by different personality theories were related to one or more of the five lexical factors” (McCrae, 2006, p. 206).

The BFF model of personality is one of the most widely used for describing adult personality structure and psychometry (Nakano, 2014). It is considered to be an explanatory theory of human personality and enables personality to be described in a simple, elegant, and economical way (García, 2006; Silva & Nakano, 2011). The BFFs originated from the Theory of Personality Traits and is a conceptual and practical evolution, as they specify the basic dimensions of personality in a dense and replicable way (Nakano, 2014).

The BFFs can be applied in organizations and are considered relevant for understanding human behavior. They are defined and characterized in Exhibit 2 (Bartholomeu, 2017; Faveri & Knupp, 2018; Griffin & Moorhead, 2006; Robbins & Judge, 2013).

Exhibit 2. Big Five Factors

Factor	Definition	Characteristics
Agreeableness	ability to relate well with others	cooperation, understanding, and kindness
Conscientiousness	number of goals that each individual can focus on	organization, responsibility, and discipline at work
Neuroticism	frequent mood swings and excessive emotional sensitivity	anxious and worried
Extraversion	connection with the well-being felt in relationships	friendly and talkative
Openness	the malleability of a person's beliefs and interests	willing to listen to new ideas

Source: Adapted from John & Srivastava (1999), Bartholomeu (2017) & Faveri e Knupp (2018).

Variables and model development

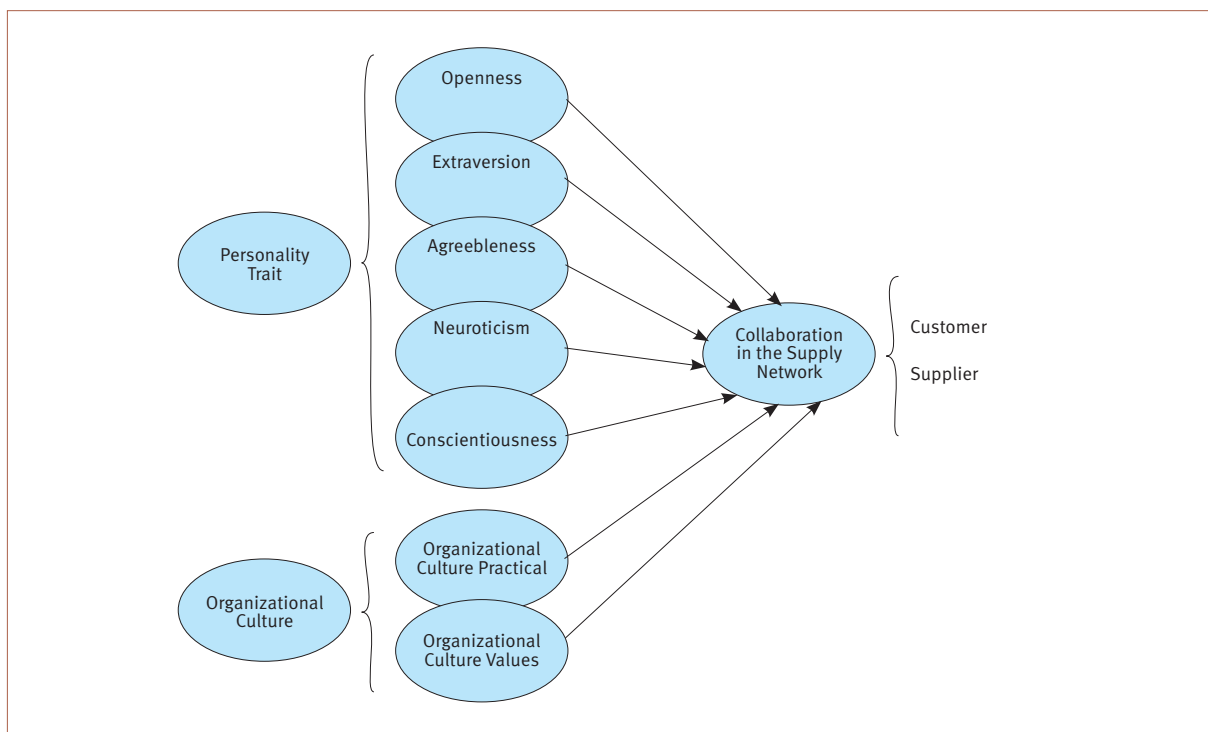
This research is based on the BOM perspective and brings questions involving people to the field of operations by way of an interface with OC and personality traits (Loch & Wu, 2007). This research defines OC based on studies by Hofstede *et al.* (1990) that have been used in several organizations and various countries (Fleury, 2009). Personality was dealt with by the BFF model (John & Srivastava, 1999). Hofstede *et al.* (1990) identified four elements that

were divided into two groups: i) practical, which comprises symbols, heroes, and rituals; and ii) values, which for the most part are unconscious and expressed through behaviors (Ferreira *et al.*, 2002; Hofstede *et al.*, 1990). OC, therefore, will be dealt with in terms of its dimensions - Values (Valoc) and Organizational Culture - Practical (Praoc).

The BFF model is relevant because of its application in several cultural samples, as it allows psychometric data to be collected (Bartholomeu, 2017; Faveri & Knupp, 2018; Griffin & Moorhead, 2006; Robbins & Judge, 2013). For John and Srivastava (1999), the BFF model is not a reductionist view of personality, since each dimension summarizes a large number of distinct characteristics. The BFFs are agreeableness (AGRE), conscientiousness (CONS), neuroticism (NEU), extraversion (EXT), and openness (OPE) (Exhibit 2).

The research model is shown in Figure 1. Its application evaluates combinations of the conditions of Praoc, Valoc, and personality traits - openness, agreeableness, extraversion, conscientiousness - for CSN (outcome). Neuroticism has a negative meaning, so we examine the impact of its absence on CSN.

Figure 1. Research model



Upstream and downstream relationships in the SN were analyzed and named “Supplier Model” and “Customer Model”, respectively. Although the literature states that there is an interdependent relationship between personality and OC (Oliven, 2009), this study intends to evaluate the combination of these variables for CSN. There is no intention to understand and measure the mutual causality between OC and personality.

METHODOLOGY

We conducted a survey using relationships in the SN as the units of analysis, and purchasing and sales managers as the observation units.

Sample and data collection

The population of this research is considered incalculable because of the significant number of potential respondents allocated to different organizations (Malhotra, 2012). We used non-probabilistic sampling techniques, either for accessibility or convenience (Hair, Babin, Money, & Samouel, 2005).

The sample size was calculated by G * Power 3.1.9.2. As there are no previous studies supporting this choice, we selected statistical test *f* at an effect size of 0.15. The size of the effect indicates the extent to which the independent variable influences the dependent variable (Espírito-Santo & Daniel, 2015). We assumed a significance level of 5% and a statistical power of 80% (Hair, Hult, Ringle, & Sarstedt, 2017), so the number of samples required for this study is 68 respondents.

The research instrument underwent a pre-test using a face-to-face app. We obtained 35 respondents, and the questionnaire and statistical analysis of the data were adapted to assess and define the model. Part of the final sample comprised pre-test respondents, who were fully qualified for this study.

The survey was transversal and unique (Malhotra, 2012) and used the SurveyMonkey® platform. The questionnaire (self-administered) was sent out between 9/12/2017 and 7/31/2018 to a database of 29,261 managers (database of researchers and the Logistics Research Center - Nipelog). We obtained 611 responses (2.09%), of which 452 were incomplete. The questionnaire was made available on Facebook and LinkedIn between 1/23/2018 and 7/16/2018, and was directed at the target audience of this research. We received 65 responses; of which 50 were incomplete.

Despite starting the collection with a robust base and using social networks, the total sample (Table 1) represents less than 1% of the initial base of contacts. The number of valid respondents, however, is above the sample size calculated by GPower for both models.

Table 1. Study sample composition

Model	E-mail	Facebook/LinkedIn	Pre-test	Total
Customer	91	2	13	106
Supplier	68	13	11	92

Research instrument

We used validated and disseminated questionnaires taken from the literature (Exhibit 3).

Exhibit 3. Research instruments

Constructs	Theory	Instrument
Personality	Big Five	BFI-44
Organizational Culture	Organizational Behavior	IBACO (reduced)
Collaboration in the Supply Network	Supply Network paradigm	Model of Heide and Miner (1992)

The Big Five Inventory (BFI-44) was used because, given the various instruments that had been established, it does not appear on the list of the Psychological Test Assessment System (Satepsi) as an instrument that can

only be applied by psychologists (Satepsi, 2016). It is also short, efficient, and easy to understand (John & Srivastava, 1999).

To assess OC, Ibaco was used, which “[...] represents an effort to build an originally national instrument designed to assess organizational culture through its values and practices” (Ferreira & Assmar, 2008, p. 128).

CSN was based on Heide and Meiner’s (1992) definitions. It is one of the studies referred to most by researchers in buyer-supplier relationships, having been cited in more than 800 studies (Brito, Sambiase, Ferreira, & Silva, 2017).

The questionnaire had closed questions and a six-point Likert scale was used; an even number was chosen because it eliminates the “middle point”, which can provide an easy escape. There is evidence, however, that some individuals who choose neutral scores do not necessarily consider themselves neutral with regard to the object being assessed (Matell & Jacoby, 1971).

The respondent’s perception was measured using the sliding bar, which provides decimal quantification. Because of this choice, numbers are not used, thus avoiding a tendency to continue with the same mark (Stone, Bleibaum, & Thomas, 2012). The scale ranged from “I totally disagree” to “I totally agree”.

Qualitative Comparative Analysis (QCA)

The QCA method was developed by Charles Ragin in the 1980s, in a comparative case study that used Boolean algebra and set theory (Marx, Cambre, & Rihoux, 2013). QCA aims to combine the best resources of the case-oriented approach with those of the variable-oriented approach. Each survey respondent manager is considered to be a “case” (Marx *et al.*, 2013; Rihoux & Ragin, 2009).

For Fiss (2007), QCA is a qualitative configurational method that seeks to understand how causes combine to create results. For Marx (2010), QCA allows the differences and similarities of condition configurations in a set of cases to be systematically compared, enabling researchers to explore the data and develop explanatory models in terms of Boolean dependencies. QCA, therefore, distinguishes the factors that are necessary and/or sufficient for the result (Blackman, 2013).

QCA can deal with multiple levels of causal complexity while retaining the holistic quality of the phenomenon being studied (Fiss, 2007). It was initially designed to handle small samples, but can be successfully applied when analyzing large databases (Fiss, 2007; Marx, 2010; Rihoux & Ragin, 2009).

QCA was chosen because, according to Blackman (2013), reality cannot be explained by bivariate or multivariate relationships based on the sum of the net effect of each independent variable because it is too complex. Configurational approaches, such as QCA, consider that the result (outcome) is caused by different logical combinations of conditions, which do not exercise their causal power in isolation (Fiss, 2007). Instead of analyzing the relationship between a variable that depends on other variables that do not interact with each other, QCA compares concrete empirical cases that are seen as logical configurations of explanatory conditions and associated with the presence or absence of a result (Marx, 2010).

Crisp-set QCA (csQCA) was used, which works with dichotomized conditions. In csQCA, the variables assume two values: 0 (false) or 1 (true). This binomial simplification means a loss of information since the original variables are continuous. Blackman (2013), however, recommends that dichotomized data should analyze whether a particular practice or contextual condition is relevant to the occurrence, or not, of the result. The number of cases in this study supports csQCA, as it allows for greater consistency while respecting the specification limits of this type of model (Marx & Dusa, 2010).

An essential consideration in csQCA is deciding on the breakpoints for coding conditions in a binary system, based on the original measurements on continuous scales (Blackman, 2013). This decision is an interpretation, reflecting the “qualitative” nature of QCA. The cut-off point of 3.50 on the Likert scale was considered (above the average of six points) for the dichotomization of data—the greater the respondents’ agreement, the greater the presence of the measured constructs. Therefore, values equal to or above 3.50 mean the presence of the variable, and values below mean the absence of the variable in each item and for each case.

RESULTS

We undertook a descriptive analysis of the sample from the perspective of the economic sectors and the size of the organizations in which the respondents work (Table 2). The service sector is the most representative in both models. The Brazilian Development Bank (BNDES) classified the organizations’ annual income according to their annual gross operating revenue.

Table 2. Descriptive analysis

		Customer	Supplier
Economic Sectors	Service	39%	46%
	Retail	28%	29%
	Industry	25%	22%
	Wholesale	8%	3%
Scale of Organizations	Large (larger than R\$ 300 million)	16%	12%
	Average (from R\$ 3.6 million to R\$ 300 million)	36%	35%
	Small (from R\$ 360,000 to R\$ 3.6 million)	25%	27%
	Microenterprise (up to R\$ 360,000)	23%	22%
	Non-profit (public agencies, NGOs, among others)	-	4%

Note. USD 1.00 = R\$ 4.0301 conversion rate 31/12/2019.

The truth table presents the logical configurations of causal attributes and forms the parsimonious explanatory sets of the dependent variable (Rihoux & Meur, 2009). In this first analysis, the truth table contained the results “1”, “0” and presented contradictions (i.e., logical configurations that were verified in both cases of collaboration and non-collaboration) that had to be solved. One way of solving contradictions is to add new conditions (Schneider & Wagemann, 2010), but as the original database was the survey, it was decided to relax the constraint of absolute consistency for each configuration (Ragin, 2000; Schneider & Wagemann, 2010). The consistency of the settings, therefore, was reduced to 0.75, as suggested by Ragin (2000).

Considering the two models under analysis, none of the isolated conditions is sufficient or necessary for obtaining a result in the truth table. We then analyzed the combination of conditions (conjunctions) through consistency and coverage. We generated the simplified configurations for both models by minimizing the conservative solution in Quine-McCluskey, available in the QCA package from R® software (Duşa, 2007). These logical expressions represent the alternative possibilities for explaining the result because they disregard all the

original configurations, which have no corresponding empirical cases. Tables 3 and 4 show the minimization of these sets from the Boolean logic for the Customer and Supplier Models, respectively.

The “settings” column shows the causal conjunctions associated with the presence of CSN. The consistency measure (the main validation criterion for CSN) indicates whether the conjunction is satisfactorily sufficient (\geq than 0.75). The coverage measure presents quantification of the empirical relevance of the causal combination in terms of the percentage of collaboration cases covered by the respective configuration. The single-coverage measure shows how many cases, in percentage terms, are only covered by that configuration (Betarelli & Ferreira, 2018).

Table 3. Parsimonious configurations - Customer Model

	Configurations	Consistency	Coverage	Single-Coverage
1	PRAOC*VALOC	0.940	0.741	0.294
2	ope*cons*EXT*PRAOC	1.000	0.035	0.012
3	agre*OPE*CONS*neu*EXT	1.000	0.035	0.012
4	agre*OPE*praoc	1.000	0.012	0.000
5	agre*CONS*praoc	1.000	0.012	0.000
6	agre*NEU*praoc	1.000	0.012	0.000
7	AGRE*ope*neu	1.000	0.047	0.000
8	AGRE*ope*PRAOC	1.000	0.153	0.000
9	AGRE*cons*neu	1.000	0.047	0.000
10	AGRE*cons*EXT	1.000	0.059	0.000
11	AGRE*CONS*NEU*PRAOC	0.950	0.447	0.000
12	AGRE*NEU*EXT*PRAOC	0.953	0.482	0.000

Note. Capital letter = 1; Lowercase letter = 0; * = logical operator “AND”; + = logical operator “OR”.

Table 3 shows 12 paths that lead to the same result. Based on consistency, all these conjunctions are sufficient (\geq than 0.75) for the presence of CSN. Individually, however, conjunctions are not necessary for CSN. As all conjunctions are sufficient, those with the most significant coverage (Conjunctions 1, 11, and 12) were analyzed. As with Conjunctions 2 and 3, and despite having a single coverage percentage point above zero, we considered that this value represents an outlier since it corresponds to just one case in the sample. Another point is that the arrow represented in the conjunctions indicates a logical implication, and, therefore, the term on its left is sufficient for the term on the right.

PRAOC*VALOC +
 AGRE*NEU*EXT*PRAOC +
 AGRE*CONS*NEU*PRAOC → CSN CUSTOMER

Therefore, the logical expression that simplifies the three selected conjunctions is:

PRAOC*(VALOC + (AGRE*NEU*(EXT+CONS)) → CSN CUSTOMER

The logical expression for the Customer Model has both a simple path and a complex path, with Praoc condition present in both paths. Therefore, Praoc is a common factor that is causally relevant to CSN.

The simple path combines Praoc with Valoc and demonstrates that when the dimensions of OC are combined, they confirm their role in facilitating CSN. On the complex path, Praoc combines with some personality traits to achieve the result. Thus, in addition to the seller being organized and goal-oriented, the combination of Praoc with their ease of relationship and emotional stability results in CSN. Similarly on the complex path, the combination of Praoc with the vendor's affectionate and stable characteristics also results in CSN.

Table 4. Parsimonious configurations - Supplier Model

	Configurations	Consistency	Coverage	Single-Coverage
1	OPE*NEU*VALOC	0.919	0.567	0.067
2	ope*CONS*NEU*EXT*valoc	1.000	0.067	0.033
3	AGRE*VALOC	0.923	0.600	0.000
4	AGRE*ope*NEU	0.875	0.117	0.000
5	AGRE*OPE*neu*EXT	1.000	0.033	0.000
6	OPE*neu*EXT*valoc	1.000	0.017	0.000

The Supplier Model (Table 4) had six paths that lead to the result. As in the Customer Model, based on consistency, all conjunctions are sufficient for the presence of CSN. Since all conjunctions are sufficient, an analysis was also made of the conjunctions with the most significant coverage (Items 1 and 3). As for Conjunction 2, despite having a single coverage percentage point above zero, this value was considered to represent an outlier since it corresponds to just three cases in the sample.

OPE*NEU*VALOC +
AGRE*VALOC → CSN SUPPLIER

Therefore, the logical expression that simplifies the two selected conjunctions is:
VALOC*(OPE*NEU + AGRE) → CSN SUPPLIER

The logical expression for the Supplier Model has a simple path and a complex path, and the Valoc condition is present in both paths. Therefore, Valoc is a common cause for CSN. Furthermore, this condition must be combined with openness, neuroticism, or agreeableness to result in CSN.

The simple path combines Valoc with AGRE and demonstrates that the way buyers perceive cultural meanings, coupled with their ability to relate well, results in CSN. On the complex path, Valoc combines with OPE and NEU to achieve the result. This complex path demonstrates that the way buyers perceive cultural meanings, associated with a flexible and emotionally stable characteristic, also leads to CSN.

Discussion

The results of the models demonstrate that the conditions need to combine in order to explain the result (Fiss, 2007). More specifically, Praoc is always present in the conjunctions we analyzed for the Customer Model and

Valoc for the Supplier Model. This more relevant presence of each dimension in each model can be explained by the fact that Praoc comprises elements that are visible to an observer. Hence, by way of symbols, heroes (i.e., salesman of the month) and rituals, organizations seek to emphasize the importance of customer relations (Ferreira *et al.*, 2002). As relations with suppliers do not use elements that are visible to an observer, buyers perceive OC by way of the Valoc dimension, which, for the most part, is unconscious and difficult to discuss (Ferreira *et al.*, 2002; Hofstede *et al.*, 1990).

Praoc and Valoc, however, do not guarantee the result alone, but by alternative paths. It is evident that despite OC being applied collectively, its effects condition individuals (Lacerda, 2011; Oliven, 2009). There is also the possibility of generating CSN, even when Praoc and Valoc are absent.

The results show that organizations treat their relationships with customers and suppliers differently, and that those sales or purchasing managers who collaborate with the SN have different personality traits. This finding corroborates Nakano (2014), who stated that the traits present a degree of constancy in a person and in different contexts.

OC also has different influences on the models, its influence being on the predominant customer model rather than the supplier model. When the Praoc and Valoc dimensions are combined in the customer model, they are sufficient for achieving the result. In the supplier model, the Valoc dimension is combined with some of the personality traits to cause the outcome.

These results also show that when personality determines adjustments to the environment (Robbins & Judge, 2013), the personality traits of the purchasing and sales manager result in different interferences for CSN. This is because personality traits appear in both models, but for the expected result in the supplier model, one of its dimensions was always present in the conjunction combining with Cova, unlike in the customer model, which has a conjunction in which OC is sufficient for the result.

These behavioral differences can be significant, as the salesperson focuses on reaching their billing and profit goals. The buyer, in turn, is pressured to negotiate better terms (e.g., price, delivery and payment terms, quality) for the organization. OC, therefore, may be used for strengthening relationships, with customers and promoting the collective programming of the minds of the members of this group, which is what makes sales managers different from purchasing managers (Hofstede *et al.*, 1990).

Griffin and Moorhead (2006) state that an individual's personality traits guide their perceptions and actions. Although the traits suggested by different personality theories are related to one or more of the five lexical factors (McCrae, 2006), the traits do not individually control the decisions of individuals because the way they act in a situation is the result of their personality traits and their interrelationship with OC.

Realization of the importance of combining OC and individuals for CSN helps expand and strengthen BOM (Tsanos *et al.*, 2014), demonstrating that human and organizational behavior are influencers of CSN (Tatham, Wu, Kovács, & Butcher, 2017). The organization's ability to manage and integrate the network of inter-organizational relationships is inextricably linked to the behavior of the individuals who lead this relationship (Stank *et al.*, 2011).

CONCLUSION

This article presents a behavioral analysis of inter-organizational relationships in the SNs of 198 organizations located in Minas Gerais. Of this sample, 106 respondents are sales managers, and 92 are purchasing managers. The personality traits and OC constructs were used to collect data on how human and organizational behaviors

combine to explain CSN. The results reveal different combinations of personality traits and OC that result in CSN. These combinatorial differences are evident between the customer and supplier models, and also within each model. The results showed one kind of collective programmed mind for relationships with customers and another for relationships with suppliers. Even considering the personification that exists in inter-organizational relationships, OC is more relevant than personality traits in the customer model.

Theoretical and managerial contribution

From the theoretical perspective, we suggest expanding studies on human behavior in the operations field (Loch & Wu, 2007). Assuming that relationships in SNs are conducted and practiced by individuals, the results showed that in relationships with customers OC exerts a powerful influence on managers, as it guides their actions. Since relationships with customers and suppliers are different, behavioral differences are identified in purchasing and sales managers, including personality traits. The results and the literature indicate that OC is a vital impact attribute in customer relations. With regard to suppliers, OC is perceived, but its practice and manifestation are not preponderant, because its presence is combined with some personality traits for CSN. In both models, however, the individual has a behavioral impact on CSN and is an essential element, either as a replicator of OC, or as a business enhancer, due to their characteristics. Finally, we believe that this study helps expand research in BOM.

From the managerial perspective, the analysis makes practical contributions, because it focuses on the individual as an observation unit in SNs (Katsikopoulos & Gigerenzer, 2013). It also encourages organizations to consider micro-relationships by directing their efforts towards collaborative engagement in the SN.

In the context of personality traits, the study reveals how important it is to consider behavioral attributes (which differ) when hiring sales and purchasing managers, thus contributing to the strategic value of CSN.

Limitations and future studies

As a limitation, this study analyzes the subject in an aggregated way, and disregards the specific qualities of organizations, such as the specificities of their relations with customers and suppliers, their operating market, and their financial performance. As Hilal (2006) suggests, therefore, to overcome these limitations, it is suggested that the cases be analyzed in more depth.

In future research, we recommend investigating whether behavioral characteristics improve the organization's financial performance in the SN, and whether OC and personality traits influence trust in SN relationships.

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AUTHORS' CONTRIBUTIONS

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WORKING AT THE CROSSROADS OF STRUCTURATIONIST AND DISCURSIVE APPROACHES: A METHODOLOGICAL TOOL FOR PRACTICE-BASED STUDIES

Trabalhando na intersecção entre as abordagens estruturalista e discursiva: Uma ferramenta metodológica para estudos baseados na prática

Trabajando en la encrucijada de los enfoques estructuracionista y discursivo: Una herramienta metodológica para los estudios basados en la práctica

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ABSTRACT

In this paper we propose a methodological tool that seeks to contribute to the empirical study of practices in organization studies. There is a need for innovating and improving analytical tactics for theorizing about practice, particularly for helping connect localized social interactions to broader contexts. We propose the “temporal bracketing of discourses” tool and provide a detailed example that empirically illustrates its application.

KEYWORDS | Practice-based studies, critical discourse analysis, structuration theory, temporal bracketing, texts-in-action.

RESUMO

Neste artigo, propomos uma ferramenta metodológica que busca contribuir para investigações empíricas da perspectiva da prática em estudos organizacionais. Existe a necessidade de inovar e aprimorar táticas analíticas para teorizar a prática, particularmente para ajudar a conectar interações sociais localizadas em contextos mais amplos. Este artigo propõe o “temporal bracketing” de discursos e inclui um exemplo detalhado que ilustra empiricamente a sua aplicação.

PALAVRAS-CHAVE | *Perspectiva da prática, análise crítica do discurso, teoria da estruturação, temporal bracketing, textos em ação.*

RESUMEN

En este artículo proponemos una herramienta metodológica que busca hacer una contribución al estudio empírico de prácticas en estudios organizacionales. Existe la necesidad de innovar y mejorar las tácticas analíticas para teorizar la práctica, en particular para ayudar a conectar las interacciones sociales localizadas con contextos más amplios. Proponemos la estrategia analítica temporal bracketing para los discursos e incluimos un ejemplo detallado que ilustra empíricamente su aplicación.

PALABRAS CLAVE | *Perspectiva de la práctica, análisis crítico del discurso, teoría de estructuración, temporal bracketing, textos en acción.*

INTRODUCTION

The “practice-turn” has received a great deal of attention in organization studies and management literature over the last decade, particularly in fields like strategy (Jarzabkowski, 2008; Lavarda, Canet-Giner, & Peris-Bonet, 2010; Whittington, 2006), knowledge management (Orlikowski, 2000) and information systems (Novak, Brooks, Gadd, Anders, & Lorenzi, 2012), to cite a few. Practices in this tradition refer to “shared routines of behavior, including traditions, norms and procedures for thinking, acting and using ‘things’” (Whittington, 2006, p. 619), which are recreated in what people do and say in situated interactions. Its focus on social life as ongoing production that emerges through people’s recurrent actions has brought to light a much-needed shift towards agentic approaches to our field (Feldman & Orlikowski, 2011). An increasing number of papers, special issues and books that espouse practice theories have been published in recent years, serving to consolidate the position and contribution – both conceptual and empirical – of practice-based studies as a strongly emergent research perspective (Feldman & Orlikowski, 2011).

Conducting practice-based studies, however, is not without its difficulties, precisely because of the epistemological and methodological challenges they pose. Practice theories constitute a broad and complex intellectual landscape (Feldman & Orlikowski, 2011). In terms of theoretical foundations, practice-oriented researchers draw on a number of sociological theorists, including Giddens (1984), Bourdieu (1990), Foucault (1980), and Schatzki (1996). Having “contributed to the questioning of the systematic and deterministic approaches that dominated American sociology until the end of the 1970s” (Denis, Langley, & Rouleau, 2007, p. 196), and by proposing alternatives for overcoming classical dichotomist thinking, such as agency-structure, meaning-cause, relativism-objectivism, atomism-holism, autonomy-tradition, and micro-macro (Pozzebon, 2004), the theoretical stances proposed by such theorists are often complex and difficult to mobilize empirically. Organization theories that focus on fixed entities and on static box-and-arrow representations entail more instrumental and less ambiguous analytical tools than non-dichotomist social theories, which embrace emerging and never-fixed entities in ongoing, dynamic and always provisional relationships (Feldman & Orlikowski, 2011). Another major challenge of theorizing practice lies in the connections between the “here-and-now” of the situated interactions and the “elsewhere-and-then” of broader contexts (Nicolini, 2009). Put simply, the theoretical viewpoints borrowed by practice theorists are difficult to apply empirically.

Two theoretical lenses seem to have had a huge influence on the development of the practice-turn: structuration theory (Jarzabkowski, Balogun, & Seidl, 2007; Whittington, 2006) and the organizational discursive school, particularly critical discourse analysis (Hardy, 2001; Phillips & Oswick, 2012). Structuration theory has become so prominent in organizational studies because it tries to overcome the duality of structure and agency, and takes time and space into account seriously, although often the researchers using this perspective pay more attention to individual, situated activities, and less to the broad political context wherein those actions take place (Seidl & Whittington, 2014; Whittington, 2010). Critical discourse analysis, which is considered one of the most “context-sensitive” discursive approaches (Grant, Hardy, Oswick, & Putnam, 2004), is useful for explaining the connections between texts (micro) and broad political contexts (macro). It has been pointed out, however, that *time* is often a neglected dimension in these studies (Heracleous, 2013; Leitch & Palmer, 2010).

In our study, we aim to provide an alternative tool for empirical work on practice-based studies by enriching the crossroads between structuration theory and critical discourse analysis. This article makes two main contributions. First, we take a step further in the effort to combine structuration theory and critical discourse analysis as a rich

theoretical and methodological avenue for practice-based studies as we seek to understand everyday interactions without losing their connection to broader macro-influences, i.e., political, cultural, societal and others. We respond to calls for a better understanding of the links between organizational discourses, agents' actions, and change outcomes over time by focusing not just on the points of convergence among the theories (e.g., Heracleous, 2013; Heracleous & Barrett, 2001), but mainly on the potential complementarity of these approaches vis-à-vis their mobilization in empirical works. Second, we present a detailed step-by-step methodological tool by which the cross-fertilization between these traditions can take place. We describe and illustrate *temporal bracketing discourses* as a methodological technique that aims to help researchers establish a connection between localized interactions and broader contexts, not only in “zooming-in and out” – mobilizing Nicolini's (2009) metaphor – but also “zooming-over-time”.

LITERATURE BACKGROUND

Structuration theory and its “sensitizing devices” for analyzing social practices

Since the 1980s, structuration theory has been seen as a promising avenue for resolving the longstanding debate over the relationship between structure and agency, a challenge not confined to organization theory but related to all social theory (Cohen, 1989). It is not our purpose in this section to propose a complete overview of Giddens' work, as a number of comprehensive and authoritative writings on the topic are available (e.g., Cohen, 1989; Held & Thompson, 1989). Our focus is on revisiting the analytical avenues proposed by structuration theory for understanding the organizational and societal practices that are promising for improving empirical work on the practice-turn.

Previous work has looked at how structuration theory has been empirically employed in the context of information technology research (Pozzebon and Pinsonneault, 2005), and of organizational discourse (Heracleous, 2013). Following Giddens' application of structuration theory, those works suggest using sensitizing devices in a selective way in empirical work rather than as detailed guidelines for research procedure (Giddens, 1989, p. 294). In the same vein, we build on two key concepts of structuration theory which we use as sensitizing devices: *duality of structure and time/space*.

The *duality of structure* concept is at the core of structuration theory and emerges as an important device for both planning an empirical investigation and interpreting its results. Giddens departs from the conceptualization of structure as having some given or visible form. While structure is what gives form and shape to social life, it is not itself that form and shape. Structure is not always tangible but rather exists as memory traces in our minds and is being continuously recreated by human actions, reactions, voices, and silent compliances. Similarly, the author departs from the idea of agency as something “contained” within the individual. He does not refer to people's intentions in doing things, but more to the flow or pattern of people's actions (Giddens & Pierson, 1998), which can either follow a given course or trace a different path. Taken together, these two notions help us understand the seminal concept of “duality of structure” (overly referred to but often misunderstood) that provides a richer understanding of social encounters. Structure is embedded in practice, or in a series of practices, in which it is recursively implicated (Giddens, 1976, 1984).

In addition to the agency-structure duality, the notion of *time/space* is also central to structuration theory and is a key feature in understanding the properties of social systems: how people conceptualize time and space, and how they manage to organize themselves across time and space (Giddens & Pierson, 1998). Giddens (1989) stresses the importance of studying the contextualities of institutionalized patterns of interactions across *time and space*, which are viewed as inherent in the investigation of social reproduction. Giddens argues that all social research necessarily has cultural, ethnographic or anthropological dimensions which are, nevertheless, often neglected in social studies. However, these key elements of structuration theory remain underutilized, more particularly the interpenetration of temporality pertaining to practices, individuals, and institutions (Heracleous, 2013).

Recent examples of the use of structuration theory's concepts in practice-based studies can be found in the strategy-as-practice stream (Jarzabkowski, 2008), where the influence of Giddens' ideas may be recognized in seminal works referenced in the area (Seidl & Whittington, 2014). Jarzabkowski (2008) suggests that the link between the micro-level (strategizing activities) and the macro-level (wider society) is better understood by focusing on "management practices-in-use as the primary unit of analysis" (Jarzabkowski, 2004, p. 551). However, strategy-as-practice scholars, whether or not inspired by structurationism, have tended to neglect social structural context (Whittington, 2010), leading to acritical and apolitical accounts (Carter, Clegg, & Kornberger, 2008).

Similarly, Seidl and Whittington (2014) call for further practice research that effectively links "local" strategizing activity with "larger" social phenomena in an effort to overcome the tendency of "micro-isolationism, whereby a local empirical instance is interpreted wholly in terms of what is evidently present, cut off from the larger phenomena that make it possible" (p. 1408). An opportunity arises for practice researchers to enlarge their understanding of the larger social structures because the practice perspective bridges the gap between micro and macro-levels of analysis.

Critical discourse analysis and its potential for connecting situated texts-in-action and broader contexts

Within the broad discursive school, we have witnessed a persistent and increasing rise in the attention given to critical discourse analysis (Lacerda & Brulon, 2013). Critical discourse analysis has a long history in socio-linguistics (Titscher, Meyer, Wodak, & Vetter, 2000) and has begun to hold sway in organization studies over the last three decades (Grant, Keenoy, & Oswick, 2001). Sharing with other discursive approaches that consider language not only as a tool for description and communication, but primarily as a means for constructing social reality (Kuhn & Putnam, 2014), critical discourse analysis is characterized on the one hand by its emphasis on power relations, and on the other by its sensitivity to context (Grant et al., 2004; Phillips & Hardy, 2002).

Being intertextual in nature, critical discourse analysis allows for identification of key ideas embedded in people's interpretive frames, and explains how these ideas go on to shape and influence people's actions and decisions. It helps throw light on the nature of power relations and their influence on organizational processes, and is particularly effective for highlighting multiple voices and perspectives, thereby helping to demystify assumptions that are taken for granted and revealing their consequences in terms of sustained inequalities of power (Grant et al., 2001, 2004; Phillips & Hardy, 2002). Critical discourse analysis is powerful in interweaving multiple levels of analysis where discourse is understood by its embeddedness within sociocultural practices (Chouliaraki & Fairclough, 2010; Fairclough, 1992, 1995; Fairclough & Wodak, 1997).

Fairclough sees critical discourse analysis as a “mode of critical inquiry where theory and methodology are inherently linked to one another” (Chouliaraki & Fairclough, 2010, p. 1215). Fairclough’s three-dimensional framework examines how discourse is constitutive of the social world by its analysis on three levels: the examination of language in use (the text dimension); identification of processes of textual production and consumption (the discursive practice dimension); and consideration of the institutional factors surrounding the event and how they shape discourse (the social practice dimension) (Thompson, 2004). These three levels of analysis are explained in more detail in the section in which we present our methodological approach.

Even if critical discourse analysts seek to establish a connection between micro-discursive activities and broader contexts, the major criticism of this body of literature is that it de-emphasizes the role of time (Heracleous, 2013; Leitch & Palmer, 2010). This is why we claim that it is more useful to combine the empirical sensitizing devices of structurationist and discursive theoretical repertoires than to mobilize them separately. This we show in more detail in the next section.

Bridging the gap between structuration theory and critical discourse analysis

Most of the time structuration theory and critical discourse analysis have been applied separately (Balogun, Jarzabkowski, & Vaara, 2011; Jarzabkowski, 2008), but some authors have been trying to combine them. Although these two viewpoints espouse different ontologies, they occupy what authors like Gioia and Pitre (1990) term ‘transition zones’, i.e., zones where each theoretical stream can tap into different but complementary facets of organizational phenomena, thus creating a dialogue. Two exemplary illustrations of this effort are the Montreal School of organizational communication (Spee & Jarzabkowski, 2011; Taylor, Cooren, Giroux, & Robichaud, 1996) and the work of Heracleous and colleagues on organizational discourse (Heracleous, 2013; Heracleous & Barret, 2001).

We recognize from previous applications at least two major points of convergence and one important zone of complementarity. First, both encompass robust *process logics* for understanding social phenomena. Structure is embedded in practice, or in a series of praxis, in which it is recursively implicated over time and in historically situated spaces (Giddens, 1984). Although people’s actions are central to most structurationist analysis, the concept of discourse has huge resonance in Giddens’ work, where language is seen not merely as a functional tool, but as constitutive of social life, playing the role of a medium of social interactions (Heracleous, 2013). Second, both structurationist and discursive approaches understand that *context* is central for understanding social practices. Giddens (1984) argues that social studies often neglect the influence of broad political and cultural contexts, contending that time and space are compelling elements for a full understanding of context. However, as we could identify in previous analyses of practice-based organization studies, even those influenced by structuration theory, often stop their analysis and interpretation at the meso – organizational – level. This tendency is illustrated by numerous empirical works (e.g., Feldman, 2004; Kouamé & Langley, 2018). Conversely, discursive approaches, particularly those colored by critical thinking, pay attention to particular contexts, but direct their foremost interest to the broad social and political realms that help explain the production of the local (Grant et al., 2004).

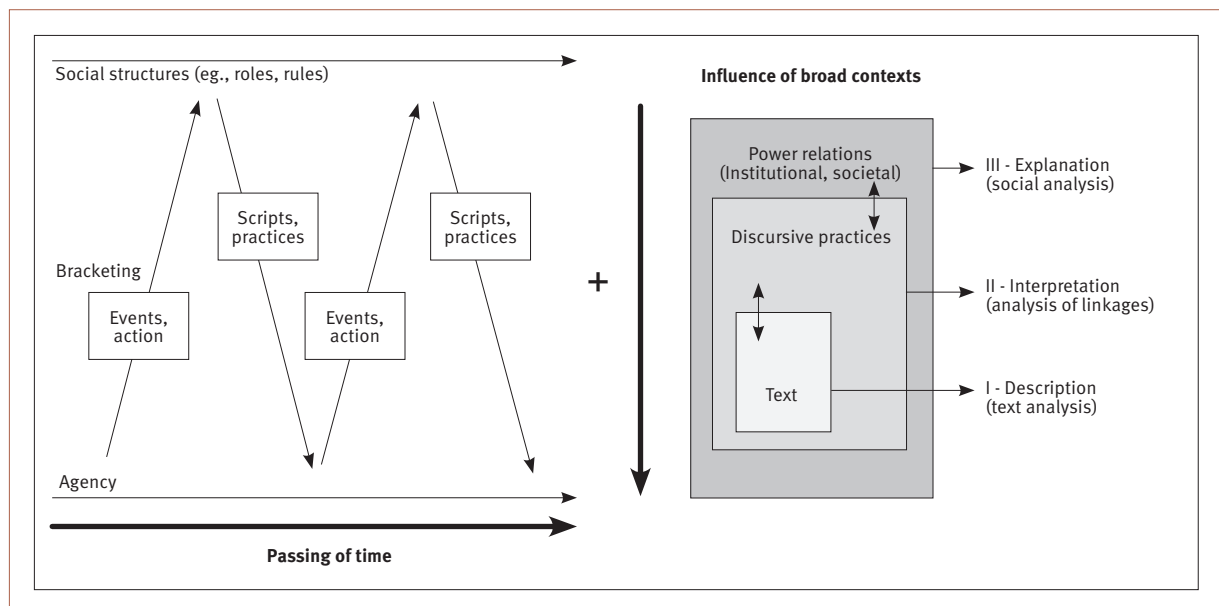
In this paper we explore a complementarity for bringing discursive approaches and structurationist studies closer together: recalling the importance of not limiting the duality of agency/structure to localized sayings and doings (individual) or emerging patterns as routines, discourses, scripts, and genres (organizational). Instead, in expanding the notion of context and anchoring it in time and space, practice scholars should be in a better position

to reconnect situated local doings and sayings to more macro-contexts – broad political, social and cultural – shedding light, in turn, on the conditions necessary for reproducing or transforming organizational practices over time. Refining this idea, the value of bridging the gap between critical discourse analysis and structuration theory lies in uncovering organizational practices that unfold over time through a better understanding of how discourses situated in time and space influence and are influenced by social structures. The literature has already pointed out the empirical challenge of going beyond observation of the temporal location of communicative actions within the context of a conversation, event, or text, and the need to try to bridge those elements with institutional features (Heracleous, 2013). We argue that with this dual perspective, we are able to appreciate how power relations are sustained, reproduced and resisted through discourses enacted in texts that are produced in everyday contexts when anchored in time and space. Furthermore, blending the duality of agency and structure with critical discourse within an actionable framework enables us to better understand another relevant, yet often neglected interplay: texts and actions, more precisely, *texts-in-action*. By recognizing and analyzing a range of texts *as they are being produced*, and by identifying the discursive practices enacted by those texts, we can increase our understanding of how social practices are constituted in organizational settings, and result in intended and unintended consequences. In what follows, we present our proposal for applying this dual lens in empirical research.

APPLYING TEMPORAL BRACKETING TO SPEECHES: ZOOMING-IN, -OUT AND -OVER- TIME

In proposing an analytical approach that blends a structurationist view with critical discourse analysis, we combine *temporal bracketing strategy*, as defined by Langley (1999), and *critical discourse analytical techniques*, as proposed by Fairclough (1995) – see Figure 1.

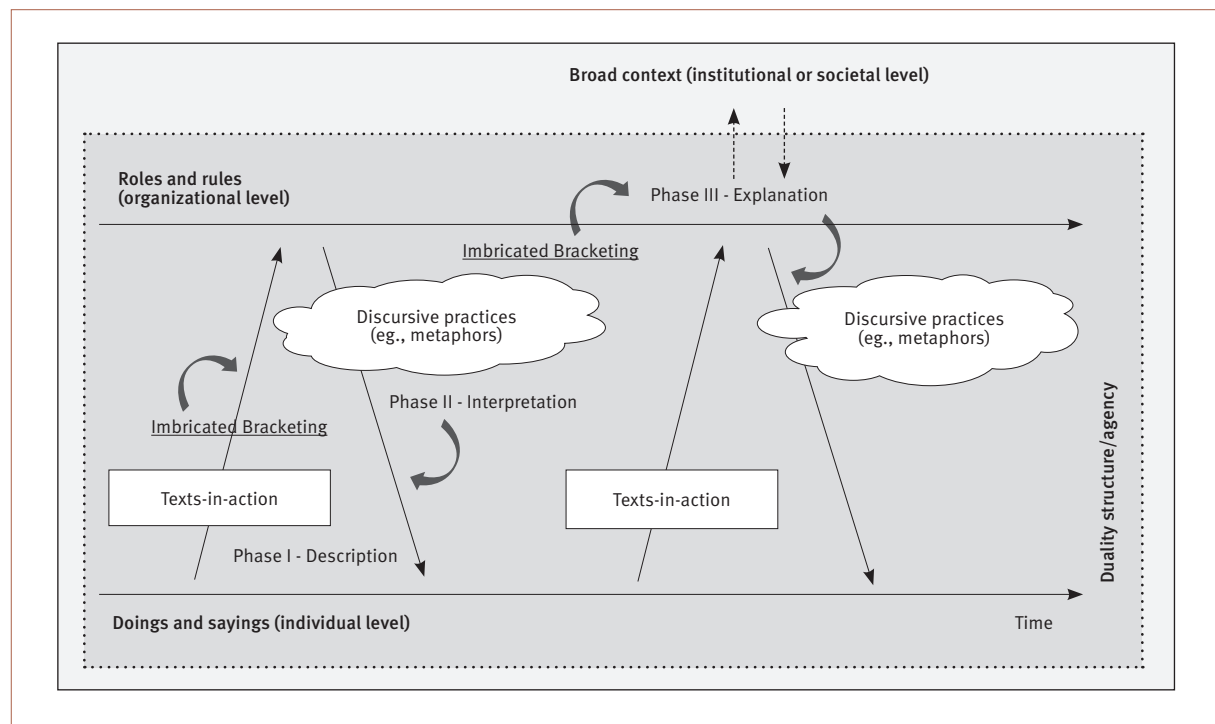
Figure 1. Temporal bracketing and Fairclough’s three-dimensional framework



Temporally bracketing data is not a new methodological strategy in organization studies (Barley, 1986; Howard-Grenville, 2005). Temporal bracketing has traditionally meant breaking down data into successive periods to examine how actions in one period lead to changes in the social structures that will affect action in subsequent periods. This tool has been recognized as a classic – although not exclusive – example of a perspective that embraces a processual and recursive logic that is intrinsic to the duality of agency/structure. Because the interplay between structures and action is difficult to capture, it is easier to analyze them sequentially by temporally bracketing them (Langley, 1999). One classic example of temporal bracketing in organization studies is Barley’s (1986) sequential model of structuring, where the notion of scripts – outlines of recurrent patterns of interactions that help define actors’ roles – serves as a link between the action and institutional realms.

The second research technique is based on the work of Fairclough (1995). Our choice was driven by the synergy of two elements: the view that Fairclough’s framework is among the most adopted by organizational and management scholars (e.g., Grant et al., 2001, 2004; Phillips & Hardy, 2002; Titscher et al., 2000; Wood & Kroger, 2000; Rodriguez & Pozzebon, 2010) and identification of an actionable step-by-step methodological strategy based on his work (e.g., Thompson, 2004). Fairclough’s framework suggests three phases of analysis: description, interpretation and explanation. Our methodological approach – temporal bracketing of discourses – enriches these three elements from the frame developed by Fairclough, precisely by emphasizing the temporal nature of organizational events under scrutiny, including an intermediary and imbricated step: bracketing (Figure 2). Here we represent the recursive cycles of texts-in-action and discursive practices that reinforce certain patterns of action.

Figure 2. Temporal bracketing of discourses



Phase I consists in the *description* of each piece or fragment of text. In this text analysis process, the spoken and written materials produced and consumed by the actors are described and put into context. The researcher collects *texts-in-action*, which means that s/he accompanies the moment when the texts are produced by the actors, being immersed in the context of text production and consumption. In Phase II, emphasis is placed on identifying and *interpreting* patterns in the production and consumption of texts, the so-called discursive practices. This phase can involve a variety of tactics, as exemplified in Cassell and Bishop (2018), including the use of metaphors (the way people express their experience and understanding of one thing in terms of another), templates (defining and organizing themes), stories (sequence of actions and experiences constructed around resonant plots and characters), representations (the fact of expressing or denoting by means of symbols), images (a spoken or written description) and concepts borrowed from other theoretical viewpoints or emerging from the researcher's interpretation. In particular, metaphor was used in this work as one of the interpretive devices that researchers might mobilize (see Cornelissen, Oswick, Christensen, & Phillips, 2008; Heracleous & Jacobs, 2008 for more).

Data emerging from Phases I and II are bracketed in order to examine how *texts-in-action* cumulatively contribute to the structuring of organizational roles and rules by reinforcing or transforming existing organizational structures or creating new ones. In Phase III, the researcher tries to develop an *explanation* generated by the connection of the interpretations unfolding over time and space, i.e., the links between the sustained observations of ongoing interactions, and the analysis of discourses within the overall context. The researcher puts into context the conditions and power relations that enable and constrain the production and interpretation of texts. In this sense, the analysis should take into account not only the emergence of discursive practice, but the researchers' observations over time (proximal context) and their consideration of broader contexts (e.g., organizational, institutional, regional). It is important to note that the *bracketing steps are imbricated* between Phases I, II and III.

Some fieldwork practices facilitate the application of the temporally bracketing discourse tool. The first is that data collection of *texts-in-action* is ideal for enabling researchers to become much more aware of the conditions – situational, institutional and societal – that help explain the meanings of the texts produced and consumed. Relying solely on texts collected *a posteriori* (often through interview or archival data), although valuable, provides a partial picture of the process at hand. Gestures, silences and absent voices, as well as contradictions between doing and talking, all convey a great deal about organizational processes that are not captured when we rely only on texts gathered from interviews or documents. We therefore strongly support the use of data emerging from ethnography – participant and non-participant observation. The use of ethnographical techniques in management research is encouraged by an increasing number of scholars (Berthod, Grothe-Hammer, & Sydow, 2017; Jarzabkowski, Bednarek, & Lê, 2014), because the meanings of texts are conditioned by their context and the perceptions of the agents producing or consuming those texts (Heracleous, 2006).

Second, our view of the use of temporal bracketing is closer to structurationist recursive logic, thus privileging a *fine-grained* treatment of empirical material (Pozzebon & Pinsonneault, 2005). *Fine-grained bracketing* purposively breaks down events into the effects of action on structures, on the one hand, and the effects of institutional constraints on action on the other, over a thin continuum of time. Temporal bracketing strategy in its fine-grained form requires a kind of *data density*, i.e., the researcher needs to be able to draw close to the empirical data and collect it intensively over time in order to carefully examine how specific actions lead to contextual changes which will again affect action, and so on.

An empirical illustration: the CONFIG Project

The empirical illustration reported in this paper is based on a longitudinal in-depth case study whose aim was to understand the processes whereby an international consulting-firm (CONSULT) and its clients from a client-firm (FIRM) undertook to implement a configurable technology in a project called CONFIG. CONSULT is the fictitious name of a Canadian consulting agency that sells and implements configurable packages. FIRM is the fictitious name of a Canadian aerospace firm that decided to implement one of the configurable solutions offered by CONSULT. CONFIG is the fictitious name of the project involving the implementation of configurable technology by CONSULT at FIRM. Configurable technologies are a massive trend in the technology industry and refer to those technologies that are highly parameterizable, being built up from a range of components to meet the very specific requirements of a particular organization.

We call this an “empirical illustration” because the original case study was reported elsewhere and here it is applied merely as an illustration of the application of the methodological approach. The fieldwork was characterized as intensive and quasi-ethnographical (Murtagh, 2007). The case study mobilized intense fieldwork techniques (participation in meetings and sustained on-site observation in the organization - FIRM - receiving the new technology), documentary analysis (including all electronic messages exchanged between the consultants and clients), and 16 non-structured interviews, each 1-2 hours long. One of the researchers had the opportunity to be allocated a desk in FIRM where they were able to stay an entire day, once a week for six months, which afforded us the opportunity to directly observe the unfolding of events over time without many restrictions in terms of access. We had full access to observe formal meetings, to analyze project documents and emails exchanged, to make regular visits, to observe and to conduct interviews in both the client-firm and the consulting-firm. At CONSULT, the project team included nine people, of whom we interviewed the two consultants who interacted intensively with the client’s personnel: the project director, Ella, and the project manager, Liz (all names used here are fictitious). We also interviewed the project manager from the client-firm, Nils.

With full appreciation of the context, the focus of the investigation was the interactions between the main actors engaged in negotiating their roles when implementing the configurable technology over time. CONFIG’s actors decided to organize the technology implementation process into two consecutive periods: Period 1, involving the preliminary conversations and meetings; and Period 2, which included analysis and parameterization. We respected these periods when temporally bracketing our data, because not only were they meaningful to the practitioners, but they also presented critical turning points in the relationships that had been established between the actors.

We started to analyze data in parallel to data collection, using the proposed methodological tool: Phases I, II and III with an imbricated step, bracketing. Figure 3 schematically illustrates the temporal bracketing of some of the *texts-in-action* and the progressive emergence of some discursive practices of authoritative content.

Period 1 – Initial negotiations between CONSULT and FIRM members

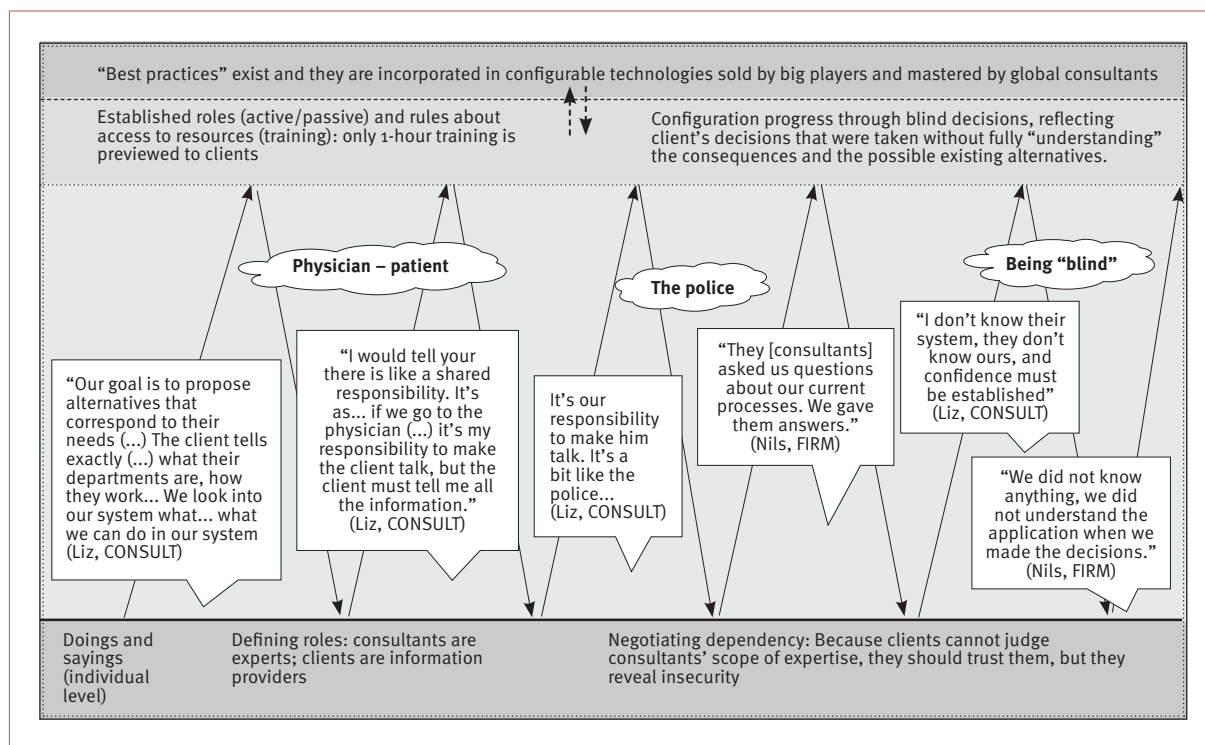
Phase I – Description: Because we observed the initial negotiations of the project’s roles and rules, our main texts in this phase were fieldwork notes and the verbatim transcription of interviews. From the very beginning, the process by which clients and consultants jointly influenced decisions about how the configurable technology would work was constructed on the basis of well-defined and mutually agreed upon roles, as we could observe during formal meetings and informal conversations. Based on their technical expertise, consultants from CONSULT had control over the project and were formally responsible for all technical aspects of the configuration. Consultants

negotiated their role as *experts*, while clients from FIRM were trained to use, not to configure, the system. Based on their knowledge of local requirements, the clients would provide the information required by the consultants and would make configurational choices in light of their grasp of the range of possibilities offered by the consultants. In this view, clients assume the role of *information providers*, with consultants presenting this division of roles as something natural and appropriate.

Our goal is to propose alternatives that correspond to their needs (...). The client tells us exactly (...) what their departments are, how they work... We look into our system and see... what we can do in our system.... (Liz, CONSULT)

Acceptance, and the verbal expression thereof, that clients need only “*tell exactly what their departments are*” legitimizes their role as information providers, and puts forward a belief that organizational needs are easily transferred verbally. Similarly, accepting that the consultants will “*look into their system and see what they can do*”, legitimizes their role as experts and the belief that their methods actually lead to sound definitions of organizational requirements and appropriate solutions.

Figure 3. Temporally bracketing discourses applied to the empirical illustration



Phase II – Interpretation: Discursive practices progressively emerged in the form of metaphors, images and representations that were mobilized for legitimizing this natural and “appropriate” division of roles. This is illustrated in exemplary fashion in the emergence of the “physician-patient” metaphor. By observing the exchanges between the main actors during Period 1, we grasped that a “physician-patient” relationship framed and legitimized the definition of their roles, establishing an initial balance of power – who the expert is – which

strongly influenced the negotiation that would follow. These discursive practices directly affected the rules established concerning the allocation of resources: if clients are merely information providers, they do not need to be trained with regard to the new technology because the consultants will take care of the configuration for them. By not only analyzing the texts, but also observing the actors at the moment of the production of those texts, we could observe fragility, insecurity and a certain process of “infantilization” in the gestures and responses of the client when interacting with the consultant in the first important meeting.

Phase III – Explanation: The authoritative effect of the physician-patient metaphor helps explain the construction of a dependency path. Clear evidence that a dependency path was being constructed was the mutually agreed upon absence of training for client members. Actually, only a single day of training was planned before the project launch, a brief orientation that provided a general and limited view of the functionalities of the package. These initial decisions served to establish an arena with a number of characteristics that, although not immutable, contributed to shaping certain consequences. The clients’ lack of training can be understood as a direct and logical consequence of an initial and mutually agreed power/expertise balance, an initial consequence of the pattern being traced – a dependency path. Limiting training to such a short period – one day – would have a strong effect on the nature of the clients’ interventions and their participation as project team members. Here, we mobilize the understanding that “paths of dependency” between client firms and consultants should be located in the broad context, at the societal or institutional level.

Imbricated bracketing: Description and interpretation were bracketed with and within the explanation. The recursive bracketing of *texts-in-action* and analysis of the progressive emergence of discursive practices – in our case, in the form of metaphors and images – shaped subsequent *texts-in-action*. This helped us grasp more clearly the effect of temporality on the structuring of roles and rules over time.

Provisional insights from temporally bracketing discourses from Period 1: The previous explanation was enabled by two strong and parallel interdependent institutional, macro-processes: the building of the idea of best practices and the intense merger/acquisitions/outsourcing characterizing the period beginning in 2000 and continuing until today. Particularly in the information and communication technology (ICT) industry, we have witnessed the emergence and permanence for decades of an omnipresent discourse (with a capital “D”) about the existence of “best practices”, leading thousands of firms worldwide to buy consultants’ “solutions” as the only avenue to fixing informational problems. This concept of best practices was seen as an actionable tool to facilitate another powerful phenomenon: the merger/acquisition of small and medium-sized firms by big corporations and the collateral outsourcing of numerous organizational activities. When Ella, Liz and Nils started their “negotiations”, FIRM had just been acquired by a bigger firm, and CONSULT was considered one of the big players in ICT consulting, having best practices as their motto.

Period 2 – Configurational activities

Phase I – Description: After the initial negotiation of roles, core configurational activities were carried out. Clients were invited to participate in numerous meetings, phone conversations and intensive e-mail exchanges, some of which we were able to observe on-site. In all these situations, a common dynamic emerged: consultants asked questions; clients answered (information providers); based on the information provided, consultants offered different configuration possibilities (experts); and clients selected one. For example, during the second important formal meeting we observed, the information exchange was led by consultants who were driven by the premise

that, with the help of their methodologies and implementation agenda, they would be able to extract “accurate” information about user requirements and specific particularities. However, in order to make the user responsible for providing accurate information, the metaphor of “physician” was again mobilized:

Er, yes, but I would tell you there is like a shared responsibility. It’s as... if we go to the physician, and we say that we have a little headache, but eventually we have a huge migraine... the doctor won’t be able to help us properly. Actually, it... yes, it’s my responsibility to make the client talk, but the client must give me all the information. (Liz, CONSULT)

The configuration process is based on power inequality (consultants lead the project), since only consultants have expertise in the configurable tool. Based on their knowledge of the package’s features and parameters, and on the information provided by clients, consultants “offer” different configuration possibilities. Clients, in turn, are consultant-dependent: they cannot “read” the package’s possibilities, so they must rely on the consultants’ suggestions.

Phase II – Interpretation: The inequality previously described is clearly reinforced by an additional type of metaphor – “police” – articulated by consultants when they describe their relationship with clients. During the two formal meetings that we observed, we saw that clients made important configuration decisions, but were hugely uncertain. We could observe the clients’ frequent hesitation and uncomprehending facial expressions, something that could not be easily grasped in interviews. In the second formal meeting we observed, we noted that on more than one occasion Liz asked Nils an important question, but he seemed not to clearly understand what Liz was talking about. They tried to explain their viewpoints to each other without success. At a certain point, Nils seemed to be embarrassed by the situation and made a decision without fully understanding the consequences of his choices and without being aware of their appropriateness vis-à-vis other possible choices. Observation of interactions in this case highlighted the advantage of going beyond recorded interviews, as we were able to witness a type of negotiation which we characterized as a *blind* decision-making process.

We knew nothing, we didn’t understand the application when we made decisions. (Nils, FIRM).

The image of “being blind” was also grasped by observation of *texts-in-action*. Consultants also work with uncertainty. Therefore, they mobilize particular discursive strategies to legitimize their role as experts and, at the same time, to reduce their responsibility if things go wrong. The main tactic depicted is to assign increasing responsibility to the client in his/her role as information provider, so that offering optimal choices depends on getting the right information, which the client is expected to provide.

If the client... doesn’t give me the information, then ... even if I wanted to give him a more interesting option I couldn’t because really I got to the end of my questions and eventually he didn’t come up with any interesting points ... Then... so the client is responsible for the information he gives. (Liz, CONSULT)

Phase III – Explanation: The dependence dynamic being established over time (whose foundations existed from the very first meeting between client and consultant) might be only understood if we connect with the broad context of the ICT industry and consider the prevalence of outsourcing/mergers that is characteristic of the 21st century. Analysis and interpretation of these data, which stopped at the “meso” – organizational – level, might find an explanation for the dependency being built into the culture of the firms involved, or in the individual

personalities of the key actors. But an understanding of the macro-climate of the ICT industry and the pervasive domination of best practice theories probably explains a lot about the construction of dependency paths.

Imbricated bracketing: What is relevant here is that we could not have achieved this degree of nuanced understanding based solely on interviews. Neither could that degree have been achieved without temporally bracketing the discursive practices. The dynamics of one person asking and the other hesitating and finally answering without confidence could not easily be grasped in an interview, mainly because actors would be embarrassed to recognize their lack of proficiency and competence in the topics being discussed in the meeting. The recurrence of such dynamics is key to the emergence of “authoritative” metaphors, and such a recurrence can feasibly be grasped with our approach.

The implications of theorizing practice by temporally bracketing discourses

The foremost consequence of the temporally-bracketing-discourse strategy is that it leads the researcher to a deep understanding of discursive practices through their investigation of micro-interactions over time, without losing the broad context. First, in adopting this approach that privileges the combination of different data collection techniques, we were in a better position to understand the structuration process as it evolved. Although actions and discourse – the “manifestation” of language structures and linguistic processes that brings things into existence – strongly influence each other, they cannot be analyzed in isolation. Viewed separately, actions and discourses convey partial accounts of reality construction. Put differently, *organizational actors do not talk about everything they do, do not do everything they talk about, and sometimes say one thing but do the opposite*. By focusing on *texts-in-action*, we examined texts as they were being produced and disseminated within an interaction. In particular, the use of interviews in tandem with sustained observations allowed us to go beyond the explicit content of interviews and to take into account the tacit or unspoken elements in the discourse. This analytical approach was fundamental for conceiving the image of “being blind”, when clients were unsure of the decisions they were taking and the potential future impacts of these decisions on the project, but were afraid of showing their fragility by admitting their lack of understanding of the technology. Such analysis could have focused too much on the official discourse of the actors involved, thereby missing the opportunity to capture how social practices are structured in interactions.

Second, our approach facilitates analysis of the duality of structure in discursive practices that create or maintain certain patterns of resource mobilization and decision power that translate the broader patterns of social interaction. In the case we illustrated here, using a fine-grained approach to temporal bracketing we were able to capture the sustained mobilization of texts-in-action over time, which highlighted a consultant’s previous experience and accumulated knowledge through the use of technical jargon and language, thereby legitimizing the consultant’s role as an authoritative agent. We could observe, for instance, the consultants’ efforts to legitimize their roles as experts in different phases in the project, when they concealed ambiguities with rational arguments about “tested” methodologies and implementation agendas (which are supposed to allow “accurate” information to be elicited about user context) and proven best practices (which are supposed to supplant “old” user practices). If this analysis had adopted a cross-sectional approach instead, we would have lost the opportunity to see how power inequality was constructed through the consolidation of these discursive practices over time.

CONCLUDING REMARKS

In this paper we engage with work at the crossroads of structuration theory and discursive analysis to propose a methodological tool for practice-based studies. We develop and describe the application of the temporal bracketing of discourses, a theorizing approach supporting researchers in “zooming-in and out”, but also “over-time”, in practices (Berthod et al., 2017). The approach prescribes the observation of the production and consumption of *texts-in-action* over time. These texts are bracketed into successive periods in order to examine how they have cumulatively contributed to the structuring of the authoritative discursive practices that shape subsequent doings and sayings. The combination of bracketing with the framework proposed by Fairclough reminds researchers that explanation of the production and reproduction of social practices depends on their connection to each other and to broader political, cultural and social contexts.

Our article contributes to organizational and management studies in two ways. First, in working “at the crossroads”, our article responds to recurrent calls to find better ways to establish the connections between localized interactions and broader contexts (Nicolini, 2009; Seidl & Whittington, 2014). We reiterate the potential of adopting a dual perspective, in that it affords the opportunity to make sharper connections between localized texts-in-action and broader social structures across time. It prevents practice-based scholars from restricting their analysis to the organizational level and encourages them to go further, shedding light on the recursive relationship between *texts-in-action*, organizational practices and broader social structures.

Second, we propose temporally bracketing discourses as a theorizing approach that is useful for practice-oriented researchers who are committed to engaging with the field in real time and over time. This approach highly values deep involvement in the field, from data collection in real time and over time to a context-sensitive analysis, which is consistent with a practice perspective (Feldman & Orlikowski, 2011; Jarzabkowski et al., 2007). Intense engagement with the field over a considerable amount of time might allow researchers to appreciate how *texts-in-action* progressively shaped and consolidated discursive practices that were coherent and connected to a broad context, thus helping them understand how such recursiveness represents, in fact, not only recursiveness but the vigorously pursued notion of duality.

Our work is not the first to combine structuration theory and discourse analysis, as other authors have already worked at these crossroads. We are probably the first to focus on a detailed methodological tool, combining, as promised, the local/broad connections allowed at the crossroads. We end by proposing a research agenda for future studies, organized along three main avenues. First, scholars might further problematize the connections between theoretical bridges and methodological approaches, by nurturing existing debates of theory and method as being interdependent and exploring the implications of new methodological tools for theorizing. Second, the key role of temporality should be revisited using practice-based theories. It has been pointed out that temporality is an often-neglected dimension in organization studies more generally (Leitch & Palmer, 2010), and in discursive studies in particular (Heracleous, 2013). We certainly believe that a deeper engagement with temporality will be helpful. Third, as suggested by Feldman and Orlikowski (2011), a commitment to a practice lens requires deep engagement in the field – observing, collecting and analyzing empirical material in real time and over time. This is in line with the ascendant valuing of ethnographical techniques in management research (Berthod et al., 2017; Cunliffe, 2011). Future studies might assess the appropriateness of other research strategies in using the proposed methodological tool, particularly those based on participatory inquiry (Reason & Bradbury, 2008), a powerful but as yet underexplored methodological strategy in organization studies.

Working in ‘transition zones’ is both risky and promising. We argue that our proposal takes a further step in proposing an analytical tactic that supports ‘conjunctive-style theorizing’. As stated by Tsoukas (2017), complex theorizing is purposefully conjunctive and privileges: “(a) the discursive, materially-mediated practices into which agents are thrown, as well as the intrinsic capacity of agents to take a stand for what they experience, and work out possible ways to be; (b) the situational uniqueness that is characteristic of all practical action; and (c) the unfolding nature of organizational reality” (p. 148). By proposing a methodological tool that stands at the crossroads of Giddens’ structuration theory and Fairclough’s critical discourse analysis, we contribute to contemporary debates in organization studies.

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AUTHORS' CONTRIBUTIONS

The authors declare that they participated in all stages of development of the manuscript. The first version was developed by Pozzebon and Rodrigues. Delgado worked intensively in the more recent versions. All authors worked on the conceptualization and theoretical-methodological approach. The three authors participated to the theoretical review. Data collection and analysis were coordinated by Pozzebon. All authors worked together in the writing and final revision of the manuscript.

ARTICLES

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A SYSTEMATIC LITERATURE REVIEW OF COLLABORATIVE VALUE CREATION BETWEEN NONPROFIT ORGANIZATIONS AND BUSINESSES

Revisão sistemática da literatura sobre criação de valor colaborativo entre organizações sem fins lucrativos e empresariais

Una revisión sistemática de la literatura sobre la creación de valor colaborativo entre organizaciones sin fines de lucro y empresas

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ABSTRACT

This paper aims to propose an integrative framework that synthesizes the literature on collaborative value creation between nonprofit and business organizations. A systematic literature review was conducted of 41 papers. We analyzed the content of the papers quantitatively to present an overview. We also provided a qualitative analysis with the aim of identifying those attributes that influence collaborative value creation. The proposed integrative framework was based on the main findings, and the attributes and sub-attributes for value creation were presented. The framework extends the study on collaborative value creation, and provides the context (countries and businesses) and the main theories found in the literature. There is a lack of studies of emerging economies that adopt relevant theories (such as the relational view) and quantitative methods. Studies that address the environmental and economic impacts of partnerships and analyze the relationship between attributes and their influence on value creation are also scarce. Thus, a research agenda was proposed encompassing such aspects.

KEYWORDS | Collaboration, value creation, business, nonprofit organizations, systematic literature review.

RESUMO

Este artigo tem como objetivo propor um framework integrativo que sintetiza a literatura sobre criação de valor colaborativo entre organizações sem fins lucrativos e empresariais. Uma revisão sistemática da literatura foi conduzida, resultando em 41 artigos. Os artigos foram analisados quantitativamente para apresentar uma visão geral; e qualitativamente com o objetivo de identificar fatores que influenciam a criação de valor colaborativo. O framework proposto apresenta atributos e subatributos para criação de valor. O framework amplia o estudo sobre a temática, apresentando o contexto (países e empresas) e as principais teorias da literatura. Estudos em economias emergentes baseados em teorias relevantes e métodos quantitativos ainda são escassos. Também são poucos os estudos que abordam os impactos ambientais e econômicos das parcerias e que analisam a relação entre os atributos e sua influência na criação de valor. Assim, uma agenda de pesquisa abrangendo tais aspectos foi proposta.

PALAVRAS-CHAVE | Colaboração, criação de valor, organizações empresariais, organizações sem fins lucrativos, revisão sistemática da literatura.

RESUMEN

Este artículo propone un marco integrador que sintetice la literatura sobre la creación de valor colaborativo entre organizaciones sin fines de lucro y organizaciones empresariales. Se realizó una revisión sistemática de la literatura que resultó en 41 artículos. Aplicando análisis de contenido, analizamos los artículos cuantitativamente. También proporcionamos un análisis cualitativo para identificar los factores que influyen en la creación de valor. El marco tiene atributos y subatributos para la creación de valor, y amplía el estudio sobre el tema presentando el contexto y las principales teorías. Hay una falta de estudios en las economías emergentes que adopten teorías relevantes y métodos cuantitativos. También son escasos los estudios que abordan los impactos ambientales y económicos de las colaboraciones y analizan la relación entre los atributos y su influencia en la creación de valor. Así, se propuso una agenda de investigación que englobe estos aspectos.

PALABRAS CLAVE | Colaboración, creación de valor, negocios, organizaciones sin fines de lucro, revisión sistemática de la literatura.

INTRODUCTION

The growth of inter-organizational collaboration has led researchers to explore how different factors may contribute to the development of competitive (Arya & Lin, 2007) or collaborative advantages (Dyer & Singh, 1998). However, much of the research on inter-organizational collaboration has studied this phenomenon in the context of for-profit business (FPB) (Cao & Zhang, 2011; Lewis et al., 2010). Few papers have focused on collaboration involving nonprofit organizations (NPO) or other organizations (Arya & Lin, 2007).

Among the various types of collaboration involving NPOs, collaboration with for-profit business stands out (Austin & Seitanidi, 2012; Parker & Selsky, 2004). In the literature, this type of partnership is called a business-nonprofit (BNPP). A BNPP “is a discretionary agreement between an NPO and an FPB for addressing social or environmental issues to produce specific organizational benefits for both partners” (Al-Tabbaa, Leach, & March, 2014, p. 659).

The number of BNPPs has increased rapidly and they are considered by academics and practitioners to be an inescapable and powerful vehicle for implementing corporate social responsibility, undertaking social and economic missions, and developing social innovation practices (Austin & Seitanidi, 2012; Sanzo, Álvarez, Rey, & García, 2015a). Al-Tabbaa et al. (2014) also consider collaboration through BNPPs as a process of value creation that benefits society, business, and NPOs.

Thus, one of the most critical elements that affects the success of this partnership is the value that is created, which means mutual benefits (Schiller & Almog-Bar, 2013). Value creation refers to the benefits produced for both the FPBs and NPOs involved in the collaboration, as well as the communities affected by this relationship (Austin, 2000; Murphy et al., 2015).

Although cross-sector collaboration between business and NPOs is already well explored in the literature, we limit the scope of the paper to the value creation process in those partnerships, since it is still a recent phenomenon, and little explored in the literature. The few studies found have focused on a theoretical model for evaluating collaboration, such as the one proposed by Gajda (2004). Murphy et al. (2015) analyzed whether partners in a BNPP perceived the type and degree of benefits created by their cross-sector partnership. Moldovan, Greenley, and Lakatos (2016) explained how NPOs and various businesses can benefit each other through reputation, knowledge and useful resources. In particular, Austin and Seitanidi (2012a) presented an advanced study of value creation processes in BNPPs, and identified the benefits they generated.

Although the authors mention the relevance of value creation, there is still a gap as to what it consists of precisely, especially in the context of BNPPs (Lodsgård & Aagaard, 2017). Furthermore, none of the studies have sought to systematize the knowledge about this process by identifying those attributes that could influence the value creation process. In seeking to fill these gaps, therefore, this paper undertakes a systematic literature review (SLR) and provides: (i) an overview of the studies that addressed collaborative value creation between nonprofit and business organizations; (ii) the research gaps; and (iii) a research agenda. Based on the main findings, we propose an integrative framework that synthesizes the literature on collaborative value creation between nonprofit and business organizations, and present the attributes and sub-attributes required for value creation, as well as the theories, sustainable aspects, businesses and countries that are the focus of the studies.

Since the paper identifies attributes for value creation in BNPPs, nonprofit and business leaders can evaluate this process and identify what needs to be improved to develop collaborative value, or what needs to be kept in order to maintain the expected benefits. This paper also makes a substantial contribution by creating an integrated analysis of the literature concerning the phenomenon under investigation.

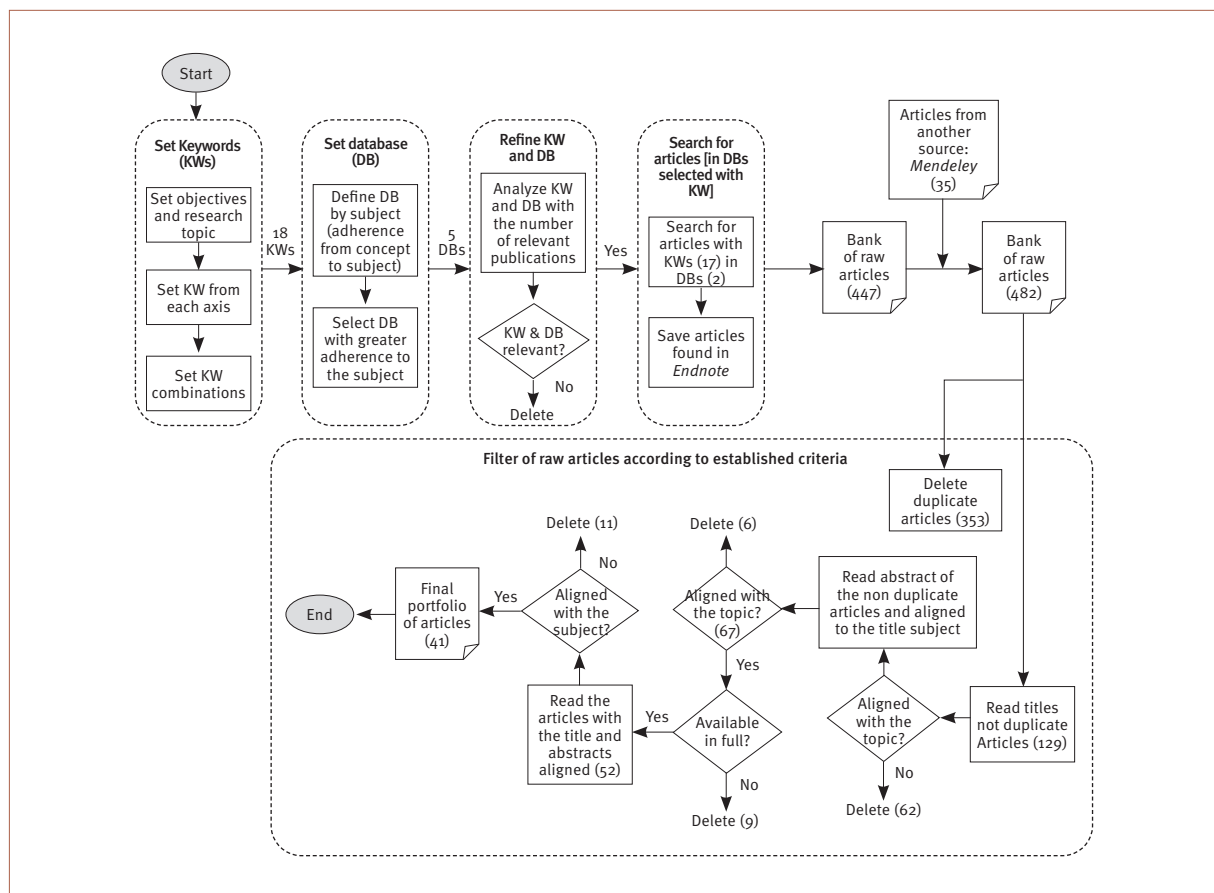
This paper is divided as follows. After this introduction (Section 1), we present the research design (Section 2). Section 3 presents the results. Section 4 presents a discussion that is followed by the integrative framework and the research agenda. The last section (Section 5) provides the main conclusions.

Methods

SLRs are characterized as adopting a replicable and cognitive process for assembling, critically appraising, and synthesizing related studies that address a specific issue about a particular phenomenon (Ishak & Osman, 2016).

In this paper, we apply the steps to SLRs that were suggested by Ensslin et al. (2017): preliminary investigation, and article selection and analysis (Figure 1). We started with the preliminary investigation for defining the initial search strings and verifying if the terms were adherent to the subject. The search strings were defined during the exploratory research.

Figure 1. SRL steps



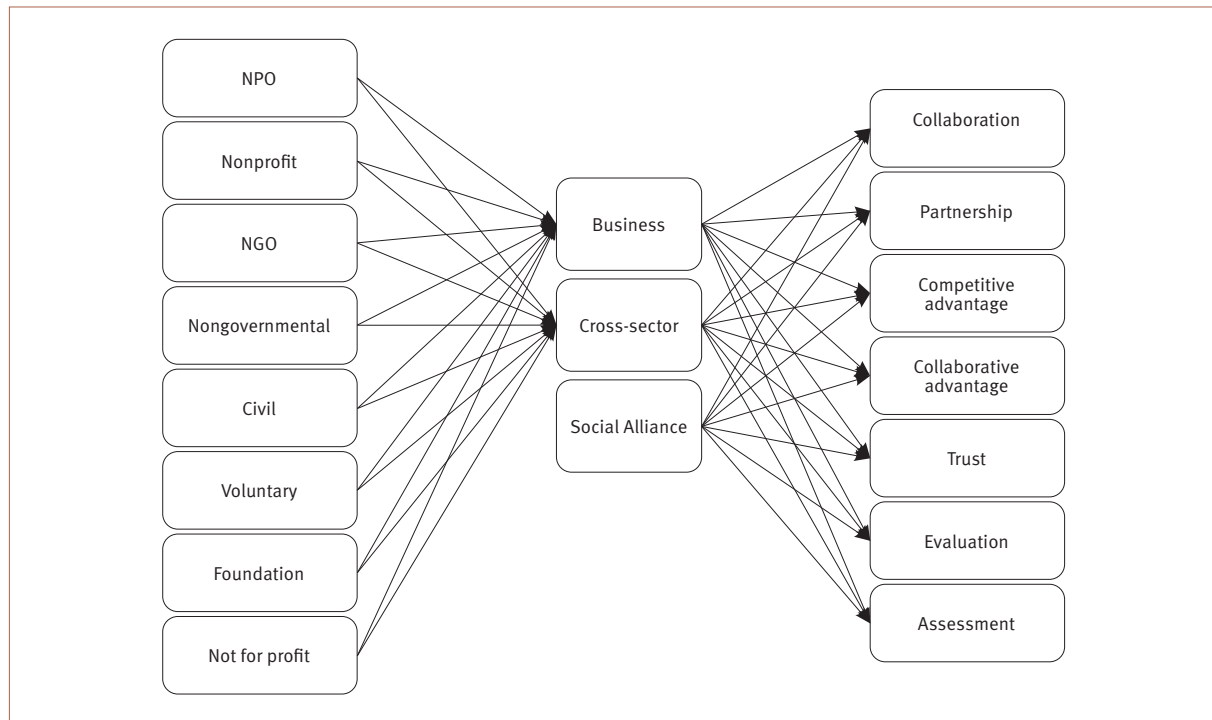
Web of Science (WOS), Scopus, Science Direct, Emerald, and SciELO were the selected databases. The preliminary investigation started (first step) with an adherence test using some keywords (Exhibit 1) and making combinations between them. According to Maier et al. (2016), the term NPO has distinct nomenclatures, and exploratory research allowed us to identify a wide variety of terms related to it, which we adopted in the adherence

test. During the search, a brief review of the titles was undertaken. After the combinations had been exhausted, the term "third sector" was excluded since it did not appear in the publications. This can be explained by the fact that the term was gradually replaced by "nonprofit sector" (Salamon & Anheier, 1997). The most appropriate terms and combinations are shown in Figure 2. The Emerald, Direct Science, and SciELO databases were excluded because either the return of articles from them was low, there was no return at all, or the papers were the same as those from WOS.

Exhibit 1. Search strings in the adhesion test

Group 1	Research Subject	Group 2
<p>NPO; Nonprofit; NGO (non-governmental organizations); Nongovernmental; Not for profit; Civil Society; Voluntary; Foundation; Third sector</p>	<p>Business; Cross-Sector; Social Alliance</p>	<p>Collaboration; Partnership; Competitive advantage; collaborative advantage; Trust; Evaluation; Assessment</p>

Figure 2. Keywords and combinations



The search strings related to the search subject interacted with the keywords presented in Groups 1 and 2 (Exhibit 1), resulting in 482 articles excluding those resulting from conferences, patents, book chapters, etc., since they have no scientific relevance as measured by the impact factor. Table 1 shows the results found in each database. With the purpose of examining the maximum number of papers, we included papers from the exploratory research found in Mendeley software, in order to guarantee a broad analysis.

Table 1. Databases

Database	Number of articles
<i>Web of Science</i>	217
<i>Scopus</i>	230
<i>Mendeley</i>	35
Total	482

The selection process (second step) started with the elimination of duplicated articles (using EndNote software), as recommended by Ensslin et al. (2017). We deleted 353 papers, because we adopted different combinations of search strings (see Exhibit 1), thus increasing the chances of having many duplicated papers. A sequence of analyses was then performed (Ensslin et al., 2017): titles, scientific relevance (due to the low number of articles remaining at this stage, it was decided not to eliminate articles with low scientific recognition), abstracts, and the ready availability of full articles (only nine papers were excluded because it was impossible to download them without paying). We established inclusion and exclusion criteria at each step, and provided reasons for our exclusions (Exhibit 2 3). Finally, after reading all the papers, the final portfolio comprised 41 articles (Exhibit 3).

Exhibit 2. Inclusion and exclusion parameters

Criterion	Inclusion	Exclusion
Search Scope	WOS Exploratory research in Mendeley software	Emerald, Direct Science and SciELO
Publication Type	Scientific papers	Conferences, patents, books, etc.
Time Period	Until August 2018	-
Search Parameters	Keywords present in titles and abstracts	Keywords present in other parts of the article
Language	English	Other languages
Content Analysis	Papers that addressed value creation between NPOs and business	Papers that approach value creation only in the context of business or NPOs, or other kinds of arrangement

Exhibit 3. Paper sample

n.	Author(s)	Journal
1	Austin (2000)	Nonprofit and Voluntary Sector Quarterly
2	Ashman (2001)	World Development
3	Wymer and Samu (2003)	Journal of Nonprofit & Public Sector Marketing
4	Martinez (2003)	Journal of Business Ethics
5	Parker and Selsky (2004)	Nonprofit and Voluntary Sector Quarterly
6	Gajda (2004)	American Journal of Evaluation
7	Paton (2006)	Progress in Industrial Ecology: an International Journal
8	Bryson, Crosby, and Stone (2006)	Public Administration Review
9	Eweje (2007)	Sustainable Development
10	Kolk, Tulder, and Kostwinder (2008)	European Management Journal
11	Seitanidi (2007)	Management Decision
12	Seitanidi and Crane (2009)	Journal of Business Ethics
13	Jamali and Keshishian (2009)	Journal of Business Ethics
14	Dahan, Doh, Oetzel, and Yaziji (2010)	Long Range Planning
15	Liu and Ko (2011)	Journal of Business Ethics
16	Seitanidi, Koufopoulos, and Palmer (2010)	Journal of Business Ethics
17	Austin and Seitanidi (2012a)	Nonprofit and Voluntary Sector Quarterly
18	Austin and Seitanidi (2012b)	Nonprofit and Voluntary Sector Quarterly
19	Sakarya, Bodur, Yildirim-Öktem, and Selekler-Göksen (2012)	Journal of Business Research
20	Burgos (2013)	Journal of Business Strategy
21	Erakovich and Anderson (2013)	International Journal of Public Sector Management
22	Schillerand Almog-Bar (2013)	Nonprofit and Voluntary Sector Quarterly
23	Burchell and Cook (2013)	Journal of Business Ethics
24	Suárez and Hwang (2013)	Voluntas
25	Sanzo, Alvarez, Rey, and Garcia (2015a)	Nonprofit and Voluntary Sector Quarterly
26	Al-Tabbaa, Leach, and March (2014)	Voluntas
27	Boenigk and Schuchardt (2015)	Nonprofit and Voluntary Sector Quarterly
28	Sanzo, Álvarez, Rey, and García (2015b)	Service Business
29	Bitzer and Glasbergen (2015)	Current Opinion in Environmental Sustainability
30	Harangozó and Zilahy (2015)	Journal of Cleaner Production
31	Skagerlind, Westman, and Berglund (2015)	Business and Society Review
32	Murphy, Arenas, and Batista (2015)	Journal of Business Ethics
33	Barroso-Méndez, Galera-Casquet, and Valero-Amaro (2015)	BRQ-Business Research Quarterly
34	Hond, Bakker, and Doh (2015)	Business & Society
35	Zatepilina-Monacell (2015)	Journal of Nonprofit & Public Sector Marketing
36	Moldovan, Greenley, and Lakatos (2016)	Review of Applied Socio- Economic Research
37	Liu, Ko, and Chapleo (2018)	Journal of Business Ethics
38	Álvarez-González, García-Rodríguez, Rey-García, and Sanzo-Perez (2017)	BRQ Business Research Quarterly
39	Lyakhov and Gliedt (2017)	Voluntas
40	Jones, Edwardsb, Bocarrob, Bundsb, and. Smith (2017)	European Sport Management Quarterly
41	Shumate, Sophia, and Cooper (2018)	Journal of Business Ethics

As suggested by Tranfield, Denyer, and Smart (2003), to develop a data synthesis (third step), we considered the information that was required for designing the summary tables. These tables included details on the source of information and any other features relevant to the study. We created a spreadsheet in MS Excel, fed it with information such as title, authors, year, journal, the most cited references and authors, the main journals, the number of citations, the objectives, theories, countries, the business in which the research was developed, research

methods, gaps, research opportunities and, attributes, and the variables or characteristics used by the authors for addressing value creation. This spreadsheet was important for assisting with the analysis, as we adopted the content analysis methodology. This is a highly flexible research methodology that is widely used as a systematic and rigorous approach for analyzing the data obtained or generated during the study (White & Marsh, 2006). Content analysis may have either qualitative or quantitative applications, or both, as in the case of this paper.

Therefore, the results were structured in two parts. First, we conducted an overview when we analyzed articles quantitatively and descriptively, and also using BibExcel software. Second, by in-depth analyses of the attributes, variables or characteristics used by the sample's author(s), we defined codes (categories) by inductive content. To do so the researchers interpreted and decided which information should be grouped in the same category (called attributes and sub-attributes in this paper). Since we identified many attributes of value creation, the main objective was to reduce the number by grouping similar ones (as presented in Section 3.2). To include each sub-attribute into the attributes, the authors identified those that were interrelated.

Finally, by considering the quantitative and in-depth analyses, it was possible to provide an overview of the agenda of future opportunities and propose an integrative framework that represents a synthesis of collaborative value between NPOs and business. Both analyses are presented in Section 3.

It is worth noting the limitations of the research method that will influence the development of future studies. For example: (i) the “selecting papers” step is influenced by the personal perception of each researcher; and (ii) the study does not represent the whole population of papers that address value creation because exclusion criteria and specific search strings were used.

RESULTS

General overview of the value creation process in BNPPs: descriptive analyses

Figure 3 provides the total number of publications by year. Even though we did not determine a period for the SLR, the oldest paper was Austin (2000), showing that the subject is relatively new, although studies have increased in the last five years. The increase in the complex socio-economic problems faced by society, and the conclusion reached by organizations, that approaches restricted to only one sector are not sufficient for solving crises anymore, may have had an influence on the recent interest in the subject.

Figure 3. Publications by year

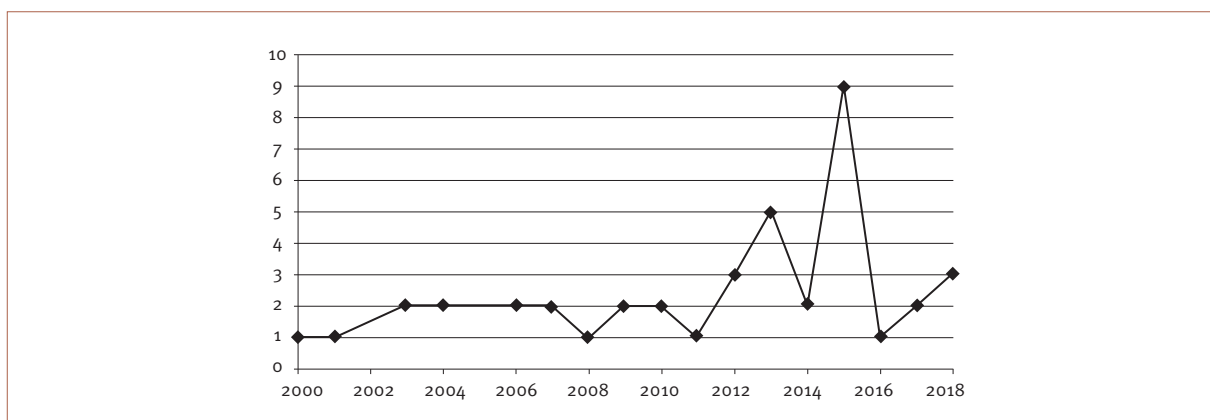


Exhibit 4 shows the main theories that were adopted. The most widely-used were the Stakeholder and Resource-based theories, followed by the Resource Dependence and Institutional theories. The stakeholder theory is an alternative theoretical bridge linking the resource dependence and institutional theories. The primary justification for using it is that both approaches offer possible strategic tools for explaining and managing the issues raised in the technical and institutional environment. Stakeholder theory also helps with recognition of how partners in a BNPP mobilize the interest of different stakeholders in social and environmental issues (Parker & Selsky, 2004). On the other hand, resource-based approaches help explain how partners exchange, improve or develop resources and capabilities. Therefore, both theories have been applied for explaining the phenomenon of BNPPs and for understanding the value creation process. Furthermore, even without a consensus about the most appropriate theory, all these approaches seem to be essential for understanding cross-sector collaboration, especially the process of value creation. Hond, Bakker, and Doh (2015) also suggest that different theoretical lenses could recognize which dependencies exist, taking into account the environmental contingencies, or understand the complexity of the relationships between NPOs and FPBs.

Exhibit 4. Theories

Theories									
Author (s)	Transaction costs	Resource dependence	Social network	Institutional theory	Stakeholder theory	Resource-based view - RBV	Relationship marketing	Commitment-consistency	Collaboration theory
(Al-Tabbaa et al. 2014)	•			•	•				
(James E. Austin, 2000)		•							
(Barroso-Méndez et al., 2015)							•		
(Boenigk Silke & Viktoria, 2015)								•	
(Bryson, Crosby, & Stone, 2006)				•					
(Burchell & Cook, 2013)					•				
(den Hond et al., 2015)		•	•			•			
(Gajda, 2004)									•
(Harangozó & Zilahy, 2015)					•				
(Liu & Ko, 2011)						•			
(Sakarya et al., 2012)				•					
(Sanzo, Álvarez, Rey, & García, 2015b)						•			
(Suárez & Hwang, 2013)		•			•				
(Liu, Wai, & Chris, 2018)			•			•			
(Jones et al., 2017)									
Total	1	3	2	3	4	4	1	1	1

Figure 4 shows the main research methods adopted. After years of predominantly using case studies, researchers have also recently been using literature reviews and surveys. Case studies were applied predominantly to explain the phenomena since there was no preliminary research, but as the subject evolved, other methods were used. Recently, case studies are being applied in the context of developing countries, since research on the

subject is still contemporaneous in this context. With regard to theoretical studies, most of them developed a framework (Exhibit 5). Three of them analyzed the literature in a non-structured way, and the other three papers designed propositions or hypotheses by way of the framework they proposed.

Figure 4. Research methods

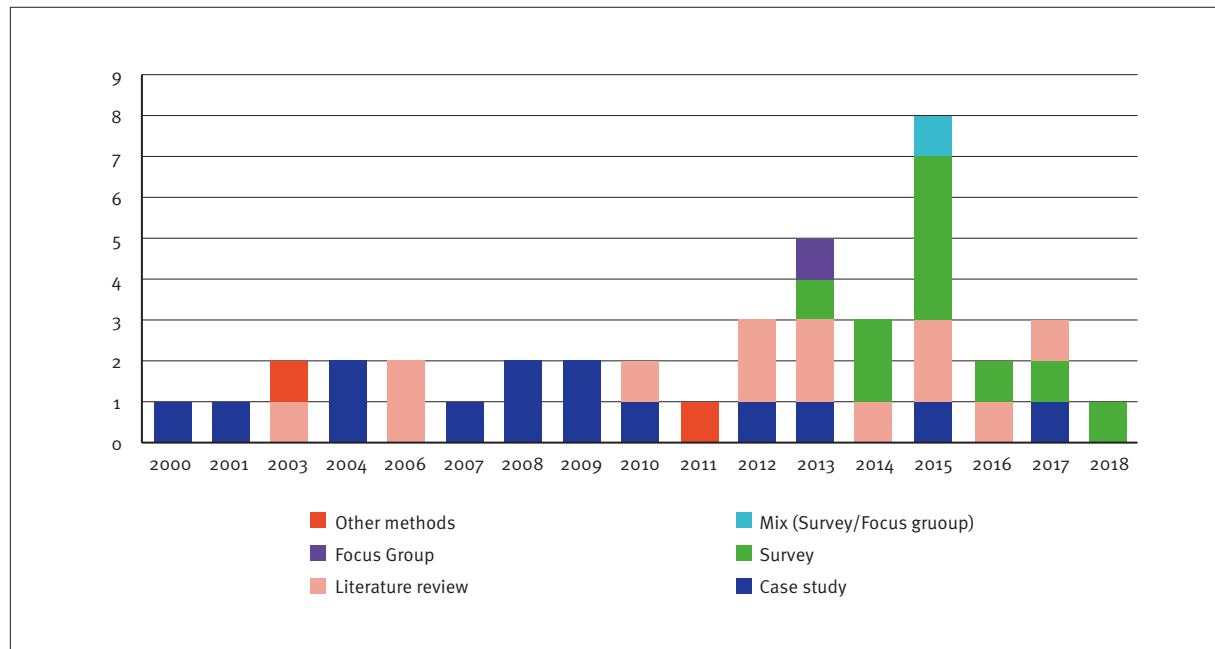


Exhibit 5. Theoretical papers

Authors (year)	Theoretical papers					
	SLR	Meta-analytical	Non-structured literature review	Content analysis	Framework proposition	Theoretical proposition or hypotheses
Moldovan, et al. (2016)				•		
Barroso-Mendez et al. (2015)	•	•			•	
Bitzer and Glasbergen (2015)			•			
Al-Tabbaa et al. (2014)					•	•
Erakovich and Anderson (2013)			•			
(Burgos, 2013)			•			
Austin and Seitanidi (2012ab)					•	•
Dahan et al. (2010)					•	
Bryson et al. (2006)					•	•
Paton (2006)					•	
Wymer and Samu (2003)					•	

Exhibit 3 also presents the journals that publish on the theme. The most cited were the *Journal of Business Ethics (JBE)* and the *Nonprofit and Voluntary Sector Quarterly (NVSQ)*. They have an evident prominence in the academic sphere, with the Journal Citation Report (JCR2017) of 3796 and 1932, respectively.

Collaborative value creation attributes in BNPPs

Understanding how a BNPP can create value is critical to its training and implementation initiatives, as well as providing its partners with a ‘safe bet’, that it is worth investing time and effort in partnering with it in order to achieve the expected benefits. However, according to Austin and Seitanidi (2012a), although there has been significant progress in the subject, there is no common language with regard to the definition and the dynamics of how different processes of collaboration can contribute to value creation. Furthermore, in a collaboration between an NPO and business, value may be created by the independent actions of one of the partners, which is called ‘unique creation,’ or by the joint actions of the partners, which is called ‘co-creation’ (Austin & Seitanidi, 2012a).

After an in-depth reading of all the articles, it was possible to identify the factors or variables (called factors in this paper) related to the value creation process in BNPPs (Exhibit 6). In examining Exhibit 6, we observed that there are similarities between the concepts behind the different terminologies. The authors usually associate these factors with success or the value creation process in a BNPP. We also noticed that most of the factors are related to the sources of the collaborative value creation process mentioned by Austin and Seitanidi (2012a): resource complementarity, resource nature, resource directionality, use, and linked interests.

Exhibit 6. Factors related to collaborative value creation in a BNPP from the SLR

Author (s)	Factors
Shumate et al. (2018)	Cross-sector network portfolio / Adaptive and operational capacity / Average duration of partnerships
Jones et al. (2017)	Structural Characteristics (Integration Mechanisms, formalization, size, external control, Inner stability) / Contextual Characteristics (System stability, resource munificence, community cohesion) / Function characteristics (Buffering/Nurturing, steering processes, managerial work, generic networking)
Lyakhov and Gliedt (2017)	Political opportunity structure / political ideology / environmental philosophy
Álvarez-González et al. (2017)	Trust / affective commitment / internal marketing approach / volume of funding / scale of operations / mission accomplishment
Liu et al. (2018)	Social Alliance / Relationship-Building Motive / Social Alliance Benefits-Exploiting Motive / Mutual trust / Relational embeddedness / Relational commitment
Moldovan et al. (2016)	Collaboration of reputation / knowledge / effective resources
Barroso-Mendez et al. (2015)	Shared values / opportunistic behavior / trust / commitment / relationship learning / cooperation / functional conflict
Bitzer and Glasbergen (2015)	The ability for participation and inclusive arrangements / the contribution of market-based approaches to the problems targeted / impact of partnerships

Continue

Exhibit 6. Factors related to collaborative value creation in a BNNP from the SLR

Author (s)	Factors
Hond et al. (2015)	The level of commitment of the firm to CSR / the strategic fit between the firm's and the NGO's resources / the level of trust the firm has in NGOs / the frequency of contact with NGOs / prior level and perception of experience with NGOs / the level of pressure exerted by NGOs
Harangozó and Zilahy (2015)	The size of organizations / motivation / NGOs can most effectively influence the business sector
Skagerlind et al. (2015)	Partner relations, roles, and responsibilities / trust and motivation / agenda setting, autonomy, ownership, and participation / cost x benefit allocation / complementary core competencies and critical cooperation
Murphy et al. (2015)	Prior experience / alignment of partners
Sanzo et al. (2015a)	Trust / affective commitment / innovation development / information and communication technology competence / internal marketing / visibility / scale of operations / funding / mission accomplishment
Sanzo et al. (2015b)	Perceived value / communication / mission and strategy alignment (lower conflict and lower reputation damage risk) / trust / commitment
Zatepilina-Monacell (2015)	Types and motives for community involvement / expectations of community involvement and of NPO partners / the desired type of relationship with community-based NPOs
Al-Tabbaa et al. (2014)	Context (Nonprofit Business Collaboration - NBC - purpose, stakeholder expectation, nonprofit competition and cultural barrier) / content (collaboration level and strategic position) / process (power imbalance, communication channels and transaction costs)
Boenigk Silke and Viktoria (2015)	Cause related Marketing (CRM) donations / NPO attitudes / donor acquisition / attitudes toward partnership / fit of CRM partners / organizational identification
Burchell and Cook (2013)	Transformations in the drivers for engagement / transformations in the processes of engagement / transformations in the terms of engagement
Burgos (2013)	NPO trustful image / technology and the power shift to NGOs / the corporate response to NGO pressure
Erakovich and Anderson (2013)	Structural issues / core values / communicate with stakeholders / special interest / political officials / economic advisors / leaders of bureaucracy / values discovered / values aligned
Schiller and Almog-Bar (2013)	Mission-related collaborations / marketing collaborations / learning collaborations / infrastructure collaborations / political collaborations and marginal collaborations
Suárez and Hwang (2013)	Marketization and managerialism (rationalization, leader management degree and earned income) / resources and constraints (funding diversity, deficits and downturn)
Austin and Seitanidi (2012a, 2012b)	Organizational fit / mobilize distinctive competencies / integrate their resources conjointly / perceive self-interests linked and fairness in the sharing of value
Sakarya et al. (2012)	Inputs provided by the partners / outcomes / social transformation impact
Liu and Ko (2011)	Alliance formation / resource position / management approaches
Dahan et al. (2010)	Resources and skills / organizational fit, cultural compatibility and trust / understanding the unique conditions of developing countries / supporting local business environments

Continue

Exhibit 6. Factors related to collaborative value creation in a BNNP from the SLR

Concludes

Author (s)	Factors
Seitanidi et al. (2010)	Organizational characteristics (transformative capacity) / partnership motivation (transformative intention) / history of interactions (transformative experience)
Jamali and Keshishian (2009)	Resource dependency / commitment symmetry / common goal symmetry / intensive communication / alignment of cooperation working capability / converging working culture / individual excellence / importance / interdependence / investment / information / integration / institutionalization / integrity
Seitanidi and Crane (2009)	Partner selection (assessing the different option of NPO or business; informal risk assessment process) / partnership design (experimentation, adaptation, operationalization) / partnership institutionalization (relationship mastering, personal familiarization)
Kolk et al. (2008)	<i>Input</i> (goals, motives and resources of individual partners) / <i>throughput</i> (partnership characteristics, dynamism and design.) / <i>output</i> (partnership objectives, sustainability and deliverables.) / <i>outcome</i> (impact) / efficiency (costs-benefit) / effectiveness (added value)
Eweje (2007)	Inter-organizational relationships / coordination mechanisms (mutual influence and shared control)
Seitanidi (2007)	Trust / human resources / information / reputation
Bryson et al. (2006)	Initial conditions (general environment, sector failure and direct antecedents) / process dimensions (formal and informal: forging agreements, building leadership, building legitimacy, building trust and managing conflict planning) / structural and governance dimensions (formal and informal: membership, structural configuration and governance structure) / contingencies and constraints (type of collaboration, power imbalances and competing institutional logics) / outcomes (public value; first-, second-, and third-order effects; resilience and reassessment) / accountability issues (inputs, processes, and outputs; results management system; relationships with political and professional constituencies)
Paton (2006)	Structural foundation/ social foundation/ structural frontier/ strategic frontier
Gajda (2004)	Integration / purpose / strategies and tasks /leadership and decision-making/ interpersonal and communication
Parker and Selsky (2004)	Integration / reculturation / separation
Martínez (2003)	Power imbalance (abuse conditions and parasitic attitude) / lack of partner match (unethical behavior and inability to manage the project)
Wymer and Samu (2003)	Motivation / partner selection and fit (mission fit, management fit, workforce fit, target market fit, product/cause fit, cycle fit, and cultural fit.) / communication
Ashman (2001)	Impact/ value creation (mutual benefits) / incentives / intermediary actors / shared control
Austin (2000)	Alignment of strategy, mission, and / personal connection and relationships / value generation and shared vision / continual learning / focused attention / communication / organizational system / mutual expectations and accountability / Trust

Concludes

DISCUSSION: AN INTEGRATIVE FRAMEWORK AND RESEARCH AGENDA

The aim of this paper is to propose an integrative framework that synthesizes the literature on collaborative value creation between nonprofit and business organizations, and Section 3 allowed to develop some analyses. For example, most of the papers in the sample described variables that are in line with the sources of collaborative value creation proposed by Austin and Seitanidi (2012a). This information shows that the attributes proposed by these authors are still essential for creating value in these partnerships. Thus, in order to synthesize the information from the analyzed papers, we called the attributes presented in Exhibit 5 sub-attributes, and we show how these sub-attributes are in line with the terms adopted by the authors in the sample. All this information is presented in Exhibit 7.

Exhibit 7. Attributes and generic terms for the sub-attributes

Attributes	Term adopted in this paper (sub-attributes)	Terms adopted by the authors from SLR	*Authors from the paper sample																																					
			1	2	3	4	6	8	9	11	12	13	14	15	16	17	18	20	21	24	25	26	28	29	30	31	32	33	34	36	38									
Resource complementarity	Appropriate partner selection	Lack of partner match				•																																		
		Partner selection and fit			•																																			
		Partnership selection										•																												
	Organizational fit	Organizational fit			•								•				•	•																						
		Strategic fit between company and NPO resources																																		•				
	Communication	Communication	•		•		•																														•			
		Communication channels																																			•			
		Communicate with stakeholders																																			•			
		Intensive communication												•																										
	Trust	Build trust									•																										•			
		Trust	•									•			•																					•				
		Trust rating																																						
Mutual trust																																					•			

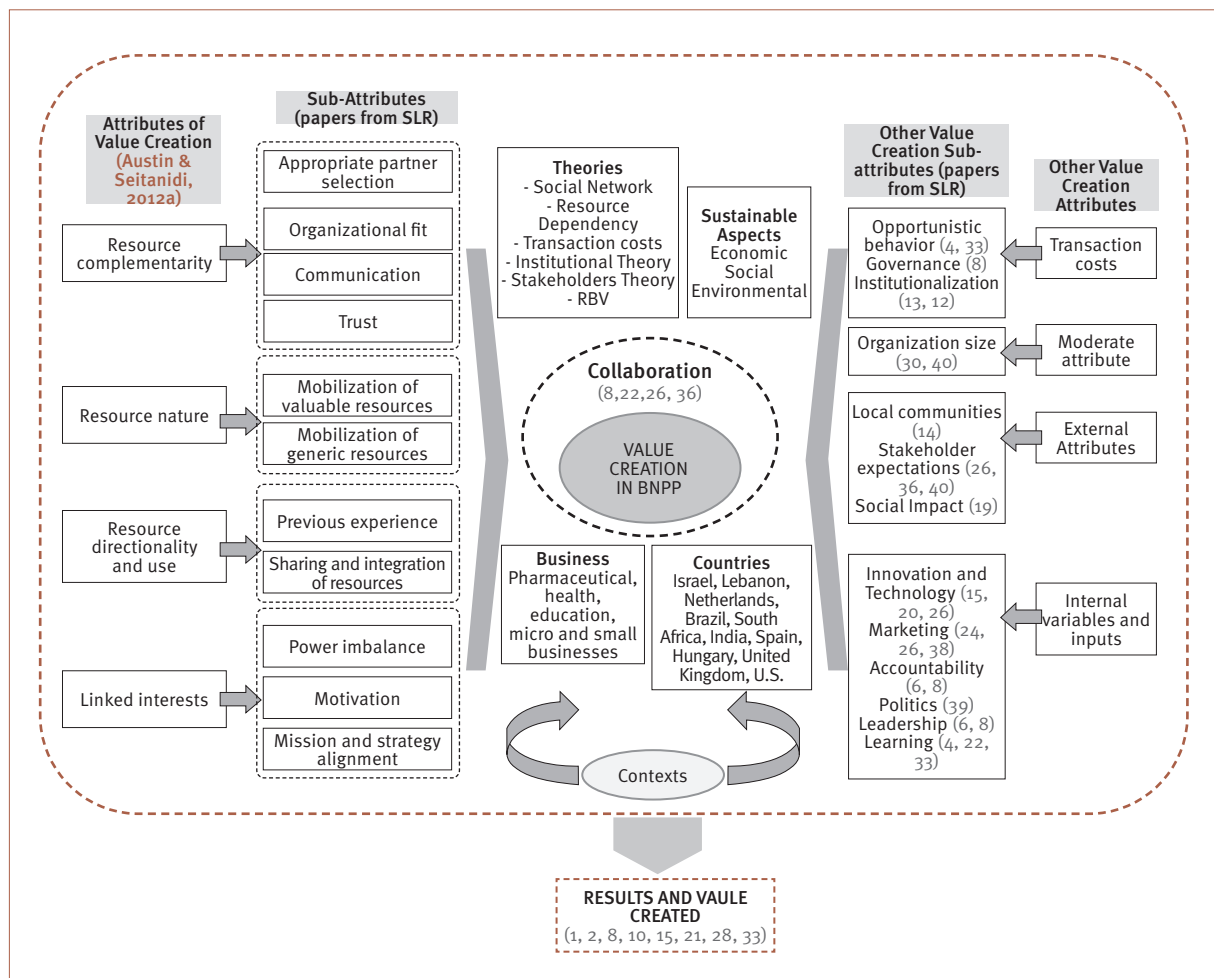
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sharing and the complementarity of partner resources in an alliance also bring specific benefits (Hond et al., 2015). The relational view (RV) and the extended resource-based view (ERBV) also consider that accessing a partner's resources allows companies to create value and, consequently, to develop collaborative advantages (Dyer & Singh, 1998; Lavie 2006). Dahan et al. (2010), Jamali and Keshishian (2009) and Liu and Ko (2011) support the same idea, emphasizing the importance of dependency and resource sharing to the process of value creation in the partnership. Finally, to assess resource complementarity and its potential value creation, it is important to recognize whether the resources of each partner have the potential to contribute, including tangible (money, land, facilities, machinery, supplies, structures and natural resources) and intangible resources (knowledge, skills, and management practices) (Austin & Seitanidi, 2012b).

- Resource nature. According to RBV, partners can contribute to collaboration with generic resources, that is, those that any company or NPO has, in order to mobilize and take advantage of more valuable resources, such as knowledge, capabilities, infrastructure and relationships that are critical to the success of the organization (Austin & Seitanidi, 2012a). Hond et al. (2015) agree and believe that organizations look for partners that can add economic and social value, either by recombining valuable resources to which the partners have access, or by the joint development of new valuable resources, thereby generating collaborative advantages.
- Resource directionality and use. This deals with the flow of resources that may be mostly unilateral and coming mainly from one partner, or a bilateral and reciprocal exchange (Austin & Seitanidi, 2012a). According to the authors, parallel (but separate) entries or transfers can create value, but the integration of complementary and distinctive resources (from a relational perspective) that produce new services or activities that no organization could have created alone or in parallel, creates new value.
- Linked interests. Cross-sector collaborations may have distinct objectives and no common currency for assessing value (Austin & Seitanidi, 2012a). According to the authors, however, it is essential to: (i) clearly understand how partners consider value; (ii) reconcile any divergent value creation frames; and (iii) see value exchange as being fair.

However, because the authors' sample cited some sub-attributes that have no adherence to the attributes proposed by Austin and Seitanidi (2012a), we called them "other attributes" (right side of Figure 5). The numbers on the right side of Figure 5 represent the authors' sample listed in Exhibit 3. These sub-attributes have either a direct or indirect impact on value creation. For instance, if one of the partners behaves opportunistically (increasing the transaction cost, for example), this attitude will have a negative influence on value creation, since it is considered a relational factor (Barroso-Mendez et al., 2015). Organization size may act as a "moderating attribute" in the cooperation between NPOs and FPBs (Harangozó & Zilahy, 2015). Some "other attributes" are called "external attributes" since they are related to the external environment of the partnership. For example, with regard to stakeholder expectations, when designing and implementing new initiatives to create value, the BNPP needs to carefully consider its heterogeneous stakeholder groups (Al-Tabbaa et al., 2014), as well as social impact, since it leads to transformations in cultural, political and economic spheres (Sakarya et al., 2012). Finally, the "internal variables and inputs" are those related to each partner. For example, FPBs may influence innovation development in NPOs, while the internal marketing of NPOs may also produce advantages for FPBs (Sanzo et al., 2015a).

Figure 5. Integrative framework



*The numbers in the Figure represent the sample's papers presented in Exhibit 4

Thus, the logic of the framework is underpinned by the idea that collaboration creates synergy, which produces results and creates value, as can be seen at the bottom of Figure 5. Therefore, recognizing the attributes of value creation and what each attribute consists of may improve the organizational sustainability of all the organizations involved in a BNPP, for example, as well as enhancing reputation and providing a more diversified revenue base.

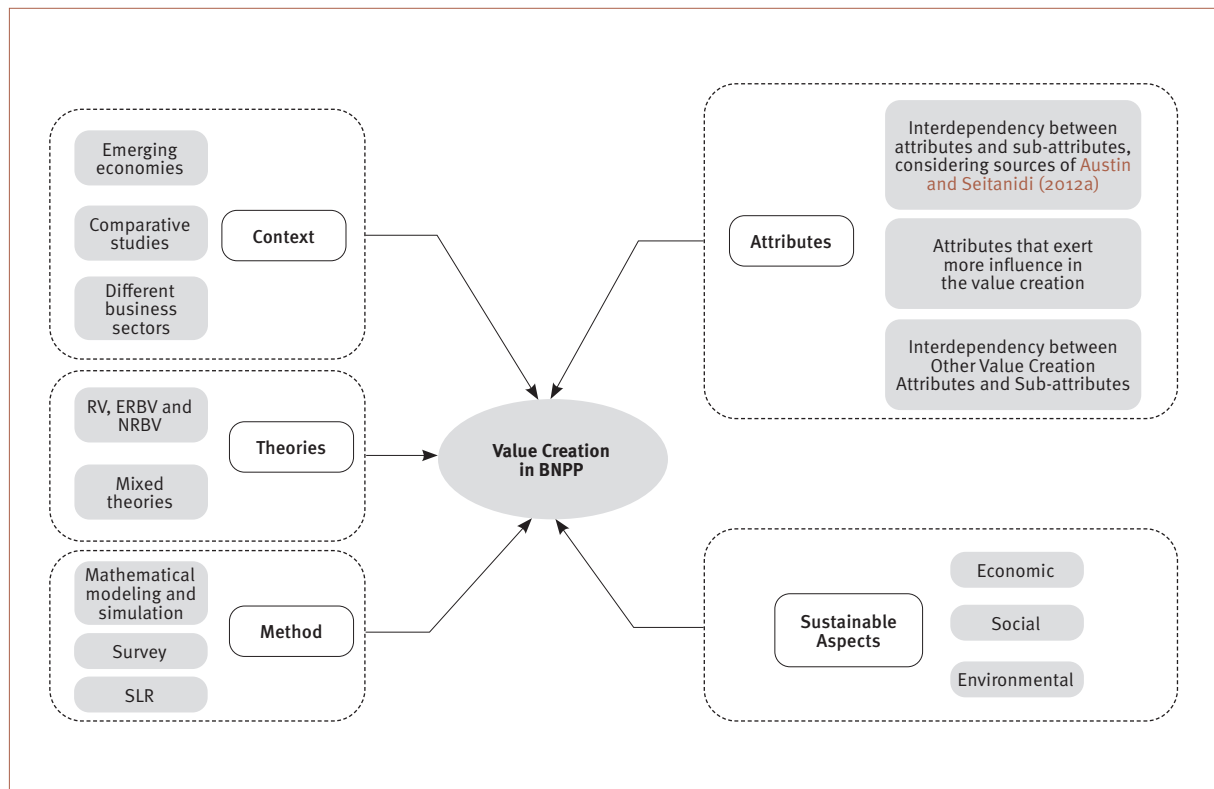
The framework also presents information about research into the collaborative value creation process in BNPPs. For example, although most of the sample authors do not use a specific theory to study this process, some are adopting some theories jointly (Al-Tabbaa et al., 2014; Hond et al., 2015; Suárez & Hwang, 2013), predominantly those authors who adopt the stakeholder theory and RBV (see Exhibit 4).

Few papers have analyzed the impact of value creation on sustainable performance. Some of them considered the three aspects of sustainability (economic, social and environmental), such as Austin and Seitanidi (2012a). Others focused only on social aspects, such as Moldovan et al. (2016) and Paton (2006). Environmental (Harangozó & Zilahy, 2015) and economic aspects (Dahan et al., 2010) were analyzed in a minority of the studies. The literature

also indicates that some studies focus on specific national contexts since they investigated the value creation process between specific business sectors, such as pharmaceutical companies, those in health and education, and micro and small businesses.

By analyzing the integrative framework as well as the main gaps, we propose some directions for future research (Figure 6).

Figure 6. Future agenda



Theories

There is no consensus about which theory can best explain value creation in cross-sector collaboration. Further research, therefore, could combine theories that consider the partnership as an essential strategy for achieving collaborative advantage, such as RV and ERBV, since neither has been considered in this article's sample. The main theories have also tended to focus on explaining the motives for collaboration and on the ongoing dynamics, leaving aside how this collaboration can create value for the parties. As the collaboration between NPOs and business can be related to sustainable issues, the Natural Resource-Based View (NRBV) may be a useful theory for studying this subject.

Research methods and context

The majority of the studies are qualitative or conceptual. Conceptual studies do not investigate the literature systematically, revealing that more SLRs are needed. There is also an opportunity for mixed or quantitative methods, such as survey or mathematical modeling.

There is still a lack of studies in emerging economies and cross-sector collaborations involving government and civil societies. Thus, further research can study cross-sector collaboration in those economies in more depth, by comparing them with other studies in developed countries.

Attributes

Further research can also investigate the influence of the relationship between attributes and sub-attributes (Figure 5), for example, by applying mixed methods that use experts and multicriteria tools. Through the Delphi technique, experts could infer the influence exerted by the attributes and sub-attributes in order to reach a consensus. Multicriteria tools also make it possible to model the attributes to achieve an index of collaborative value creation by adopting a Graphic Theoretical Approach (GTA). The Analytic Network Process (ANP) also enables prioritization of those attributes that exert a significant influence on collaborative value creation. Another opportunity consists in investigating those attributes that exert most influence in the value creation process, by way of surveys or Delphi, for example.

Sustainable aspects

Future studies can focus not only on the social aspect, but also on economic and environmental issues. However, to do so companies will need to go beyond philanthropy, and seek new engagement strategies in the communities where they operate, thereby obtaining greater corporate relevance and having a more significant social, economic and environmental impact.

Conclusions, limitations and future studies

We developed an integrative framework that represents a synthesis of the research on the value creation process in a BNPP. Even using different terminologies, some of the authors' sample described sub-attributes that are in line with the attributes proposed by [Austin and Seitanidi \(2012a\)](#), an advanced study of VC processes between a business and an NPO. These attributes were operationalized in 11 sub-attributes. We also verified some sub-attributes with no adherence to those proposed by [Austin and Seitanidi \(2012a\)](#); we called them "other attributes". These sub-attributes were grouped into four attributes (which were operationalized in 13 sub-attributes). "Other sub-attributes" also has a direct or indirect impact on the value creation process in a BNPP. Therefore, these attributes represent those that may influence value creation in a BNPP, and when value is created, the partnership produces results (whether expected or not). These findings represent the first contribution of this paper.

Second, the proposed framework contributes to the advancement of knowledge since it extends the study of BNPP and its value creation, showing, for example, the context (countries and businesses) in which research into value creation has been applied. This result makes room for discussion, especially in emerging economies and in many sectors other than those identified in this paper.

Third, even without consensus regarding the most appropriate theory, we show that the value creation process in BNPPs is complex, and that it needs to be addressed using different theories and point of views. Fourth, even though the literature presents different attributes (and sub-attributes) for addressing value creation,

understanding how they contribute to it is not easy, which highlights the need to examine how these attributes might differ and under what circumstances. Finally, the fifth contribution is related to the research agenda.

This research also has its limitations. First, we considered specific databases and limited search strings, and this may have led to a loss of content. Thus, future research should use different databases and other search strings. Further research can discuss each attribute and its sub-attributes, or re-group them to obtain a deeper understanding of the effects on the attributes and value creation process in BNPPs. Finally, based on our results, and analyzing the paper's gaps questions arise: (i) Which theories, governance structures and attributes can best explain collaborative value creation in BNPPs? (ii) Considering a collaborative relationship, what are the implications for nonprofit executive directors or business CEOs of the value created? (iii) How can nonprofit organization and business leaders sustain collaboration? (iv) Which values do the attributes create and how can they be measured? (v) What are the impacts of the attributes on sustainable aspects (economic, social and environmental)? These critical questions are important for scholars and practitioners, especially given the pressure on nonprofit organizations to generate corporate revenue and the corresponding expectation for businesses to be socially responsible, especially by supporting and establishing partnerships with nonprofit entities.

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AUTHORS' CONTRIBUTIONS

Cláudia Fabiana Gohr and Felipe Alves de Oliveira Soares make substantial contributions to the conception and design of the research, analyses, interpretation of data, framework proposition, and writing of the manuscript. Cláudia Fabiana Gohr also read the final manuscript and developed the final corrections and revisions. Lucas Carvalho de Oliveira and Matheus Henrique da Silva Amorim make contributions regarding the search in databases, selecting papers, extracting data from papers sample and helping in the tables and figures conception.

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A STUDY OF THE USE BEHAVIOR OF LINE TODAY IN TAIWAN BASED ON THE UTAUT2 MODEL

Estudo sobre o comportamento de uso do LINE TODAY em Taiwan baseado no modelo UTAUT2

Un estudio sobre el comportamiento de uso de LINE TODAY en Taiwán basado en el modelo UTAUT2

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ABSTRACT

As mobile business has flourished and people's news-reading habits have changed, the use of mobile news platforms has become a new trend. Due to this change, the use rate of LINE TODAY news from Taiwan became the world's highest in 2018. The study uses the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) model to explore behavioral intentions and the use behavior of LINE TODAY in Taiwan. A total of 199 valid samples were collected. Results show that performance expectancy, effort expectancy, social influence, facilitating conditions, and habit have positive impacts on behavior intentions. Behavior intentions and habit have positive impacts on use behavior. Results provide LINE TODAY and its peers with an improvement strategy and a reference for future development and research into mobile news platforms.

KEYWORDS | Mobile news platform, behavioral intention, use behavior, LINE TODAY, UTAUT2.

RESUMO

À medida que os negócios baseados em tecnologia móvel têm crescido e mudado o hábito de leitura de notícias das pessoas, o uso de plataformas móveis de notícias tem se tornado uma nova tendência. Devido a essa mudança, a taxa de utilização da plataforma de notícias Line Today de Taiwan foi a mais alta do mundo em 2018. O estudo utiliza o Modelo Estendido ao Consumo da Teoria Unificada da Aceitação e Uso de Tecnologia (Utaut2) para explorar as intenções comportamentais e o comportamento de uso do Line Today em Taiwan. Foi coletado um total de 199 amostras válidas. Os resultados mostram que a expectativa de desempenho, a expectativa de esforço, a influência social, as condições facilitadoras e o hábito afetam positivamente as intenções de comportamento. As intenções de comportamento e o hábito afetam positivamente o comportamento de uso. Os resultados oferecem ao Line Today e seus similares uma estratégia de aprimoramento, bem como referências para desenvolvimento e pesquisas futuras sobre plataformas móveis de notícias.

PALAVRAS-CHAVE | Plataforma móvel de notícias, intenção comportamental, comportamento de uso, Line Today, Utaut2.

RESUMEN

A medida que los negocios basados en tecnología móvil han prosperado y cambiado los hábitos de lectura de noticias de las personas, el uso de plataformas móviles de noticias se ha convertido en una nueva tendencia. Debido a este cambio, la tasa de uso de la plataforma de noticias LINE TODAY en Taiwán fue la más alta del mundo en 2018. El estudio utiliza el modelo de teoría unificada de la aceptación y uso de tecnología 2 (UTAUT2) para explorar la intención conductual y el comportamiento de uso de LINE TODAY en Taiwán. Se recogió un total de 199 muestras válidas. Los resultados muestran que la expectativa de desempeño, expectativa de esfuerzo, influencia social, las condiciones facilitadoras y el hábito tienen impactos positivos en la intención conductual. A su vez, la intención conductual y el hábito tienen impactos positivos en el comportamiento de uso. Los resultados proporcionan a LINE TODAY y sus pares una estrategia de mejora, así como referencias para desarrollo e investigación futuros sobre las nuevas plataformas móviles de noticias.

PALABRAS CLAVE | Plataforma móvil de noticias, intención conductual, comportamiento de uso, LINE TODAY, UTAUT2.

INTRODUCTION

With the rapid development of mobile commerce, information technology is quietly changing the habits of modern people. The pattern of consumer behavior has also changed from “mobile as a priority” to “mobile only”, which not only alters the competitive relationship of the media circle, but also gives rise to a new wave of service needs (Market Intelligence & Consulting Institute, MIC, 2016). As the need for socialization, information, games or shopping has increased, social media has become an important marketing strategy for business and a necessity in people’s daily lives (Appel, Grewal, Hadi & Stephen (2019).

Digital technology has changed the news-reading habits of people. Readers’ access to news has changed from traditional newspapers to social platforms by way of mobile devices. The diversification of mobile news delivery services enables users to access news content easily at anytime and anywhere on mobile devices by visiting mobile news websites, or logging on to social media services (Lee, Lindsey & Kim, 2017). As social media platforms changed the behavior of online users, the way of going directly to news sites to browse major news stories, or use Google to search for major news events, has changed dramatically (China Times, 2015).

In recent years, LINE has been committed to providing diversified services that are centered on user needs, including news, games, maps, payments, and e-commerce in five major areas (Business Next 2016; China Times, 2017b). TODAY is a global mobile news platform provided by LINE that offers premium content from multiple partner media, allowing users to browse, store, leave messages or share news on LINE TODAY at any time. Users can go directly to LINE TODAY to read news by swiping left and right to the news page, and swiping up and down to browse rich news content topics such as focus, entertainment, and life (LINE TODAY, 2017). In 2018, LINE’s monthly active users in Taiwan reached a new peak of 21 million, and its usage rate of three major features such as LINE functions, stickers and LINE TODAY news is the world’s first (Business Next, 2008).

According to ETtoday (2018), Taiwanese readers rely heavily on social media, especially Facebook and Line, with 56% of them getting their news from them, but these platforms have relatively little social responsibility. The Digital News Report of 2018 pointed out that fake news produced in China last year spread to Taiwan and the Taiwan media, which was deeply influenced by the social media and contributed to the spread of this fake news. It is clear that social media platforms can generate data easily and quickly, and spread instant messages, which makes more and more people vulnerable to intentionally misleading information. Compared with traditional news sources, however, the credibility of contents circulating on social media platforms is debatable due to independence of freedom of expression. (Meel & Vishwakarma, 2019).

The main users of LINE TODAY in Taiwan are over 25 years old, and the proportion of males is significantly higher than that of females. LINE TODAY is convenient for users to search for and read news in the chat scene. Most female users are used to pressing likes instead of leaving messages. Markets such as Indonesia and Thailand like to see original community content. Furthermore, the advantage of LINE TODAY lies in its large user base and stickiness, which other media platforms do not have (ChinaTimes, 2017a).

The aggregated media platform must satisfy not only the rich categories and real-time content supply, but also emphasize personalization and what content people want to see. Compared to other news platforms, LINE TODAY has changed the habits of users who read news and the way they use the site. In Taiwan, LINE TODAY has a large number of users, which facilitates online surveys, and it is worth observing user adoption factors. Therefore, the purpose of this study is to explore the behavior of using a cell phone to read news in substitution of the traditional media, taking LINE TODAY as a case study. The study is based on the Unified Theory of Acceptance and

Use of Technology 2 (UTAUT₂) model with good explanatory power for understanding the behavioral intentions and use behavior of LINE TODAY.

The study is divided into five parts as follows: The first part is an introduction, which describes the background, purpose and significance of this study. The second part discusses the meaning of the relevant literature review. The third part provides the conceptual framework along with hypotheses and the statistical methods used. The fourth part summarizes the collected data, the results of the data analysis and the findings. The final part presents a meaningful conclusion, including the contributions, recommendations and implications of this study, as well as future directions.

LITERATURE REVIEW

Rapid changes in digital technology have enabled new technologies to continue to evolve in just a few years, driving changes in consumption patterns and the development of social media, and redefining the definition of news communication. Social platforms not only introduce the consumption of images, videos and music, but also help consumers judge the authenticity of news by providing social commentary (TAVIS, 2012). The popularity of mobile devices on the social platform has completely disrupted the tradition of the news industry. More than 50% of mobile device users in Taiwan use the Internet as their main source of news, including social media. The trend of news services using a mobile social platform is mainly due to the rise of social networking sites.

In the beginning, the news portal only allowed readers to receive news in one direction until the YAHOO! KIMO news arrived, when the two-way message function appeared. But since the launch of LINE TODAY in 2016, it has become a life partner of Taiwanese people. LINE TODAY is different from YAHOO! KIMO, mainly because of its mobile device applications, while YAHOO! KIMO news is a product of the personal computer (PC) era. LINE TODAY has created a content portal that allows readers to watch the news with one click. It is also available for providing diversified and integrated content. After LINE provided its LINE Points service, people saw the news on their PC to LINE TODAY and developed the habit of watching it several times a day (Global Views, 2018). Many Taiwanese use LINE TODAY to watch the news, and the media platform is growing so rapidly that it is worthy of attention because of its development.

The technology acceptance model and related theories

Many studies have explored the adoption of different models for user acceptance of new technologies, such as the theory of Reasoned Action (TRA), the Technology Acceptance Model (TAM), and the Unified Theory of Acceptance and Use of Technology (UTAUT), and UTAUT₂ models. Davis (1989) suggested that the proposed TAM was the most widely used and accepted tool in various research fields, mainly based on the TRA of Fishbein and Ajzen (1975), which tries to predict and understand human behavior.

TAM is primarily used for explaining the adoption of information systems by employees of the organization and to predict the behavior of users. Perceived usefulness and perceived ease of use are the two important belief variables of this model, and they affect the attitude towards using technology, which in turn affects the user's intention to use it and their actual behavior. The model only focuses on the perspective of these two variables, however, and the impact of other important external variables may be ignored. Studies also show only a 40%

accuracy in predicting the user's use of the system, although TAM has a streamlined and clear theoretical foundation. Therefore, some studies have improved on the model and offered their suggestions.

Venkatesh, Morris, Davis, and Davis (2003) made improvements and suggestions based on the limitations of previous models, and developed the UTAUT model. Their studies confirmed that the identifying factors in the UTAUT model directly affect behavior intentions and can predict actual use behavior. Although their UTAUT model has a good explanatory power in the research on the acceptance of new technology, in some recent studies, the results and the capacity for explaining individuals' acceptance of technology are not exactly the same as their results (Chao, 2019).

The UTAUT model generally focuses on explaining employee acceptance of the new system within the organization, but considers only the external motivation for using information technology, and not for explaining the non-organizational adoption of new technologies and considering users' internal motivations. Therefore, Venkatesh, Thong, and Xu (2012) proposed an extension to the UTAUT model, namely UTAUT2, which focused on individual perspectives in technology adoption. They changed the context from organization to consumer, and introduced new constructs and relationships into the model. The UTAUT2 model revised the above models and addressed the need to include significant predictors that can be used in various contexts of user adoption of mobile technology.

Recent studies, however, such as those by Dwivedi, Rana, Jeyaraj, Clement and Williams (2019), have argued that the UTAUT model theoretically infers relationships that may not be applicable to all contexts, pays no attention to some potentially important relationships, and also excludes some constructs that may be crucial for explaining Information Technology (IT)/Information Systems (IS) acceptance and use. Shiferaw and Mehari (2019), therefore, extended UTAUT and used context-specific determinants in their research to improve its predictability.

Unlike other studies that mostly use UTAUT or UTAUT2 as their theoretical basis, Hallikainen, Alamäki and Laukkanen (2019) considered that existing research generally focuses on online behavior, especially mobile adoption, and believes that technology adoption is innovative behavior. Given this limitation, they extended the lead user theory as the theoretical framework, based on the personal innovativeness theory, and focused on innovative behavior in leading users of business mobile services. Their targeted samples, however, were formed by business decision-makers, so opinions may differ from the views of consumers.

Of all the theories or models that focus on individual perspectives and use them to predict technology acceptance and use, the UTAUT2 model has gradually become the theoretical basis of most studies and has high explanatory power. As a result, this study attempts to verify whether this model has good explanatory power, its purpose being to explore behavioral intentions with regard to LINE TODAY and use behavior, and the UTAUT2 model is suitable for this study. The following sections further discuss UTAUT and UTAUT2 respectively.

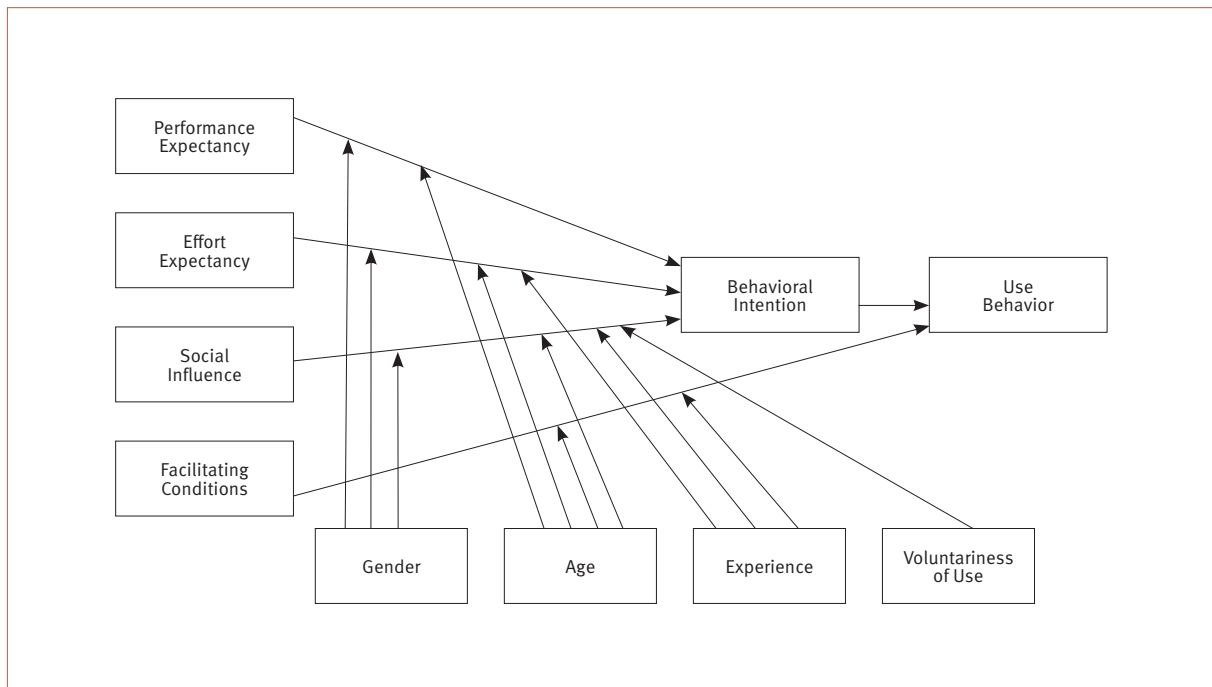
The UTAUT model

Venkatesh et al. (2003) collated relevant studies over the years and concluded that empirical theory has different explanatory abilities in different categories. They compared the eight models from previous technology acceptance models, discussed their differences, cross-validated the data, and put forward the unified theory of acceptance and use of technology (UTAUT). The UTAUT model includes the following: 1. Theory of Planned Behavior (TPB); 2. Theory of Reasoned Action (TRA); 3. Technology Acceptance Model (TAM); 4. Model of PC Utilization (MPCU); 5. Motivational Model (MM); 6. Innovation Diffusion Theory (IDT); 7. Combined TAM and TPB (C-TAM-TPB); and 8. Social

Cognitive Theory (SCT). They integrated and improved on the previous technology acceptance model to provide a more complete model of how information technology is used. The explanatory power for user behavior is up to 70%, which is much higher than in other theoretical models in the past, which indicates that their adjustment variables provide a more complete explanatory power for user behavior (Cao & Niu, 2019; Chopdar, Korfiatis, Sivakumar, & Lytras, 2018).

In the UTAUT model shown in Figure 1, the arguments put forward in the pertinent literature were integrated into four dimensions, including performance expectancy (PE), effort expectancy (EE), social influence (SI) and facilitating conditions (FC), and four moderating variables were added: gender, age, experience and voluntariness of use. The UTAUT model advocates that behavior intention affects user behavior. Behavior intention is affected mainly by performance expectancy, effort expectancy and social influence, while the two factors directly affecting user behavior are facilitating conditions and behavior intention. The above-mentioned influence will be affected by four interference variables: gender, age, experience and voluntariness of use.

Figure 1. UTAUT model

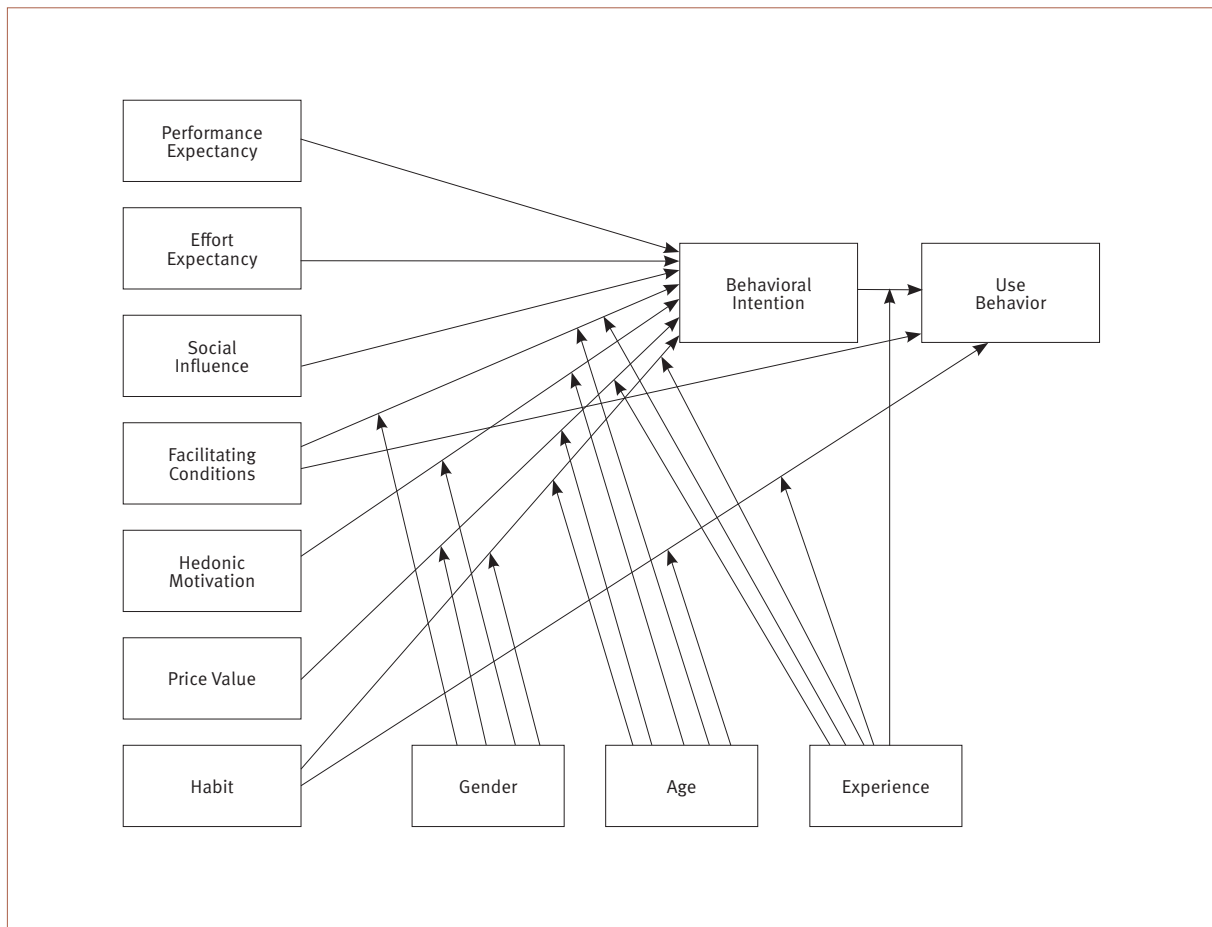


Source : Venkatesh *et al.*, 2003.

The UTAUT2 model

After referring to the empirical research, Venkatesh, *et al.* (2012) revised and extended the existing UTAUT model by adding three new factors, hedonic motivation, price value and habit, to the theoretical framework, as shown in Figure 2. In comparison with the UTAUT model, the UTAUT2 model considered individual perspectives in technology adoption and is more explanatory because it reduces the adjustment variables to age, gender and experience. The explanatory power of behavior intention in the UTAUT2 model increased from 56% to 74%. The explanatory power of the use of technology also increased from 40% to 52%.

Figure 2. UTAUT2 model



Source : Venkatesh *et al.*, 2012,

Since the UTAUT model was initially discussed from the viewpoint of the users of enterprise systems, Venkatesh *et al.* (2012) believed that it could be widely used with different technologies. Therefore, besides adding new variables, the UTAUT2 model also introduces some changes in the relationship between the original variables, for example: facilitating conditions not only affect use behavior, but also affect behavioral intention. The UTAUT2 model also slightly revised the definitions of performance expectancy, effort expectancy, social influence and facilitating conditions. As for the adjustment variables, voluntariness of use is no longer discussed in this model.

Based on the UTAUT2 model, many scholars have conducted evaluations and related studies to verify use behavior and intention, and all of these investigations have good explanatory power (Ramírez-Correa, Rondán-Cataluña, Arenas-Gaitán, & Martín-Velicia, 2019; Herrero, Martín, & Salmons, 2017; Alalwan, 2020, Tamilmani, Rana, Prakasam, & Dwivedi, 2019). It is believed that the use of the UTAUT2 model for exploring individual adoption behavior is closer to the user's current environment. Therefore, the study analyzed the UTAUT2 model as the basic framework for exploring use behavior and the factors associated with using LINE TODAY. "Hedonic motivation" and "price value" will not be included in this study because LINE TODAY is a free mobile news platform with no cost considerations and lacks hedonic motivation. Hypotheses of the study are developed to explore the relationships between variables, based on the conceptual framework.

The effect of performance expectancy, effort expectancy, social influence, facilitating conditions and habit on behavioral intention

Recent studies into mobile social network games (Baabdullah, 2018), computer supported collaborative classrooms (Ali, Nair, & Hussain, 2016), and video streaming platforms (Weng & Huang, 2017) have found that performance expectancy, effort expectancy, social influence and facilitating conditions have positive impacts on the behavioral intention to use new technologies. Habits also affect the behavioral intention to use new technologies (Ramírez-Correa et al., 2019). The study concludes that the greater the user's performance expectancy, effort expectancy, and facilitating conditions for using LINE TODAY, the greater their intention to use it will be. The opinions of others and habit also affect the intention to use LINE TODAY. The hypotheses were as follows:

H1: Performance expectancy positively affects behavioral intention to use LINE TODAY.

H2: Effort expectancy positively affects behavioral intention to use LINE TODAY.

H3: Social influence positively affects behavioral intention to use LINE TODAY.

H4: Facilitating conditions positively affect behavioral intention to use LINE TODAY.

H5: Habit positively affects behavioral intention to use LINE TODAY.

The effect of behavioral intention, facilitating conditions and habit on use behavior

Venkatesh et al. (2012) found that both behavioral intentions and facilitating conditions have direct impacts on the use behavior with regard to technology. Based on the technology environment of users, after incorporating the habit variable into the UTAUT2 model they found that habit affects use behavior when new technologies are being adopted. Meanwhile, related studies into online mobile games and video streaming platforms also support the correlation (Ramírez-Correa et al., 2019; Weng & Huang, 2017). Based on the above, this study infers that the greater the behavioral intention, facilitating conditions and habit of using LINE TODAY, the greater the use behavior of using LINE TODAY. The hypotheses are as follows:

H6: Behavioral intention positively affects use behavior with regard to using LINE TODAY.

H7: Facilitating conditions positively affect use behavior with regard to using LINE TODAY.

H8: Habit positively affects use behavior with regard to using LINE TODAY.

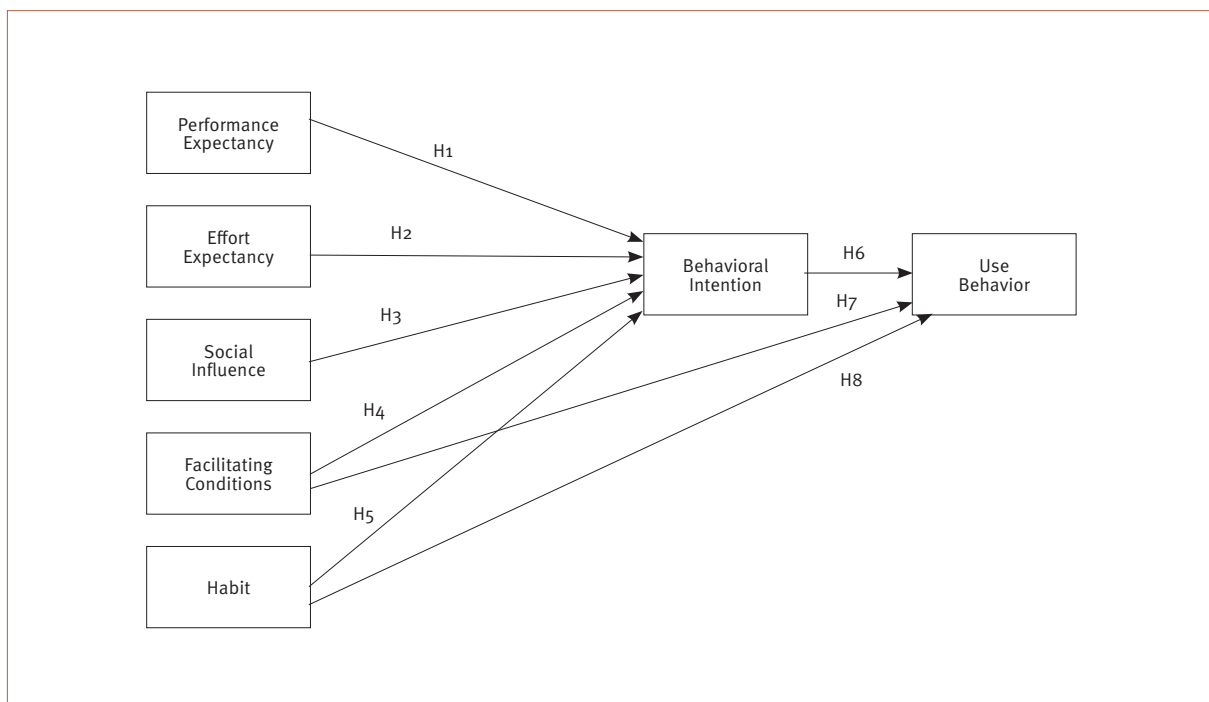
RESEARCH METHOD

Based on the above research motivations and purposes, this study established the research model and hypotheses and the operational definitions by studying and discussing relevant literature. Considering time, economy and resource constraints and other factors related to data collection, the study adopted a non-random and convenient sampling method, so the sources of the respondents are not excessively concentrated in a particular group, but spread among users on different levels. A face-to-face and online questionnaire (www.surveycake.com) were simultaneously distributed to the respondents who were asked to complete the questionnaire by scanning the QR code.

Research model and operational definition

The study constructed a research framework (as shown in Figure 3) based on the UTAUT2 model that explains the use behavior of LINE TODAY. In this study, the definition of performance expectancy refers to the extent to which users believe that LINE TODAY can make their news viewing experience more efficient or rewarding. Effort expectancy refers to the user's perception of the simplicity of operating LINE TODAY. Social influence refers to the extent to which users feel the influence of their relatives and friends on their use of LINE TODAY. Facilitating conditions refer to the process by which users believe that the available software and hardware technologies and equipment resources can support individuals who use LINE TODAY. Habit is defined as the extent to which users use LINE TODAY, and is affected by former operating experiences and habits. Behavioral intention refers to specific actions or future behavioral orientations taken by users after using LINE TODAY. Use behavior refers to the time and frequency with which the user actually uses LINE TODAY.

Figure 3. Research model of the study



Measurement

The study uses the questionnaire survey method to collect data and expert opinions were sought with regard to amending the questionnaire. The questionnaire structure of the study is divided into three parts. At the beginning of the questionnaire, the respondents were asked if they had ever used LINE TODAY. If so, they continued to fill in the questionnaire. If not, they stopped answering. Finally, the first and third parts of the questionnaire were measured on the nominal scale, while the second part of the questionnaire adopted a 5-point Likert scale to measure the degree of consent of the respondent.

The questions were compiled into a scale containing 27 measurement questions, where 1 is “Strongly disagree” and 5 is “Strongly agree”. The results of this study questionnaire were statistically processed and analyzed in order to perform basic data analysis using PASW ® Statistics software. Due to the small sample characteristics of this study, Partial Least Squares (PLS), using SmartPLS 3.0 for structural equation modelling (SEM), was used to assess the measurement model and structure model of this study.

Sample and data collection

A revised the questionnaire based on the results of the pilot-test. In the test, 60 samples were collected and of these, 6 were invalid and 54 were valid, with a collection rate of 90%. Results of the pilot-test showed that the reliability coefficient was over 0.8 for all variables and considered acceptable (Nunnally, 1978). A total of 230 formal questionnaires were collected, excluding 31 of which were incomplete or the respondents had never used LINE TODAY. The number of valid questionnaires (199 out of 230) received gave a return rate of 86.5%, which reached the criteria suggested by Harris (1985). According to Chin (1998), PLS can fit small sample data, the minimum requirement being 30-100 samples. In addition, the study uses bootstrapping repeated sampling to test whether the path coefficients reach a significant level. Typically, 500 bootstrap samples may be sufficient to obtain stable estimates. In this study, the bootstrap resampling method was used to generate 1000 bootstrap samples in order to improve computational powers for parameter estimation and inference when the sampling was restricted by the small size of the original sample. Therefore, the number of samples in this study is in compliance with the PLS sample requirement threshold and is suitable for structural model analysis.

Results of data analysis

Descriptive statistics analysis was first used to summarize the basic features of the sample data. Data analysis was then used to confirm the suitability of the items of the scale, which is also the basis for measuring overall reliability and validity. Factor analysis is used to test the construct validity of a questionnaire. Since the observed variables and the latent constructs of the research model were based on the UTAUT2 model, confirmatory factor analysis was used to verify the correlation between analysis factors and variables in order to obtain the composite reliability (CR), average variance extracted (AVE) and correlation coefficients between the constructs to achieve convergent and discriminant validity. To assess measurement reliability, item-scale correlations were used to examine the construct validity of the items, with a loading greater than 0.5 and Cronbach’s alpha values greater than 0.7. CR is also considered for internal consistency assessment in construct reliability because it preserves the standardized loadings of the observed variables. Discriminant validity was employed by comparing the AVE of the construct pairs to the squared correlation between them. The structural model was employed by estimating the paths between the constructs in the model. The significance of the path coefficients was determined using t-statistics calculated by applying the bootstrap technique.

Descriptive statistics analysis

The proportion of female respondents to the questionnaire was higher than the proportion of male respondents (58.3% of female and 41.7% of male). Most of respondents (53.8%) were aged between 21 and 30, followed by

those aged 20 and below (44.7%). The study further investigated the education, occupation, and monthly average income. Respondents who were college graduates represented 87.9% of the sample, followed by those with a postgraduate qualification or higher at 11.1%. The average monthly income of 83.9% of the respondents is less than NT\$20,000, while 10.1% have an income of between NT\$20,001 and 30,000 (NT=New Taiwan dollar). In occupation terms, 83.4% were students, followed by those working in the information industry, accounting for 4.5%. With regard to use behavior, the results show that 73.9% of respondents use LINE TODAY every day for less than 30 minutes, while 24.6% respondents use LINE TODAY less than one day a week. As for the channels used, 89.2% of respondents watch LINE TODAY on their mobile device.

Validity and reliability test

Confirmatory factor analysis was performed using the Partial Least Squares (PLS) of SmartPLS 3.0. The statistical results are shown in Table 1. For evaluating the reliability and validity of the observed variables, the loadings of all items in the scale were employed to test construct validity with the correlations of items in the scale ranged between 0.764 and 0.919, while the AVE values of the constructs were between 0.658 and 0.802. With respect to the criteria, convergent validity demonstrated that the loadings of the observed variables were greater than 0.7, and the AVE values for each construct were greater than the standard 0.5. The t-test of the estimated value of each item reached a significant level ($p < 0.001$), which is believed to be very acceptable. As shown in Table 1, the composite reliability (CR) values of the constructs ranged from 0.885 to 0.948, which is above the 0.7 recommended by the threshold, indicating that the constructs of this study have internal consistency. Cronbach's alpha values were greater than 0.8, indicating that the measurement model had acceptable reliability, as suggested by Hair, Anderson, Tatham, & Black (1998).

Table 1. Construct reliability and validity

Constructs	Items	Loadings	T-Statistics	α	CR	AVE
Performance Expectancy (PE)	PE1	0.888	64.494	0.909	0.932	0.734
	PE2	0.856	45.468			
	PE3	0.841	33.173			
	PE4	0.852	39.465			
	PE5	0.845	34.532			
Effort Expectancy (EE)	EE1	0.844	37.869	0.899	0.925	0.712
	EE2	0.849	32.730			
	EE3	0.824	27.028			
	EE4	0.867	34.429			
	EE5	0.834	33.207			
Social Influence (SI)	SI1	0.894	49.772	0.918	0.942	0.802
	SI2	0.901	74.636			
	SI3	0.869	37.599			
	SI4	0.919	70.480			

Continue

Table 1. Construct reliability and validity

Concludes

Constructs	Items	Loadings	T-Statistics	α	CR	AVE
Facilitating Conditions (FC)	FC1	0.791	21.255	0.827	0.885	0.658
	FC2	0.764	21.457			
	FC3	0.846	40.479			
	FC4	0.841	38.749			
Habit (HA)	HA1	0.912	61.920	0.931	0.948	0.784
	HA2	0.897	44.411			
	HA3	0.860	37.619			
	HA4	0.897	53.833			
	HA5	0.859	28.030			
Behavioural Intention (BI)	BI1	0.898	61.000	0.905	0.932	0.779
	BI2	0.870	49.133			
	BI3	0.882	45.827			
	BI4	0.879	54.284			
User Behaviour (UB)	UB1	0.769	25.563	0.816	0.842	0.728
	UB2	0.922	57.975			

To test discriminant validity, the square root of AVE of the individual constructs was used as the criterion for judgment. From the matrix of correlation coefficients between the constructs in Table 2, the correlation coefficient of each construct in this study ranged between 0.612 and 0.838, and the square root of the AVE value of each construct was greater than the correlation between any two constructs, showing that the questionnaire designed for use in this study had sufficient discriminant validity.

Table 2. Discriminant validity

	PE	EE	SI	FC	HA	BI	UB
Performance Expectancy (PE)	0.857						
Effort Expectancy (EE)	0.730	0.844					
Social Influence (SI)	0.612	0.619	0.896				
Facilitating Conditions (FC)	0.711	0.670	0.629	0.811			
Habit (HA)	0.748	0.698	0.624	0.739	0.885		
Behavioural Intention (BI)	0.801	0.776	0.714	0.838	0.799	0.882	
User Behaviour (UB)	0.766	0.771	0.735	0.796	0.816	0.832	0.849

The cross-loading of all observed variables was also more than the inter-correlations of all other observed variables for each construct, as shown in Table 3. Thus, these findings confirm the cross-loading assessment criteria and provide acceptable validation for the discriminant validity of the measurement model. As a result, the proposed conceptual model supported the fact that the measurement model provided validation for discriminant validity and acceptable convergent validity with confirmation of adequate reliability.

Table 3. The cross-loading of all observed variables

	PE	EE	SI	FC	HA	BI	UB
PE1	0.872	0.608	0.564	0.575	0.660	0.687	0.636
PE2	0.864	0.619	0.521	0.594	0.624	0.712	0.661
PE3	0.877	0.694	0.575	0.674	0.698	0.734	0.546
PE4	0.874	0.647	0.497	0.641	0.656	0.687	0.561
PE5	0.876	0.612	0.511	0.617	0.624	0.673	0.618
EE1	0.657	0.827	0.549	0.565	0.615	0.653	0.588
EE2	0.563	0.820	0.446	0.518	0.530	0.633	0.662
EE3	0.584	0.841	0.559	0.550	0.593	0.640	0.585
EE4	0.578	0.855	0.509	0.581	0.581	0.662	0.584
EE5	0.678	0.853	0.531	0.596	0.606	0.670	0.636
SI1	0.507	0.494	0.842	0.571	0.483	0.598	0.557
SI2	0.535	0.568	0.873	0.538	0.552	0.645	0.620
SI3	0.542	0.496	0.867	0.538	0.534	0.615	0.543
SI4	0.539	0.585	0.886	0.536	0.593	0.617	0.518
FC1	0.567	0.520	0.512	0.796	0.591	0.731	0.651
FC2	0.607	0.541	0.517	0.843	0.651	0.687	0.719
FC3	0.590	0.568	0.548	0.816	0.593	0.690	0.632
FC4	0.601	0.600	0.513	0.871	0.621	0.677	0.676
HA1	0.684	0.659	0.610	0.693	0.905	0.793	0.657
HA2	0.693	0.617	0.536	0.677	0.941	0.726	0.667
HA3	0.664	0.620	0.559	0.655	0.879	0.686	0.613
HA4	0.690	0.651	0.582	0.675	0.911	0.717	0.678
HA5	0.680	0.634	0.556	0.667	0.926	0.716	0.691
BI1	0.668	0.678	0.576	0.709	0.646	0.850	0.667
BI2	0.671	0.629	0.580	0.710	0.702	0.834	0.721
BI3	0.681	0.655	0.627	0.733	0.671	0.853	0.679
BI4	0.694	0.667	0.636	0.688	0.689	0.851	0.654
UB1	0.521	0.533	0.487	0.683	0.586	0.647	0.779
UB2	0.643	0.639	0.548	0.702	0.625	0.709	0.896

Structural Model and hypothesis test

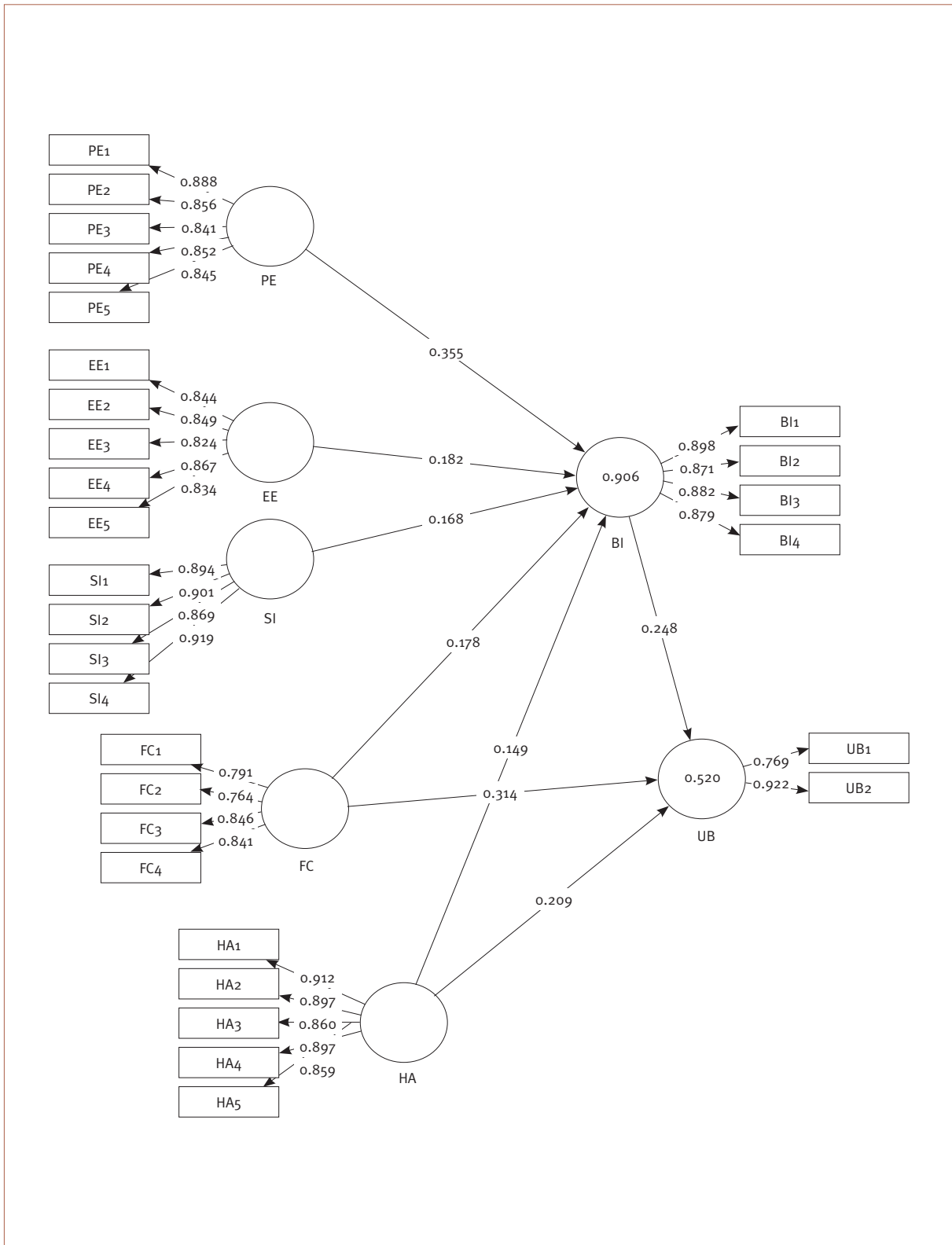
This study used PLS to test whether the value of the standardized path coefficients (β) between the various constructs was statistically significant. The coefficient of determination R^2 was used to measure the explanatory power of the structural model. Since PLS is distribution-free and does not provide the overall compatibility model, in order to test the significance of the estimated path, bootstrap resampling of 1000 and the t-test were used to explain the relationship between variables as a hypothesis test and causal analysis. The path coefficients Beta (β) of the structural equation model, the coefficient of determination R^2 values and the t-statistic value are shown in Figure 4 and Table 4. As predicted, the path coefficients (β) in the hypothesized model and the corresponding t-values in Table 4 indicated that performance expectancy ($\beta = 0.355$, $f^2 = 0.376$, $T = 6.064$, $p = 0.000$), effort expectancy ($\beta = 0.182$, $f^2 = 0.248$, $T = 3.665$, $p = 0.000$), social influence ($\beta = 0.167$, $f^2 = 0.267$, $T = 3.513$, $p = 0.000$), facilitating conditions ($\beta = 0.176$, $f^2 = 0.282$, $T = 4.066$, $p = 0.000$), and habit ($\beta = 0.318$, $f^2 = 0.245$, $T = 3.492$, $p = 0.001$) positively affect behavioral intention to use LINE TODAY. The results confirmed that H1, H2, H3, H4, and H5 were supported. Behavioral intention positively affects use behavior to use LINE TODAY ($\beta = 0.152$, $f^2 = 0.197$, $T = 4.453$, $p = 0.000$), showing that H6 was supported. Facilitating conditions positively affect use behavior of using LINE TODAY ($\beta = 0.212$, $f^2 = 0.182$, $T = 2.694$, $p = 0.007$), confirming hypothesis H7. Habit positively affects use behavior of using LINE TODAY ($\beta = 0.242$, $f^2 = 0.090$, $T = 2.364$, $p = 0.018$). Thus, hypothesis H8 was supported.

Table 4. Path coefficient β value, Cohen's f^2 , and T-statistics.

	Hypothesized Path	β	f^2	T-Statistics	P Value
H1	PEBI	0.355	0.376	6.064	0.000
H2	EEBI	0.182	0.248	3.665	0.000
H3	SIBI	0.167	0.267	3.513	0.000
H4	FCBI	0.176	0.282	4.066	0.000
H5	HABI	0.318	0.245	3.492	0.001
H6	BIUB	0.152	0.197	4.453	0.000
H7	FCUB	0.212	0.182	2.694	0.007
H8	HAUB	0.242	0.090	2.364	0.018

Figure 4 illustrated the path coefficients (β) and R^2 values of the model. The estimated coefficient of determination R^2 significantly explained the structural model, with performance expectancy, effort expectancy, social influence, facilitating conditions, and habit accounting for 90.6% of the variance in behavioral intention and 52% of the variance in use behavior. Based on the results, R^2 values were considered substantial and the analysis findings indicated five identified factors appearing as significant predictors of behavioral intention and use behavior in the model. The study also uses Stone-Geisser's Q^2 to evaluate the predictive relevance of the model. The Q^2 in the study model is 0.698 and 0.348, and as Chin (1998) suggested, a Q^2 value greater than zero means that the model has predictive ability.

Figure 4. The structural equation model



In accordance with the PLS analysis of the measurement models and structural model, as expected both models gave statistically significant results and all of the hypotheses were accepted. Although the β value is not high, all of them are significant and the R^2 explanatory power is as high as 52% and 90.6%, so the distribution of β value is statistically significant. It can be seen from Table 4 that the size of β indicates the degree of influence of the independent variable on the dependent variable, and its impact is greatest on performance expectancy, followed by habit, and so on. The results of this study confirmed the identified factors affecting behavioral intention and can support the explanatory power for user behavior to use new technologies.

CONCLUSION

This study focuses on the user's point of view and uses the UTAUT2 model as a theoretical basis for exploring the use behavior of LINE TODAY. Based on the empirical results, all factors have a positive impact on behavioral intentions. When the user believes that LINE TODAY can satisfy their purpose of watching the news, it will increase their intention to use the platform. According to the results, it is recommended that if users think that LINE TODAY is practical and helpful to their lives, this will increase their willingness to use it. When users think that LINE TODAY's user interface is easy to operate and without too much effort, they will be more willing to use it.

However, when the user uses LINE TODAY, they will use it because of the opinions of important other people. This result is consistent with past research (Venkatesh et al., 2003; Venkatesh et al., 2012). The more users feel that their relatives and friends influence their use of LINE TODAY, the more their intention to use it will increase. In addition, when users think that the relevant software and hardware technologies and equipment resources currently available can support the degree of personal use of LINE TODAY, and the more users feel a degree of environmental support when using the platform, the more they use it.

Venkatesh et al. (2012) believe that habit is the tendency to use technology automatically. It has been pointed out by past studies that habit is a previous act and a key idea that drives repetitive behavior. When users use LINE TODAY as the platform of choice for watching news, it will increase their intention to use it. In the past, the literature on the UTAUT and UTAUT2 models also pointed out that behavioral intention has a significant impact on the actual use of technology, regardless of the technology being used in the organizational or consumer environment (Venkatesh et al., 2012; Venkatesh et al., 2003). However, although the facilitating conditions of this study have positive effects on use behavior, some of the results did not have a significantly positive impact, which is consistent with the result of Weng and Huang (2017) on the use behavior of LINE TV. It is inferred that having sufficient resources and knowledge to use LINE TODAY, although it may increase the willingness to use it, it may not increase actual use time and frequency, which may be related to the fact that the user still has other choices.

Contribution of the study

The study is mainly aimed at research into the behavioral intention and use behavior of LINE TODAY users on the mobile news platform. At present, there is little research into LINE TODAY. Therefore, the study uses the UTAUT2 model to analyze the factors affecting users' behavioral intentions and their use behaviors of LINE TODAY. Although the UTAUT2 model has been empirically proven to be a scientifically accepted model with a

relatively well-structured, well-discussed, and suitable for consumer behavior research, because it has been proposed for only a few years, research using this model is not as extensive as that using TAM. The specific contributions of this research are as follows: (1) It confirms that the UTAUT2 model can be used for checking behavior intentions and use behavior of LINE TODAY users, and it has good model explanatory power; (2) Studies have shown that performance expectancy, effort expectancy, social influence, facilitating conditions, and habit have a positive impact on behavioral intention, while behavioral intention and habit have a positive impact on use behavior (The results of this study are available for future researchers wishing to engage in relevant research.); (3) The study found that LINE TODAY users are mostly young people aged between 21 and 30, who are mainly college students. LINE TODAY has a large number of users in the LINE community. From the above results, it can be seen that compared to other news-only platforms, LINE TODAY not only provides news, but also provides multiple services to make it more developmental. In addition, young people are more receptive to using LINE TODAY to gain new knowledge.

Practical implications of the study

Based on the research process and results, the study suggests management and practice implications for managers in the practical area of strategy. In terms of the services provided by LINE TODAY, the performance expectancy results confirm that the platform allows users to achieve their purpose of watching the news. The study results also suggest that LINE TODAY is helpful and efficient in life, enabling people to access the latest information and knowledge instantly. Furthermore, relatively young people accept the new IT platform more readily. As far as effort expectancy is concerned, managers can enhance the design and operation of the platform interface to make it easier for users to get started. At the level of social influence impact, since LINE TODAY is still a content platform, there is less involvement in the online interaction of users when they watch news. At present, they can only post their own comments under the news content, and display them on the screen they are watching. In the future, they can use LINE TODAY's own push to advantage in the LINE chat room, live events or online chat windows to increase user interaction. Enhancing users' behavioral intentions by way of diverse and concise content is also why mobile news platform managers cannot ignore the social influence factor. Therefore, it is hoped that managers can continue to enhance existing advantages, integrate different platforms, and eliminate their shortcomings to increase users' intention to use.

LINE TODAY's mobile news platform can also introduce differentiated services for different user groups, launch content that may be of interest, introduce preferences based on the characteristics of different ethnic groups, or provide more service levels to serve different types of users. It can also try to personalize the service with different time and readings. On the other hand, it should be able to combine related services other than news, such as food recommendations, shopping recommendations, news about related products or information, combined with the suitability of mobile devices, more accurate marketing that goes deeper into the user's life. For example, for social entertainment, it can provide more news content, such as entertainment, travel, fashion and horoscopes, use community sharing to satisfy the characteristics of its willingness to share, and then enhance use intentions. Entertainment novelties can be combined with the existing LINE platform to develop other new-style functions, such as live competitions, basketball games combined with online news, in order to stimulate the curiosity of this group and enhance their use intentions. In addition, it can also increase audio and video content, especially news, entertainment, and lifestyle, and enhance live content, including concerts, awards ceremonies and sports events.

Limitations and future directions

Although the establishment of the research framework, the design of the questionnaire, and the data collection and analysis are rigorous and objective, the research process is inevitably limited by time, manpower and resources. The following, therefore, are research restrictions and future research recommendations for researchers. Under time and funding constraints, the use of convenient sampling methods, using the face-to-face questionnaire combined with online questionnaires for data collection, and convenient sampling, are referred to the issue of sample representative in this study. From the collected samples, the age group is between 21-30 years old, and most are students, so the discussion about overall nature of users is limited. In the future, relevant research can be extended to include the whole of Taiwan, thus increasing the number of samples in order to expand the research results and make them more externally valid. Since the sample is not large in this study, but there are five independent variables that may result in a lower β value, it is recommended that the sample size be increased in the future to improve the predictive value of β . However, the sample characteristics of this study are consistent with the characteristics of the main ethnic groups in Taiwan, which are mostly young people, so the research findings are still valuable. Quantitative analysis of this study is only based on the data collected by the target group and the analysis on the assumption that the research object has an understanding of a certain situation so it does not provide a qualitative study for an in-depth understanding of the thoughts of the subjects.

Currently, LINE TODAY platform provides the instant hot list and shares news content in time by analyzing the historical records of user browsing information. Therefore, it is recommended that LINE TODAY can provide cross-domain related services for topics of interest such as news of returning trains during the Spring Festival by analyzing user needs. This can be done by attaching a booking link or providing travel news, and attaching relevant information (accommodation, air fares, etc.). Under the existing resources, it is recommended to enhance the richness of news content presentation in the LINE TODAY news platform function.. It can analyze the types of news that people browse, provide relevant news recommendations and push relevant information. It can also provide relevant and in-depth information to the public about the content of the news, in order to increase people's involvement of the news or enhance their connection with life.

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AUTHORS' CONTRIBUTION

The conceptualization and theoretical-methodological approach were coordinated by Lisa Y. Chen. The theoretical review was conducted by Lisa Y. Chen and Yi-Jhen Chen. Data collection was performed by Yi-Jhen Chen. Data analysis, writing and final review were performed by Lisa Y. Chen.

BOOK REVIEW

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RETHINKING CITIES IN ORGANIZATIONAL STUDIES: A MULTIDISCIPLINARY APPROACH

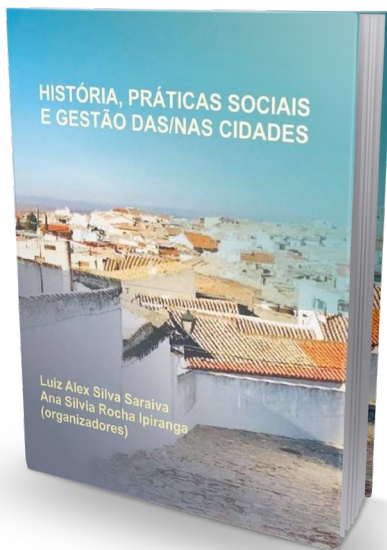
HISTÓRIA, PRÁTICAS SOCIAIS E GESTÃO DAS/NAS CIDADES

Luiz Alex Silva Saraiva & Ana Sílvia Rocha Ipiranga (Eds.). Ituiubata, MG: Barlavento, 2020. 379 p.

Cities are a rich field for Organizational Studies (OS). We can analyze them both as a site as well as an object of research. According to Knox (2010), cities had received little attention in organizational terms in Administration, but were widely analyzed in geographic, sociological, anthropological, urban, and economic studies. This scenario has been changing, however, especially in Brazilian OS, as cities are being understood from multidisciplinary perspectives such as: complex organizations formed by different webs that connect us in a pluralistic and multidimensional way (Fischer, 1997); individual, cultural and identity processes inserted in space-time (Mac-Allister, 2004); territoriality (Bretas & Saraiva, 2013); organized social life (Saraiva & Carrieri, 2012); aesthetic cultural practices of the urban space (Ipiranga, 2016); and even organizational processes arising from different social and organizing practices (Franco & Oliveira, 2017). The city is no longer just a place for existing and coexisting, but is also a complex contemporary organization made up of diverse agents and practices that produce signs, symbols, meanings and stories, as Ipiranga (2010) points out.

This book by Saraiva and Ipiranga expands on this emerging range of studies, and acts as a guide to the possibilities that exist for carrying out scientific research of/in cities, especially qualitative research. This book, which is multidisciplinary like the cities it deals with, is organized in three parts, in addition to its preface and introduction. The first part focuses on the historicity of cities and the stories that are lived in them, and draws on Walter Benjamin's concepts of history in OS (Chapter 1); the multidisciplinary nature of cities and literature (Chapter 2); and how urbanization has changed the living and subsistence practices of a *quilombola* [former slave] community (Chapter 3).

The second part of the book draws attention to the social practices we employ in our everyday lives, such as how the concept of the global city changes organizations, like fancy restaurants (Chapter 4); how the Brazilian Football Museum represents the city of Belo Horizonte (Chapter 5); how utilitarian cycling happens in Fortaleza (Chapter 6); and the appropriation of public space by a private company in Maringá (Chapter 7). The third part of the book examines city management. It points out that cities are not only organized by human beings and artifacts, but also by non-human animals (Chapter 8); and it looks at how insurgent movements dialogue with public management (Chapter 9).



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The compilation of articles in this book highlights a point already debated by [Figueiredo and Cavedon \(2012\)](#): cities are subject to physical, material, and symbolic appropriations, and so create their own organizational space. That space, as the authors remind us, is the result of several political, social, and economic dynamics, which we find in [Maricato's \(2017\)](#) complex analysis of city development and urban policies in Brazil in recent years. These understandings of the city permeate the work of Saraiva and Ipiranga, although perhaps not so explicitly, but just as we do in cities, we need – and it is recommended to ‘amble’ through these texts and create our own ‘paths’.

The articles in this book expand the way we look at the inhabitants and practitioners of urban spaces. In this sense, then, progress has been made in terms of Brazilian urban-themed OS that encompass practices and citizens that are rarely studied in Administration, such as: homeless people ([Costa & Oliveira, 2019](#); [Honorato & Saraiva, 2016](#)); spatial disruption in an art exhibition ([Bezerra, Lopes, Silva, & Ipiranga, 2019](#)); the graffiti found in cities ([Viegas & Saraiva, 2015](#)); waste pickers ([Rodrigues & Ichikawa, 2015](#)); and others. It is important to carry out studies relating to urban spaces, studying who lives in them, what the everyday lives of people in these spaces are like, how the city constitutes the lives of these subjects, and so many other social dynamics.

Cities are not just places of residence, but also a space that is lived and practiced by human and non-human subjects in a flow of constant transformation ([De Certeau, 2008](#); [Coimbra & Saraiva, 2013](#)). Readers will perceive how different social, organizational, and management practices constitute the city, both historically and every day. The urban space is constructed not only from our experiences, but also from our memories and feelings. As the book warns us, however, we must bear in mind the political forces in this organizational space that end up constituting, shaping, reinforcing, or even preventing our ways of practicing the city, as reminded by De Certeau's (2008) warnings about the Concept-city and its architectural function and functionalistic aspects.

Although not the focus of this particular book, future studies could work on those aspects of the Concept-city that focus on city management, such as urban marketing, which is an urban management tool that helps reinforce the Concept-city and transform cities into goods ([Duarte & Czajkowski, 2007](#); [Sánchez, 2001](#)), making room for urban entrepreneurship, as [Terci \(2018\)](#) points out. Although political forces permeate the works presented in this book, they are not necessarily closely observed, being intrinsic to the social practices that constitute

cities. It would also be interesting to bring the other side of cities into the discussion of Organization Studies; those that are managed and controlled by public and private agents, and to examine how these powers deal with the different historical, cultural, and social practices of their inhabitants.

While this book does not exhaust the theme or discussion about cities within Organizational Studies, it is a well-articulated compilation of different themed texts that remind us that the city is a “mega-organization” ([Fischer, 1996](#)); within it we find several forms, ways and organizational processes that make other organizations happen. Cities are an example of everyday organizational coexistence, which enables us to (re)consider our views about them, their subjects, and the ways of doing research in this organizational space.

The book is available for downloading free at: <https://asebabaoloriginbin.files.wordpress.com/2020/09/historias-praticas-sociais-e-gestao.pdf>.

Enjoy your read; we hope it gives you cause for reflection!

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AUTHORS' CONTRIBUTION

Valdir Costa Junior worked on the conceptualization and theoretical-methodological approach. The theoretical review was conducted by Valdir Costa Junior. Data collection was coordinated by Valdir Costa Junior. Data analysis included Valdir Costa Junior. All authors worked together in the writing and final revision of the manuscript.

BOOK REVIEW

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THE CITY EXISTS AND RESISTS: EXPANDING ORGANIZATIONAL DYNAMICS

CIDADES E ESTUDOS ORGANIZACIONAIS: UM DEBATE NECESSÁRIO

Luiz Alex Silva Saraiva e Alessandro Gomes Enoque (Orgs.). Ituiutaba/MG, Brasil: Barlavento, 2019. 433 p.

The approach to cities in management studies has gone in new directions since the publication of various seminal works in Brazil (Fischer, 1996, 1997; Mac-Allister, 2004) aimed at incorporating social, political, economic, and cultural issues into the realm of management studies that take into account a symbolic, critical and context-sensitive perspective. Bearing in mind the need for more discussions on the interdisciplinarity that can link the topic of cities with perspectives taken from administrative sciences, *Cities and Organizational Studies: a necessary debate* summarizes academic production and looks at the effort to expand this debate in *academia*. In view of the urgent need to understand the urban space and the production of the city through different lenses, including Organizational Studies, this work considers the city as an organization with its different organizational processes that are associated with practical knowledge and a reflective management view.

The book, which is available in an electronic format that can be downloaded for free, comprises nine chapters in article format, and deals with the concerns of different researchers to problematize the city in a way that goes far beyond notions of space and geographical frontiers, thus expanding the concept of organization. The book was compiled by Professors Luiz Alex Silva Saraiva (UFMG) and Alessandro Gomes Enoque (UFU), who highlight the interdisciplinary approaches of Organization Studies in their works, especially in those involving the study of cities. The work unveils the authors' discussions that articulate different approaches, ranging from urban space practices to socio-urban dynamics, power relations, dispute issues, resistance groups, sociability and urban planning.

"Cities in Organizational Studies as resistance and socio-spatial reaction", which is the subheading of the preface, is an invitation by Ana Paula Baltazar, associate professor at UFMG's School of Architecture and Design, to the reader to reflect on the extinction of the Ministry of Cities in 2019, and the consequent dismantling of socio-spatial public policies. This preface is the gateway that introduces the reader to the book's contents and places the subject matter in context. The various texts are a response to the clamor for the necessary debate between cities and Organizational Studies from a viewpoint that involves active subjects, culture, differences, multi-territoriality, popular participation, symbolism, local entrepreneurship and the organization of collective spaces, all of which form a research agenda in different areas of knowledge, among which is Organizational Studies.



Por

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The subject of the proposed “necessary debate” is taken up immediately in the first chapter, in which the author constructs a dialogue that systematizes the literature on city studies that goes beyond its conventional form, such as geography and urbanism, for example. The author approaches interdisciplinary areas of knowledge, including Urban Anthropology, Urban Sociology, the Arts and Social Psychology to build a discussion about the field of Administration, and especially about Organizational Studies. The author demonstrates that this relationship is a “continuous construction”, and explains how each of these areas of knowledge can approach management in cities by understanding the urban dynamics that give cities a specific approach to the intricacies of knowledge, such as: i) disputes over spaces; ii) places for experiences and sociability; and iii) social inequalities and diverse segregations. This chapter, therefore, opens the way for other authors to explore the concerns raised in this work.

The other chapters fulfil what was promised in the introduction to the work. In addition to the chapter that discusses the relationship between organization, city and organicity as a method of urban representation, the work also addresses strained power relations and the concept of *favelas* as an organization/disorganization of the social space, when it deals with: i) the way in which a social group can territorialize the city; ii) the approach to social groups as relevant actors in the construction of urban planning; and iii) reflection on the fact that struggles occur in different ways that go beyond the notion of organization. These different issues support the discussion about the urban dynamics of transformations in cities, which are anchored in concepts of space, place, identity, de-territorialization and re-territorialization. The subsequent chapters set out to highlight the development of a plot based on critical thinking that questions the growth of the city as a way of only serving private economic sectors. It also sheds light on the reorganization and reproduction of the urban space and the interests inherent to it. The work ends with discussions related to the dynamics of reconversion in the economic functions of cities through local entrepreneurship, and with regard to cultural production and consumption and their contradictory relationships that reinforce class domination. At last, the role of urban planning in Organizational Studies is being discussed in the light of the works by Henri Lefebvre, *The Right to the City*, *The Urban Revolution* and *The Production of Space*.

The authors of the work, as the protagonists of the discussions, deal with different Brazilian cities and reflect on their problems. For example, two *favelas* with UPPs (Pacifying Police Units) in Rio

de Janeiro (RJ) are analyzed for discussing fields of power and their organization processes from a Bourdieusian perspective (Czarniawska, 2014). Belo Horizonte (MG) is the stage for reflecting on the transformations that occur in the management of the *Novo Mercado*, and bringing to the fore the construction of identities that are inherent to urban spaces. The Santa Felicidade neighborhood in Maringá (PR) offers material for problematizing the formation of a “city without slums”, which is based on the city’s “Municipal ‘De-favelization’ Program”. This program is aimed at establishing “cleanliness in urban order”, thereby criticizing the neoliberal process of capitalist development. The context of this work makes the reader reflect critically on other Brazilian cities that have emerged under the sign of modernity and desired “progress” in their search for a planned urban aesthetic which, as a consequence, excludes inhabitants who do not fit in this context of “touching up” the city. Tiradentes (MG) and Paraty (RJ) are used as examples for discussing local entrepreneurship and the conversion processes of economic functions in cities that are inspired by Bourdieu’s “Theory of Practical Action”, based on the concepts of *habitus*, capital and countryside. Another interesting study in the work addresses the cultural formation of Cataguases (MG) from a historical perspective, based on a reflection on time and the construction of urban memory spaces for understanding how the production of cultural goods, for example, can widen the cracks in the city, resulting in “privileged circles of culture”.

Because of these relevant issues, and over and above the major protagonist of this work, which is the city and its elements in Organizational Studies, at several moments the text draws our attention to a transversal topic, which aims to understand the city from the perspective of the relationship between the center and its periphery, considering not just a dichotomous and antagonistic view between the parties, but presenting other forms of understanding, in which this opposition does not turn into something that justifies abandonment by the state, and increasingly accentuates the differences that exist. Interestingly, these spaces are not extraneous to the State (Das & Poole, 2004). The work is rich in details regarding the theories and methodology used. It is an effort by the authors to introduce different themes to the Organizational Studies area by way of an interdisciplinary perspective on the urban issues faced by cities and their organization. It demonstrates the concern of the authors, who understand the city to be an object of study that exists and resists and that enables us to understand its social and organizational dynamics, thereby broadening the horizons that make Administration an applied social science.

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All stages of the work were carried out by the author Carlos César de Oliveira Lacerda.