

ŠIAULIAI UNIVERSITY

Jurgita Mikolaitytė

**COLLABORATIVE VALUE CREATION IN
CROSS-SECTOR PARTNERSHIP**

Summary of Doctoral Dissertation
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**BENDRADARBIAVIMU GRĪSTOS
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Table of Contents

LIST OF FIGURES

LIST OF TABLES

LIST OF KEY CONCEPTS

INTRODUCTION

1. THEORETICAL ASSUMPTIONS OF COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP
 - 1.1. Conceptualization of collaborative value creation in cross-sector partnership
 - 1.1.1. Cross-sector partnership definition
 - 1.1.2. Collaborative value concept
 - 1.1.3. Cross-sector partnership in the context of Resource based view
 - 1.2. Cross-sector partnership process conceptualization
 - 1.2.1. Identification of cross-sector partnership process stages
 - 1.2.2. Cross-sector partnership formation and partner selection
 - 1.2.3. Cross-sector partnership implementation
 - 1.3. Cross-sector partnership governance conceptualization
2. RESEARCH METHODOLOGY ON COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP
 - 2.1. Research philosophy
 - 2.2. Research strategy and its justification
 - 2.2.1. Justification of abductive research strategy and systemic combining approach
 - 2.2.2. Justification of case study method based on abductive research strategy
 - 2.2.3. Justification of qualitative study based on case study analysis
 - 2.3. Research design
 - 2.4. Justification of research instruments: guidelines for interview questions (exploratory research)
 - 2.5. Research course and ethics
3. EMPIRICAL RESEARCH RESULTS OF COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP
 - 3.1. Exploratory research results
 - 3.1.1. Cross-sector partnership context
 - 3.1.1.1. Macro and meso factors stimulating NGO and business organization partnership
 - 3.1.1.2. Macro and meso factors restraining NGO and business organization partnership
 - 3.1.2. Cross-sector partnership stages
 - 3.1.2.1. Cross-sector partnership formation process: partner selection strategies and criteria
 - 3.1.2.2. Cross-sector partnership implementation: governance dimension
 - 3.1.2.2.1. Identification of relational and contractual governance mechanisms

- 3.1.2.2.2. Cross-sector partnership institutionalization and governance in business organization
 - 3.1.2.2.3. NGO and business partnership implementation barriers
 - 3.1.3. Collaborative value creation forms and levels in cross-sector partnership
 - 3.1.3.1. Collaborative value creation forms and levels for business organizations
 - 3.1.3.2. Collaborative value creation forms and levels for NGOs
 - 3.1.4. Interpretation and summarization of exploratory research findings on collaborative value creation in cross-sector partnership
 - 3.2. Case study analysis
- CONCLUSIONS, RECOMMENDATIONS AND GUIDELINES FOR FURTHER RESEARCH
- REFERENCES
- APPENDICES

INTRODUCTION

Research relevance. Open market development, capital, product and labour mobility, intensive flow of ideas and information, real-time communication, information dissemination via social networks, ongoing social changes and more active globalization processes motivate business, governmental and non-governmental organizations (referred to as NGO¹) to look for new interaction mechanisms. Furthermore, constantly growing expectations of stakeholders (i.e. government, consumers and investors) also motivate business organizations to be more socially responsible. Over the last decade NGO and business organizations partnerships² became more popular in the world. They help business organizations in development of a more active and more innovative policy on corporate social responsibility. As a new social innovation and a value source, cross-sector partnership ensures the implementation of corporate social responsibility and allows NGO to increase their capacity in social problem solving (Le Ber, Branzei, 2010c). The combination of various organizational competences and resources is the most important factor facilitating solution of massive complex problems, which could not be solved by an individual organization (Austin 2010; Selsky, Parker 2005). Though, the popularity of cross-sector partnerships between NGO and business organizations is constantly growing (Jamali, Keshishian, 2009) and the number of organizations involved in those partnerships is increasing.

Although NGO and business organizations are not typical partners, and partnerships sometimes could be hardly achieved, the outcomes of such partnerships become more and more evident. NGO involvement in cross-sector partnership provides them with the numerous advantages: firstly, they learn important business skills and professionalism (Herlin, 2015, p. 823). NGO in their partnerships with business organizations acquire a trustworthy organization status from the stakeholders' perspective (Wymer, Samu, 2009). From this perspective, one can argue that cross-sector partnership could be considered as means for NGO legitimation improvement. It is assumed, that resources accumulation by different sector organizations allows them to benefit from a synergy effect and allows them to solve social problems, which otherwise could not be solved (Lee, 2011). NGO and business organizations own different

¹ NGOs include associations, charity and donation funds, public institutions (except for state and municipality) and other non-profit organizations.

² NGO and business organizations partnership is one of four cross-sector partnership types (Selsky, Parker, 2005; Seitanidi, 2008; Seitanidi, Crane, 2009). It should be noted that Selsky and Parker (2005, p. 1) define a social partnership term, which describes the partnership of organizations from different sectors addressing social problems, as cross-sector partnership.

resources and skills. Therefore, having common goals in cross-sector partnership they may receive advantages and generate **collaborative value** (Teegen et al., 2004; Porter, Kramer, 2011). Austin, Seitanidi (2012a,b) conceptualizes collaborative value creation as “*the transitory and multidimensional benefits relative to the costs that are generated due to the interaction of the collaborators and that accrue to organizations, individuals and society*”. Thus, cross-sector partnership can generate value to different actors (partners, partnerships, direct beneficiaries and the other stakeholders) and incorporate various levels of analysis, i.e. individual (micro), organizational (meso), beneficiary and society levels (macro).

This dissertation selects collaborative value creation in dyad NGO and business organization partnership as an empirical area in a given research context. Therefore, the conceptual and empirical parts of this dissertation focuses more on the structure of collaborative value creation in cross-sector partnership, providing and empirically justifying a cross-sector partnership context, its formation and implementation subprocesses as well as governance mechanisms.

Research problem and its exploration level. Over the last decade the number of cross-sector partnerships increased in both developed and developing economies (Berger et al., 2006; Seitanidi, Crane, 2009). Usually cross-sector partnership research is associated with inter-organizational relationship area, in which the main interest is to explain collaboration motives and ongoing dynamics of the relationship using the resource dependence, social exchange, legitimation, efficiency and strategic management theories. It explores the factors that influence the interaction of cross-sector partnerships (Huxham, Vagen, 1996; Huxham et al., 2000; Austin, 2000a, b; Googins, Rochlin, 2001; Bryson et al., 2006; Rondinelli, London, 2003; Wadel, 2005; Al-Tabbaa et al., 2014). Bryson et al. (2006), Kolk et al. (2008), Seitanidi (2010) and others identified cross-sector partnerships’ barriers. King (2007), Le Ber and Branzei (2010b), Plowman et al. (2007) explored cross-sector partnerships in a collaborative value creation process. Koschmon et al. (2012) developed a communication theory, which facilitates the achievement of the greater value from the partnership analysis perspective. Researchers also explored how cross-sector partnership generates tangible and intangible outcomes for partner organizations (Austin, Seitanidi, 2012a, b; Selsky, Parker, 2005; Koschmann et al., 2012). Le Ber and Branzei (2010a) investigated how organizations from different sectors define and recognize a generated value, as well as how they align its understanding with partners. By comparing cross-sector partnership success and failure cases, the researchers revealed the process, in which partners identify and compare individually perceived generated value. They also explore the partners’ interaction in determining a specific value generated in partnership. Le Pennec and Raufflet (2016) identified various links between the value and learning

types in cross-sector partnerships. Lepak et al. (2007) explored the mechanisms, which allow the value creator to capture the value. Porter and Kramer (2011) proposed a shared value concept as a social innovation in management studies.

NGO and business organization partnership process was explored in a numerous number of studies (Austin, 2000); Branzei, Le Ber, 2010a, b; Rivera-Santos, Rufin, 2010; Barroso-Méndez et al. 2015; Pittz, Intidola, 2015; Seitanidi, Crane, 2009 and etc.). The summary of the research literature and empirical studies on the topic allows to distinguish the following groups of the research area: a) assumptions and conditions of successful partnership and collaboration (Lubell et al, 2002; Tennyson et al., 2008); b) design, process and institutionalization of partnership and collaboration (Bryson, Crosby, 2005, Austin, 2000; Austin, Seitanidi, 2012a; Selsky, Parker, 2005; Selsky, Parker, 2010); c) generated value in partnership and its impact (Andrews, Entwistle, 2010). Herlin (2015) explored cross-sector partnership impact on NGO legitimacy. Value creation in NGO and business organization partnership is mostly explored by Austin and Seitanidi (2000a, b; 2010; 2012a, b; 2014).

Furthermore, there is very little research in Lithuania that would conceptualize NGO and business partnership management dimensions and collaborative value creation. It focuses more on the interaction of NGO and municipalities (Šilinskytė, 2015; Raišienė, 2010, 2012a, b; Guogis, Gudelis, Stasiukynas, 2007; Kunčikas, 2001; Wejmanas, 2001); on the changes in cross-sector interaction in a public administration context (Raipa, 2014); on public and private sector partnership (Kavaliauskaitė, Jucevičius, 2009; Štavičienė, 2011; Dūda, 2010); on social partnership impact on innovation (Kvieska, Kvieskienė, 2012). Kėrytė (2014) explored the context and conditions for social NGO initiation and NGO entrepreneurship. Kėrytė (2014) and Šilinskaitė (2013) investigated NGO concept, activity and role in Lithuania.

Prior research finds that the outcomes of cross-sector partnerships are often shown from one partner's perspective, focusing mostly on business organizations and rarely from all partners perspective simultaneously (Selsky, Parker, 2005). *Therefore, NGO and business organizations partnership, which ensures collaborative value creation in cross-sector partnership, is a largely unexplored research area.* This dissertation applies a theoretical collaborative value creation construct to identify collaborative value creation types generated in cross-sector partnership. This construct is based on NGO and business organization partnership (2012a, b; 2014; 2000) and consists of three major components: 1) value creation sources; 2) partnership collaboration stages; 3) partnership process stages. The theoretical construct is supplemented with the dimension of governance mechanism used in cross-sector partnership.

For analytical purposes this dissertation uses the processual approach in identifying different events, which impact the sequence of partnership

relationships development, and in determining different partnership stages. Being strongly related to the abductive research strategy, such approach ensures more emphasis on the interaction that arise in different stages of partnership. *For research purposes cross-sector partnership is described as the developing process depending on uncertainty driven by a context, nature of the process, relationships with partners and the outcomes.* In this process individuals with various values and principles, who work in different sectors and lack experience in working together, try to collaborate in solving social problems, the outcomes of which are difficult to measure. The synthesis of different stages allows to conceptualize collaborative value creation in cross-sector partnership structure from a processual perspective, responding to the growing scholarly interest to explore each cross-sector partnership stage separately.

Cross-sector partnership is quite a new phenomenon in the literature. Therefore, the processes of collaborative value creation in cross-sector partnerships are not sufficiently explored. The numerous research provides evidence of the value generated in cross-sector partnership for NGO and business organizations, but the nature of collaborative value is not sufficiently explored. There is no much discussion on the sources of collaborative value creation, the subprocesses of partnership formation and implementation as well as governance mechanisms, which could be useful for NGO and business organizations in practically forming and implementing partnerships.

Therefore, this dissertation formulates the research question as follows:

How is collaborative value created in cross-sector partnership?

Consequently, the following problem questions are put forward in this work:

- What factors stimulate and restrain collaborative value creation in cross-sector partnership?
- How do different processes in partnership formation and implementation stages affect collaborative value creation?
- What collaborative value creation types could be distinguished from the analysis of cross-sector partnerships?
- What governance mechanisms are used in collaborative value creation in cross-sector partnership?

Research subject – collaborative value creation in cross-sector partnership.

Research aim – is to reveal collaborative value creation in cross-sector partnership by conceptualizing and empirically justifying a partnership context, process and governance mechanisms.

In order to achieve the above-mentioned aim, the following **research objectives** are raised:

1. Theoretically to justify concept, structure and dimensions of collaborative value creation in cross-sector partnership;

2. To conceptualize collaborative value creation process in cross-sector partnership formation and implementation stages;
3. To justify the research methodology for collaborative value creation in cross-sector partnership;
4. To identify collaborative value types in cross-sector partnership;
5. Based on theoretical insights and empirical findings, to reveal and justify the structure of collaborative value creation in cross-sector partnership.

Theses to be defended:

1. Collaborative value creation in cross-sector partnership could be revealed combining Inter-organizational relationships, Resources dependence and Relational governance theories.
2. Collaborative value creation forms depend on a cross-sector partnership context, organizational characteristics, NGO management skills, cross-sector partnership institutionalization level in business organization, and the use of formal and informal partnership governance mechanisms.
3. Collaborative value creation in cross-sector partnership is restrained by the lack of partnership outcomes assessment mechanisms, distribution of responsibilities among partnership, feedback and open communication.

Philosophical and methodological considerations. The research is based on *the social constructionism philosophical approach*, which argues that different actors perceive similar situations differently due to the subjective nature of truth. Therefore, to understand multidimensional phenomenon or process, it is important to reveal the provisions, experiences of research objects paying less attention at restrictive requirements for research procedures. *A subjective reality is considered as a social construct, and a knowledge object as a subjective experience of research participants, to understand the interaction with the other people in the research process, when analysing collaborative value creation in cross-sector partnership.*

Following *the interpretivist approach*, the research analyses and reveals cross-sector partnership contextual elements confirming their impact on cross-sector partnership management and collaborative value creation.

Collaborative value creation in cross-sector partnership is a multidimensional phenomenon, and its analysis may include organizational, partnership and contextual levels. Considering the scope and complexity of this phenomenon, this dissertation applies the exploratory and the case study approach based on the abductive research strategy and the systemic combining approach.

Research methods. The dissertation uses analysis, generalization and comparison to review prior research in order to reveal collaborative value creation links to cross-sector partnership process management dimensions.

It applies the abductive research strategy to identify NGO and business organizations experience in implementing cross-sector partnership. The abductive research strategy is applied in two stages: the exploratory research and case study. A semi-structural interview is used to collect the data during the exploratory research and case study. Such informant groups as NGO and business organization representatives and NGO and business organization partnership intermediaries/brokers are directly interviewed. The data analysis is implemented by combining deductive and inductive qualitative content analysis methods in determining existent actions, elements and problem areas in a specific context (cross-sector partnership process). To process, structure and visualize the data the qualitative data analysis software package “NVivo” is used. For empirical results interpretation the existent literature in the problem area (NGO and business organization partnership context) is employed. The data analysis and synthesis allowed to provide theoretical insights, methodological and practical implications.

Scientific novelty and theoretical significance of the research

The concept of collaborative value creation in cross-sector partnership is theoretically grounded and clarified. The dissertation contributes to the development of the research on collaborative value creation in cross-sector partnership in Lithuania.

Well-structured comprehensive empirical research focused on collaborative value creation in cross-sector partnership is implemented. It determines a cross-sector partnership context while exploring collaborative value creation in cross-sector partnership. It identifies cross-sector partnership formation and implementation subprocesses and constructs the structure of collaborative value creation in cross-sector partnership.

This research analyses, generalizes and applies Relational Governance theory, Inter-Organizational relations theory and Resources dependence approach. Those approaches allowed to reveal collaborative value creation in cross-sector partnership through sharing and combining resources and skills.

The methodology for collaborative value creation in cross-sector partnership is grounded. The abductive research strategy reflects the methodological novelty of the dissertation. This is an important and promising choice of the qualitative research method used in management science.

Practical significance of the research

This dissertation develops the structure of collaborative value creation in cross-sector partnership, which could be practically applied in the management practice of NGO and business organization partnership.

It constructs the questionnaire for a semi-structured interview of NGO, business organizations and cross-sector partnership brokers/intermediaries, which allows to identify the processes of collaborative value creation in cross-sector partnership and allows to reveal cross-sector partnership management barriers.

It provides empirically justified cross-sector partnership formal and informal governance mechanisms.

The structure and volume of the dissertation. The doctoral dissertation consists of introduction, three parts, conclusions, list of references and annexes. The volume of the work – 115 pages (without the list of references (235) and annexes). The dissertation contains 12 figures, 32 tables and 8 annexes.

OVERVIEW OF CHAPTER ONE: THEORETICAL ASSUMPTIONS OF COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP

1.1. Conceptualization of collaborative value creation in cross-sector partnership

The section 1.1 provides a multidimensional analysis of the concepts of collaborative value creation and cross-sector partnership. First of all, it deconstructs the concept of cross-sector partnership, which allows to identify the major cross-sector partnership dimensions and to provide the main differences from the other collaboration activities. The research finds out that NGO and business organization partnerships manifest in different forms in different partnership stages. The differences existent in cross-sector relationships determine the variation in relationships from the formal agreements to undetermined informal collaboration. Different NGO and business organization partnership forms can be revealed by determining the relationship between NGO and business organization collaboration forms and by applying the collaboration continuum developed by Austin (2012a, b; 2014), which distinguishes four partnership stages: philanthropic, transactional, integrative and transformational.

The subsection 1.1.1 provides a more detailed analysis of each of four partnership stages. Patronage, philanthropy and strategic philanthropy are the examples of the first partnership stages. Sponsorship and cause-related marketing are the examples of the second partnership stages. Partnerships and social alliances represent integrative and transformational stages.

The subsection 1.1.2 analyses the concept of collaborative value creation. The value in the dissertation context is defined as not an objective, tangible unit, which measured in the currency units, but as the subjective individually interpreted concept dependent on the context and situation. The literature review finds out that collaborative value creation or achievement of benefits reflect the quality and the quantity of the generated value for partners, involved in the collaboration process, and also to the target group/beneficiaries (Austin, 2000a). Therefore, the generated value is the product of the strong collaboration as well as the driver of the further collaboration among the partners, because value creation tends to improve the relationships among the collaborators. The value cycles in each cross-sector partnership are unique: they depend on how the partners define the value and what they expect to receive from the exchange (Le Ber, Branzei, 2010a; Di Domenico, 2012 et al.). The theoretical construct of collaborative value creation incorporates the multilevel value assessment, which includes meso, micro and macro levels. At a macro level the benefit received by

society through cross-sector partnership outcomes is assessed. At a meso level organizational value received by partner organizations in aiming their goals is assessed. At a micro level the individual benefit received by the participants of organization is assessed. The scale of collaborative value creation manifestation depend on the participants' interest, an integration and an interaction level among the partners and the nature of the transferred resources. Four major dimensions, which influence cross-sector partnership, have been identified: 1) establishment and development of relationships; 2) alignment of partner organizations' goals, mission, strategy and values; 3) relationship management; 4) collaborative value creation for partner organizations and to the other target groups. The establishment and the development of relationships, the achievement of alignment among the partners and partnership process management influence the achievement of benefits (i.e. value creation). Meanwhile collaborative value creation has a strengthening effect on relationship development. Therefore, there is a mutual connection between cross-sector partnership management elements and collaborative value creation.

The subsection 1.1.3 explores cross-sector partnership using the resources-based approach. The research finds out that business organizations in collaboration with organizations from the other sectors receive the access to specific resources, which give them stronger competitive advantage. The resources and skills are the basis for collaborative value creation and competitive advantage. During the exchange of the resources each partner generates the value for partner organization and receives the value from the other partner. The alignment of the resources and integration are the most important mechanism of collaborative value creation. Prior research determines various resources and skills received by partnership participants. Usually it is financial capital, market knowledge, governance competence, legitimacy, social capital and new relationship establishment.

1.2. Cross-sector partnership process conceptualization

The section 1.2 identifies and analyses different stage models of cross-sector partnership process, factors that influence cross-sector partnership formation and implementation stages (Bryson et al., 2006; Thomson, Perry, 2006; Ansell, Gash, 2008; Seitanidi, Crane, 2009; Clarke, Fuller, 2010; Austin, Seitanidi, 2012a, b; 2014).

The subsection 1.2.1 provides a detailed analysis of different stage models of cross-sector partnership. It finds many prescriptive and descriptive steps in partnership formation (Berger et al., 2004), but common cross-sector partnership characteristics could be revealed through the chronological development sequence (Selsky, Parker, 2005). To explain the process, in which different

cross-sector agreements are going through numerous stages, the common approach or so called partnership life cycle is often used (Hibbert, 2010). There are two ways of cross-sector agreement development: recurring cyclical process and linear continuum composed of the separate stages. Vurron, Dacin, Perrini (2010) argue that time dimension in cross-sector partnership analysis is used to identify the static characteristics of partnerships (Selsky, Parker, 2005). The process based approach (Seitanidi, Crane, 2009) allows to pay more attention to cross-sector partnership management challenges and conditions, which impact the collaboration process.

Partnership creation stages, which include partnership formation and implementation, are explored in a more detail in subsections 1.2.2 and 1.2.3.

Partnership organizational characteristics, relationship development history, partner motives to participate in partnership and the contextual factors having an impact on partnership formation are explored during cross-sector partnership formation analysis in subsection 1.2.2 The research argues that the potential of collaborative value creation in cross-sector partnership formation and partner selection stages depend on partners' ability to link interests, expressed through the initial description of the social problem (Bryson et al., 2006), organizational fit and evaluation of capacities (Austin, 2010).

The subsection 1.2.3 cross-sector partnership implementation reveals through the relationship governance dimension. Cross-sector partnership is not a static process, but multidimensional process, which develops in dependence of partner characteristics (Austin, 2000, p. 92; Rein, Stott, 2009, p. 8). The stages and their characteristics determine the type of relationships, enable partners to identify requires level of responsibilities, which allows to achieve the goals (Googins, Roclin, 2000, p.140). The literature often describes the relational aspects as "black box", because they are largely unexplored (Wood, Gray, 1991; Thomson, Perry, 2006).

1.3. Cross-sector partnership management conceptualization

The section 1.3 reveals cross-sector partnership governance mechanisms in vertical and horizontal relationships. This dissertation assumes that the formal and relational governance mechanisms of cross-sector partnership allow to reveal common activities of partner organizations as the relational outcomes of cross-sector partnership. This approach implies that formal and relational governance mechanisms perform knowledge creation and coordination function, which stimulate collaborative value creation in cross-sector partnership. Cross-sector partnership governance is presented from the organizational and partnership perspectives and includes two related aspects: formal and informal governance mechanisms.

OVERVIEW OF CHAPTER TWO: RESEARCH METHODOLOGY ON COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP

The chapter 2 proposes research methodology, which allows to reveal collaborative value creation in cross-sector partnership. First, it discusses philosophical approaches, which justify the research strategy. It also discusses selection of data collection and analysis methods and provides the research design and its evaluation criteria, as well as ethical issues. Using a systemic review of the literature on cross-sector partnership and collaborative value creation this research considers an interpretivist paradigm, the abductive research strategy and the systemic combining approach (see table 1).

The research philosophy. The research design is determined by *the interpretivist paradigm*, which is based on a subjective researcher's interpretation of the explored phenomena. This research uses abductive research strategy approach to understand and explain NGO and business organization representatives' experience on collaborative value creation in cross-sector partnership in a specific context and to highlight cross-sector partnership governance dimensions. *The interpretivist approach* corresponds to the research goals because a context, time and people interaction is the philosophical background of this research. Moreover, since people perceive different situations differently, both partner's experiences are revealed to identify the processes of cross-sector partnership in collaborative value creation (case study analysis). *The interpretivist approach* is used to analyse and explain contextual elements of cross-sector partnership recognizing their impact on the management of cross-sector partnership processes and on collaborative value creation. *Collaborative value creation in cross-sector partnership is a multidimensional phenomenon and its analysis may include various aspects (organizational, partnership and contextual dimension).* **Considering the complexity and the scope of this phenomenon the dissertation employs the exploratory research and case study analysis, based on the abductive research strategy and the systemic combining approach.** A conduction of directed semi-structured interviews and an interpretative single case study analysis reflect the research approach considerations. Although the qualitative research is often criticized for "lack of science", qualitative methods often become the main tools used in social science research in generating scientific knowledge.

Table 1

Qualitative research dimensions

Ontology	Interpretivistic- constructionistic
Epistemology	Subjectivist interpretive epistemology Social constructionism
Research strategy	Abductive research strategy and systemic combining approach
Research type	Exploratory and descriptive
Research method	Interpretive qualitative case study
Case study type	Alignment of instrumental case study and intrinsic case study, single case
Theorizing	Case-focused theorizing

Source: composed by the author of the dissertation

The research design. To get a holistic view of collaborative value creation in cross-sector partnership, which relates partners' and researcher's views, this dissertation reveals the contexts through detailed descriptive data collected from the interviews and the researchers' fieldnotes. Based on the abductive research strategy (see in Figure 1) and collected data on the phenomenon, this research starts from the identification of the research area (A). The data could be collected by observation of a practical problem or applying the exploratory research (Kovacs, Spens, 2005). In most of cases the researchers start the identification of research area from prior research analysis, i.e. they do the literature review (Stage 1). The exploratory research findings are used to prepare a primary conceptual/theoretical tool in an attempt to align the theory and the practice. Solving a practical problem it is aimed to align the theory and the practice by systemically combining empirical data and theoretical insights (Storbacka, 2011). The theoretical tool is modified (M) using empirical findings, analysing and interpreting the data (See stages I and II in Figure 1).

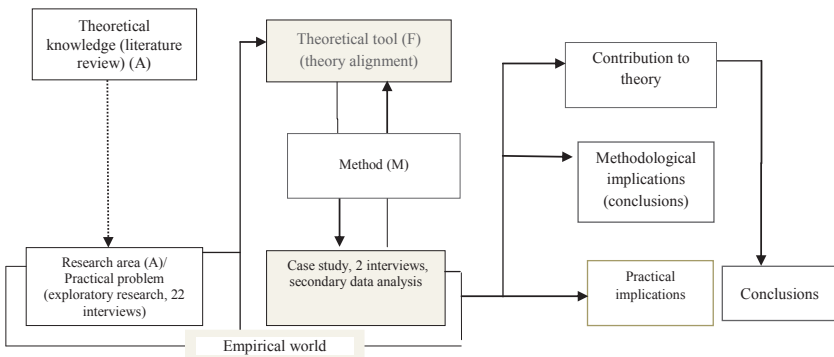


Figure 1. Research design

Source: composed by the author of the dissertation according to Kovacs, Spens, 2005; Halecker, 2015

Stage 1. The exploratory research. This dissertation aims to provide the insights on collaborative value creation in NGO and business organization partnership using semi-structural interviews to interview informants who are able to reasonably reflect their experiences. To analyse management processes of collaborative value creation in cross-sector partnership empirical subjects are identified, which are organizations having experience in implementing cross-sector partnership. Purposeful sampling method is used to construct the research sample. The purpose of purposeful selection is to select those interview informants, who correspond to the determined research group. All research participants are distinguished into three groups: NGO, NGO and business organization partnerships, and business partnership brokers/ intermediaries. 22 informants were interviewed: 9 representatives of business organizations (marked as IK-V), 9 NGO representatives (marked as IK-N) and 4 brokers/ intermediaries of NGO and business partnership (marked as IK-T). The major requirements for informants and organizations are as follows:

- *Business organizations:* 1) organizations having at least 1-year experience of partnership with NGO; 2) socially responsible business organizations with high reputation;
- *NGO:* 1) NGO in social area; 2) organizations having at least 1-year experience of partnership with business organizations;
- *NGO and business partnership brokers/ intermediaries:* 1) individuals who consulted NGO and business organizations on partnership issues.

The research instrument. To reveal a concept of collaborative value creation in cross-sector partnership and to construct a collaborative value creation in cross-sector partnership structure, a semi-structural interview is applied to interview the participants, who implement cross-sector partnerships. The question types were structured according to the following dimensions: the stages of cross-sector partnership processes; collaborative value creation (organizational level), contextual factors influencing cross-sector partnership. First of all, the participants were introduced to the research topic during the semi-structural interview. Taking into consideration that participants of NGO and business organizations have different experiences in forming and implementing cross-sector partnerships the questions and themes predetermined. However, it is not tied up to the question order. Additional questions are asked considering the course of the dialogue and the experiences of NGO and business organization partnerships. The research instrument, research questions were modified according to exploratory research findings looking for theoretical explanations and in order to apply it to case study.

Stage 2. A Case study. *A case study from business organization perspective.* The case study analysis uses the preliminary theoretical tool (structure of collaborative value creation in cross-sector partnership) and the

modified research instrument. Based on exploratory research findings it focuses on collaborative value creation. Collaborative value is explored at a meso level, i.e. it is focused on the intrinsic value of organization. Based on prior research and exploratory research findings an analytical tool is constructed, which incorporates collaborative value creation process and partnership management dimensions. The analysis of collaborative value creation in cross-sector partnership is implemented in the following cross-sections:

- 1) Collaborative value creation spectrum (identification of the sources of cross-sector partnership value creation);
- 2) Partnership process (value creation process analysis through cross-sector partnership formation, partner selection, partnership implementation stages);
- 3) The forms and dimensions of collaborative value creation (intrinsic value, meso – organizational dimension, micro value – value generated for organizational employees, who participate in cross-sector partnership; external value – externally generated value).

The following selection criteria for the cross-sector partnership case are used:

- 1) Across-sector partnership dyad in partnership formation and implementation stages. Considering an exploratory research goal and a conceptual approach, the research employs the cross-sector partnership dyad composed of NGO and business organization representatives to explore both partners' experiences in partnership;
- 2) Cross-sector partnership, which does not directly strive for economic benefit, but strives for social welfare goals. Those goals are preconditions, which reflect cross-sector partnership character, i.e. orientation to social goals and social problem solutions, social value creation;
- 3) Scope of activities of cross-sector partnership (international/ national level);
- 4) Type of resources, which are used by partners for partnership implementation (financial/non-financial);
- 5) Activity style between partner organizations (collaborative interaction intensity, activity forms).

The course of the research. The justification of data collection and analysis methods. A qualitative content analysis method, which is used for the social phenomena analysis, is employed to explore research participant experiences linking them to the social context and determining more subtle latent meanings. The qualitative content analysis keeps the following order (Holloway, Todres, 2006): multiple reading and re-examination of the data, data coding, grouping the codes into categories, highlighting the structure of the received data determining the themes, integration of the received data into the theoretical context. The participants were sent e-mails with the research

topic and goals. They were asked for the consent to participate in the interview. 20 direct interview meetings and 2 skype interviews were conducted. Each interview took 49 minutes on average (in a range of 19 minutes to 1 hour and 24 minutes, total duration is approximately 18 hours). Participants' consent was given to record the interview on a voice recorder. Direct interviews were arranged in acceptable environment for participants: café (1), park (1), home (1), office (19). The transcription volume includes 278 pages.

THE OVERVIEW OF THE CHAPTER THREE: EMPIRICAL RESEARCH RESULTS OF COLLABORATIVE VALUE CREATION IN CROSS-SECTOR PARTNERSHIP

Exploratory research findings. The exploratory research allowed to provide, describe and interpret the data collected through the interview using qualitative content analysis for answering the research questions and for visualizing the researcher's insights. The exploratory research enabled to determine the major themes and dimensions having an impact on management of cross-sector partnership processes. It also allowed to construct the theoretical tool that reveals collaborative value creation processes in cross-sector partnership. Using the qualitative content analysis method and the abductive logic a system of abstract categories and subcategories were constructed, which reveals cross-sector partnership formation and implementation subprocesses. Aiming to reveal the order of different events having an impact on partnership relationships development, the processual approach was used to identify different partnership stages. Such approach is strongly related to the abductive research strategy, which allows to focus on interactions arising in different partnership stages. This research considers cross-sector partnership as a constantly emerging process, determined by a context, a process character, relationships with the partner and outcomes. NGO and business organization partnership experience received by empirical research participants is presented integrating the responses of three groups of informants: 1) NGO, 2) business organizations and 3) NGO and business organization brokers/ intermediaries.

This dissertation contextualizes collaborative value creation in cross-partnership in the case of Lithuania. It focuses on macro factors (determined by the environment, where NGO and business organizations operate) and meso factors (determined by NGO and business organization factors), which stimulate or restrain cross-sector partnerships. Figure 2 reflects the main factors stimulating and restraining collaborative value creation in cross-sector partnership in Lithuania.

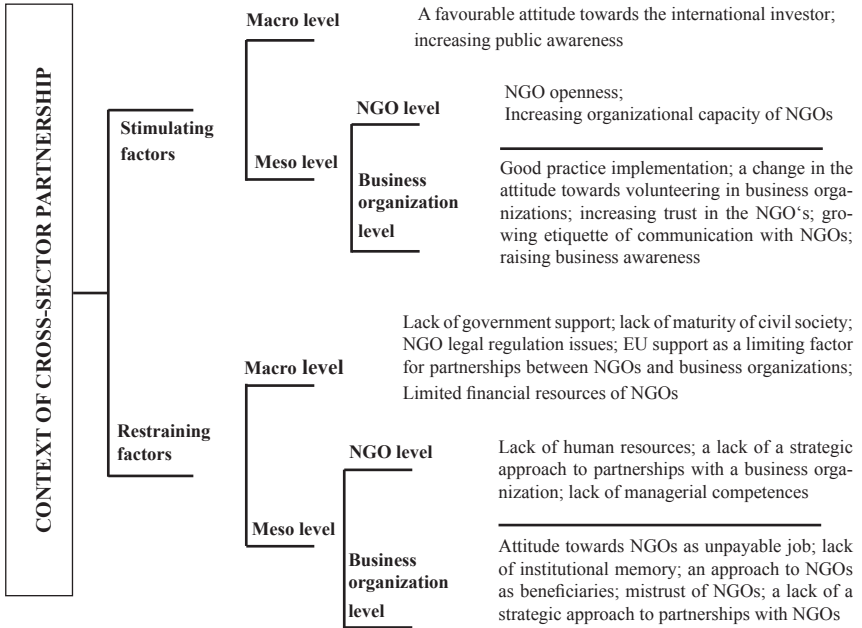


Figure 2. Visualization of the construct of cross-sector partnership context: the map of categories and subcategories

Using the qualitative content analysis method two themes were distinguished, which reveal the following cross-sector partnership process stages: (i) cross-sector partnership formation process, identifying partner selection strategies and criteria; (ii) partnership implementation, determining cross-sector partnership governance mechanisms (see figure 3).

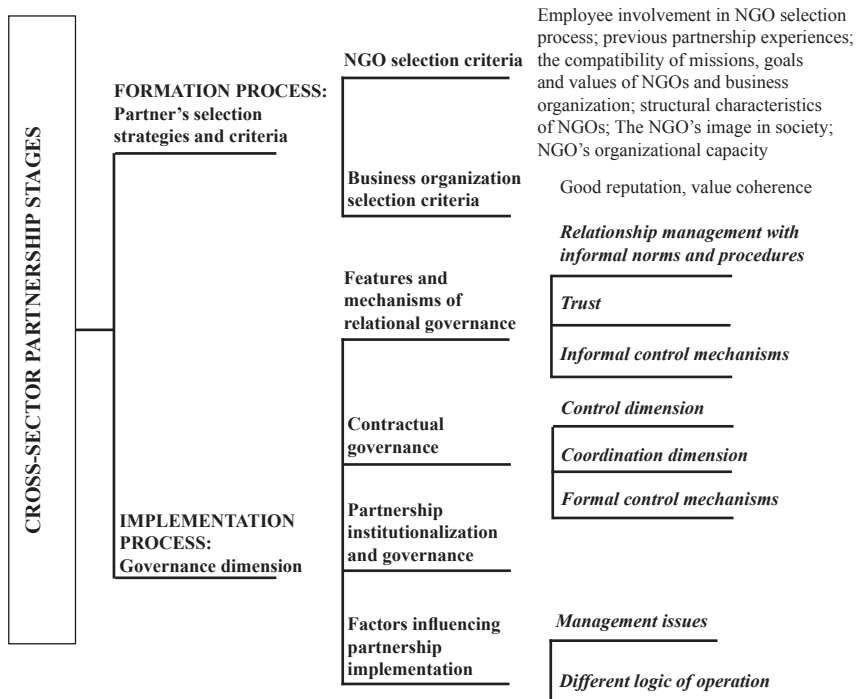


Figure 3. Stages of cross-sector partnership processes: the map of categories and subcategories

The concept of collaborative value creation developed by Austin, Seitani (2012a,b) considers collaborative value as “*the transitory and multidimensional benefits relative to the costs that are generated due to the interaction of the collaborators and that accrue to organizations, individuals and society*”. The above-mentioned concept was applied and the data was analysed from meso and micro level perspectives to reveal the benefits generated in cross-sector partnership for both NGO and business organization. Therefore, this dissertation explores intrinsic collaborative value of NGO and business organizations, which can manifest at meso (for organizations involved in cross-sector partnership) and micro (organization employees) levels. Using deduction (i.e. based on the literature review) four value types (corresponds to the category level) were determined, which manifest in NGO and business organizations at a meso level: associational, transferred, interaction and synergetic value. Using induction subcategories for each value type were determined, which illustrate NGO and business organization collaborative value manifestation forms (see Figure 4 and Figure 5).

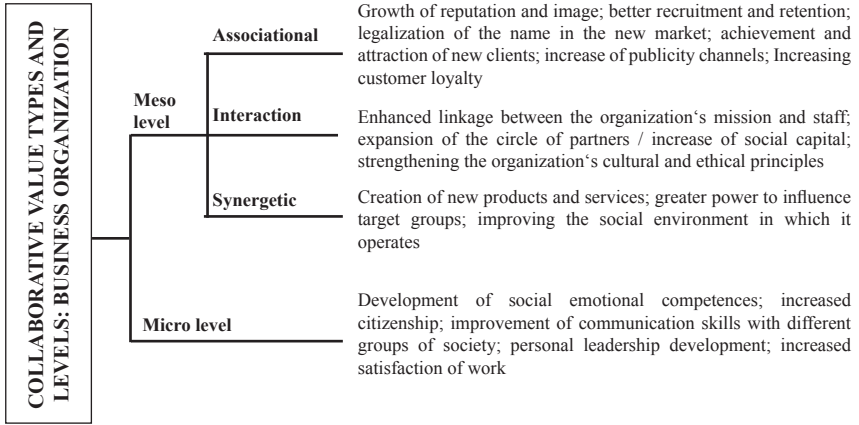


Figure 4. Visualization of collaborative value types and levels for business organization: the map of categories and subcategories

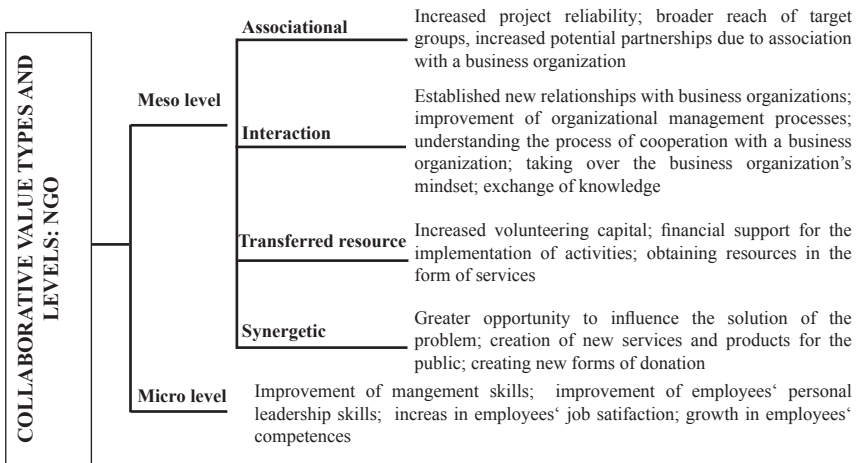
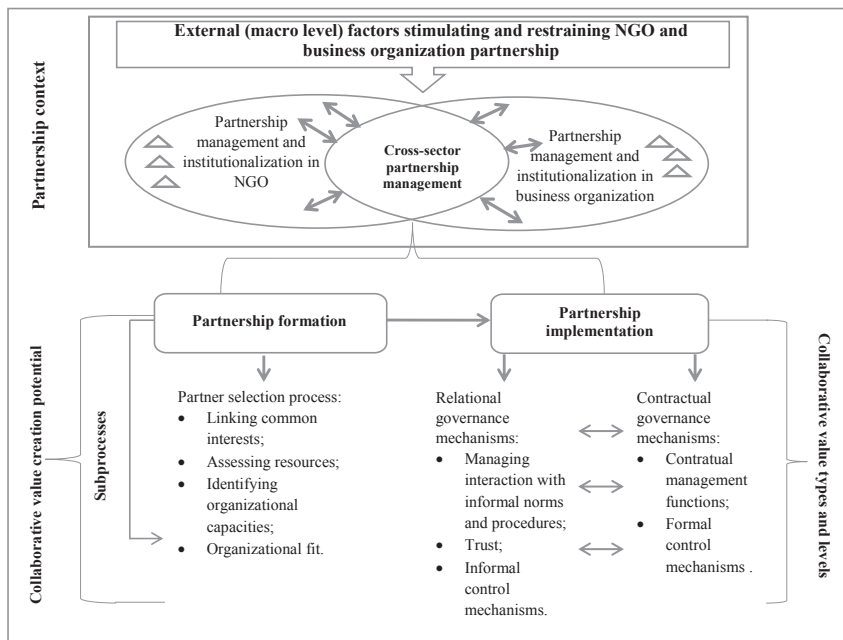


Figure 5. Visualization of collaborative value types and levels for NGO: the map of categories and subcategories

Interpretation and summarization of exploratory research findings on collaborative value creation in cross-sector partnership

It is argued that collaborative value creation in cross-sector partnership is influenced by the context, which includes macro and meso stimulating and

restraining factors, NGO and business organization characteristics, appropriate partner selection, formal and informal partnership governance mechanisms (see figure 6).



***Note:**

△	The triangle indicates NGO and business organization characteristics, which stimulate partnership.
↔	The arrow indicates internal (meso level) factors, which stimulate and restrain NGO and business partnership.

Figure 6. Structure of collaborative value creation in cross-sector partnership

A partnership context. Utilizing an institutional approach, the partnership context reveals the factors, which stimulate and restrain cross-sector partnership. Research findings argue that external (macro level) and internal (meso level) factors stimulate and restrain collaborative value creation in cross-sector partnership. *Macro factors, which restrain NGO and business organization partnerships, are linked to NGO regulation problems, limited financial resources, the lack of civil society maturity and government institution support. The research finds out that unfavourable institutional environment has a direct impact on NGO ability to be equal partner for business organization. The lack of stable financial resources and NGO legal regulation issues determine the*

lack of human resources and managerial competences in NGO. Insufficient NGO organizational capacities restrain collaborative value creation potential. Qualitative content analysis finds out that main internal (meso level) factors, which restrain NGO and business organizations, are linked to business organization mindset, determined by existent society attitude towards NGO sector; to the lack of institutional memory in business organization and strategic attitude towards partnerships with NGO.

Cross-sector partnership governance. Cross-sector partnership management describes relationships between partner organizations determining specific party responsibilities. Partnership management is a complex process, because partnerships are often established without a clearly defined legal entity or a responsible body. Moreover, the relationships between the partners are constantly changing. When implementing cross-sector partnership, partnership participants need to consider formal and informal governance mechanisms, reliance and a control level. Formal governance mechanisms reflect contractual and *authoritative governance*, while *relational governance mechanisms reflect the role of reliance, norms and solidarity in cross-sector partnership*. Aiming to ensure acceptable risk level and management costs, partnership participants may use different combinations of formal and informal governance mechanisms. *The research results show that NGO partnership management at an organizational level depend on NGO managerial skills. Cross-sector partnership institutionalization level in business organization allows to identify a business organization attitude towards social investment and a cross-sector partnership importance in a business organization context. Partnership institutionalization in business organization and managing staff support ensure favourable conditions for collaborative value creation in cross-sector partnership. The analysis of partnership institutionalization in business organization showed, that collaborative value creation forms in business organizations depend on the level of philanthropic responsibility integration in business process. This manifests through the formation of organizational culture based on philanthropic responsibility, partnership governance structure and financial systems development.*

NGO and business organization characteristics. Business organizations involved in cross-sector partnership with NGO aim to receive benefits from NGO reputation and legitimation (Yaziji, Doh, 2009). While NGO aim to strengthen managerial skills and acquire supplementary financial resources (Austin, 2000). Prior research finds many different cross-sector partnership stages and processual models (Austin, Seitanidi, 2012a; Murphy et al., 2012; Bowen et al., 2010). However, NGO and business organization characteristics required for cross-sector partnership formation and implementation receive far less scholarly attention. Partnership characteristics are very important for

partner selection and have a potential impact on collaborative value creation in cross-sector partnership. *Those characteristics include: partner resources, previous collaboration experience, partner reputation, organizational fit. Values, mission and goals compliance between NGO and business organizations becomes an important element for transformation of philanthropic partnerships into integration partnerships. Research finds that business organizations having strategic volunteering programmes use cross-sector partnerships as an instrument to attract and to keep employees, to improve employees' job satisfaction and to strengthen the relationship between employees and organization mission. Research findings argue that NGO organizational capacities such as financial independence, professionalism, continuity of activity and project management skills, are essential criteria, which are used by business organization for NGO selection.*

Cross-sector partnership process dimension. Selection of an appropriate partner and a partnership design does not guarantee the success in generating a collaborative value. Particular attention should be paid to cross-sector partnership process elements in order to achieve optimal collaborative value. Process elements include: disclosure of organizational differences, development of a common vision, allocation of responsibilities among partners, development of reliance, development of open communication and the assessment system of partnership outcomes. The assessment process of NGO and business partnership activity is complicated (Selsky, Parker, 2005; Rondinelli, London, 2003), because the aims of NGO are more ideological and could provide intangible resources such as reputation and legitimation, which are hard to measure. Therefore, commonly used cross-sector partnership performance indicators could help partners to assess benefits and a required level of responsibilities. *This research finds that NGO and business organizations do not pay sufficient attention to partnership outcome assessment. This is because cross-sector process is left "laissez-faire" and there is no person, who is responsible for outcome assessment, and because a little attention is paid for providing the feedback.*

Case study analysis

It was decided to select AB "Telia Lietuva" and "Vaikų linija" partnership, which implements a social initiative "I am growing in the internet", to illustrate collaborative value creation in cross-sector partnership. An interpretive qualitative case study identifies partnership formation and implementation processes, collaborative value creation sources and partnership governance mechanisms. The following instrumental and intrinsic case studies elements were combined:

- 1) selected partnership allows to reveal existing practices of collaborative value creation in cross-sector partnerships in Lithuania. The exploratory research finds that the partnership context (macro and meso stimulating and restraining factors) has an impact on cross-sector partnership development. A case study is used as an instrument to reveal the structure of collaborative value creation in cross-sector partnership. Therefore, for the data analysis the case-oriented theorising is applied, i.e. the causal processes are determined, which generate outcomes in the specific contexts;
- 2) Intrinsic case study elements are revealed using a unique case study, which is quite unusual and does not represent the general population AB “Telia Lietuva” and “Vaikų linija” partnership exhibits integrative partnership characteristics. The exploratory research finds that the majority of research participants were involved in philanthropic or transactional partnership in one form or another. Such partnership is initiated by business organization and exhibits the governance structure, in which business partnership takes main responsibilities for partnership implementation.

To provide a holistic portrait the following methods are used: the analysis of internal documents of business organization, the public discourse analysis, an interview with the representative of AB “Telia Lietuva” organization, who is responsible for the implementation of social responsibilities (2 interviews) and partnership, as well as the interview with the representative of NGO “Vaikų linija”.

Case study analysis findings supplement empirical insights from the exploratory research. The case study analysis confirmed that appropriate partner selection, interest association, the purposefulness and the complementarity of the resources have an impact on collaborative value creation manifestation forms. The analysis of the partner selection strategy used by AB “Telia Lietuva” showed that “Vaikų linija” was selected because of its prior positive collaboration experiences and its ability to ensure activity continuation. An organizational fit is linked to the use of business principles by “Vaikų linija” in its activity. The case study findings confirmed that trust as an important relational governance mechanism is based on NGO and business organization reputation, open communication and maintenance of the regular relationship.

The research argues that AB “Telia Lietuva” and “Vaikų linija” partnership reflects the exchange of the mutually valuable resources integrating the organization mission, strategy, values and the personnel. The ongoing interaction and communication among the partners resulted in various forms of collaborative value creation. The representative of AB “Telia Lietuva” emphasized that the partnership with “Vaikų linija” while implementing a social initiative “I am growing in the internet” gave the project credibility, access to new networks, improved relations with public authorities and the public.

CONCLUSIONS, RECOMMENDATIONS AND GUIDELINES FOR THE FURTHER RESEARCH

CONCLUSIONS

Following conclusions are made on the basis of the performed theoretical and empirical research:

1. The analysis and the synthesis of the content and the concepts of collaborative value creation and cross-sector partnership revealed the research subject, complexity and multidimensionality of its contextual concepts. The concept of collaborative value creation could be broadly defined as transitory and enduring benefits, that are generated due to the interaction of the collaborators and that accrue to organizations (a meso level), individuals (a micro level), and society (a meso level). Collaborative value creation takes different forms and manifests at different levels: associational, transitory, interaction and synergetic, depending on partnership members' motives, the nature of transferred resources and the interaction level. The content of collaborative value creation allows to state that the multidimensional nature of collaborative value creation concept creates many challenges to the researchers in their attempts to develop a holistic portrait of the complex phenomenon and to identify the major value attributes and dimensions. Although the constructs of cross-sector partnership and collaborative value creation is well-discussed in management science literature, it might be considered not as an objective, tangible, quantified as a monetary unit, but as a subjective, individually perceived concept due to the existent pluralism with respect to collaborative value creation goals and sources. The analysis and the summary of Relational governance theory and Resource based view allows to conclude that cross-sector partnership is a developing process depending on uncertainty driven by a context, the nature of the process, relationship with the partners and the outcomes. It is a multidimensional process, which develops depending on partnership characteristics. The decomposition of the cross-sector partnership concept finds out that NGO and business organization partnership forms could be classified according to the purposefulness and the complementarity of the resources, the resources types and the interest links. This allows to assume that the sources of collaborative value creation in cross-sector partnership are as follows: accessing resources, sharing resources and combining resources. The collaborative value forms depend on the ability of NGO and business organizations to combine the resources.

2. The comparative analysis of cross-sector collaboration and partnership model components, the content of dimensions as well as the stages of cross-sector partnership processes finds out that aiming to explain the process, in which different cross-sector agreements are going through numerous stages, prior research uses a general approach or so-called partnership life cycle. The literature also distinguishes the following inter-sector development ways: the recurring cyclical process and the linear continuum, which consists of the individual stages. The comparative analysis identifies the limitations of the phenomenon. It also finds out that the time dimension in the cross-sector partnership analysis is used to distinguish static characteristics of partnerships, but it restricts the ability to reveal the processes of collaborative value creation in cross-sector partnership. Therefore, to reveal in-depth the processes of collaborative value creation in cross-sector partnership, the existing standardized partnership formation and implementation stages should be taken over and the subprocesses composing individual cross-sector partnership stages should be determined. The analysis of the existing models, which determined the major cross-sector partnership subprocesses, found out that the potential of collaborative value creation in cross-sector partnership formation and partner selection stages depends on the partners' ability to link the interests reflected in an initial identification of social problem, the assessment of organizational fit and its capacities. The analysis of the subprocesses in cross-sector partnership identified that partnership implementation is affected by formal and informal mechanisms, that are perceived through the developed structures and processes, interest links, which align the resources, goals and capacities with collaborative value creation.
3. Considering the complexity and the scope of collaborative value creation in cross-sector partnership, the dissertation employs the exploratory research and the case study methodology, based on the additive research strategy and the systemic alignment approach. To reveal the processes of collaborative value creation in cross-sector partnership and to identify the barriers of cross-sector partnership management, a semi-structural interview questionnaire is constructed to interview NGO, business organizations and cross-sector partnership brokers/ intermediaries. The constructed structure of collaborative value creation in cross-sector partnership and the modified research instrument applied for the case study analysis is used to determine, which situational aspects could be generalized and which arise due to the specific context.
4. Using the exploratory research findings, the analysis of dimensions and types of collaborative value in cross-sector partnership is conducted, which allows to characterise collaborative value creation forms for NGO and

business organizations. The qualitative interview with the representatives of business organizations finds out that associational value creation in business organizations is one the preferential values, which business organizations aim to receive in the cross-sector partnership context. The research shows that business organizations often use cross-sector partnership as the tool to increase the job satisfaction. However, the interview with NGO representatives reveal that NGO are more inclined to emphasize the interaction values, such as development of new relationship with business organizations, development of organizational managerial processes, project management and communication competences, understanding of collaboration process with business organizations, and transferring business organization mindset.

5. The research finds that the factors restraining collaborative value creation are reflected in an insufficient attention to the assessment of partnership outcomes, distribution of responsibilities among the partners, the lack of feedback and open communication. The theoretical analysis of the concepts of cross-sector partnership and collaborative value creation, the exploratory research as well as the case study findings allowed to determine the partnership context, the sub processes of partnership formation and implementation. It allowed to find out that the collaborative value depend on NGO managerial skills, the institutionalization level in business organizations, and on the business organization manager's attitude to partnerships with NGO, to an integration level of volunteering and donating culture in business organization processes, to development of partnership management and financing systems and structures, to the conceptualized structure of collaborative value creation in cross-sector partnership, which could be used as the tool for cross-sector partnership governance. The structure of collaborative value creation in cross-sector partnership developed in the research could be used in the practices of NGO and business organizations achieving the following steps: 1) determining external (macro level) and internal (meso level) factors stimulating and restraining cross-sector partnership; 2) identifying partner selection strategies and criteria; 3) selecting the appropriate partnership governance structure and the partnership institutionalization level in the organization; 4) determining formal and informal governance mechanisms.

RECOMMENDATIONS

For NGOs and business organizations managers:

- The research finds that collaborative value creation in cross-sector partnership becomes complicated due to different organizational structures, problem solving processes, different organizational culture, employees' competences and etc. All above leads to the higher need for cross-partnership brokers/ intermediaries. They become the necessary part of the partnership especially in its initial stages. In the partnership formation stage, cross-sector partnership brokers/ intermediaries can facilitate the transactions between NGO and business organizations, which lack of cross-sector collaboration experience or lack of trust in each other. Brokers/ intermediaries can facilitate not only bringing interested parties together, but can also contribute to relation development and cross-sector partnership management. By combining the interests of NGO and business organizations, brokers/ intermediaries can improve the trust among partners and can create mutual understanding and learning environment. The involvement of broker/ intermediary in partnership development and implementation stages allows to contribute in matching up partners' expectations and in reducing risks, which can arise in the partnership process due to the differences in organizational culture, expectations and due to the other reasons.
- Qualitative content analysis results suggest that NGO and business organization should focus more on determining partnership outcomes assessment criteria and monitoring procedures. Regular assessment and monitoring procedures will enable the partners to determine value-cost trade-off.

For business organizations:

- Successful NGO and business organization partnerships can provide many benefits to each partner organization. Partnership with NGO allows business organizations to find out more innovative ways to implement social responsibility policy and to identify the most relevant social problems. The philanthropic activity is often seen as superficial efforts of business organizations to improve their reputation, while partnership with NGO indicates greater social responsibility and it is much more efficient in aiming to win consumers' favour as well as improving business reputation and competitiveness. Business organization management does not suggest a clearly defined role linked to the social responsibility implementation. If such a role is determined, it often supplements employees' job specification in the other activities. The implementation of social responsibility principles

is described as a supplementary activity. It often lacks of official regulation in business organization and it is usually used as formality for marketing or publicity needs. Therefore, the research suggests integrating the philanthropic activity vertically and horizontally into business organization processes to develop certain organizational culture and to create cross-sector partnership management and financing structures.

For NGOs:

- The majority of NGO constantly lack financial resources. This limits NGO ability to develop their activity and to increase the extent of their social impact. The major factor, which restrains collaborative value creation, is the lack of managerial skills. Therefore, NGO should develop the strategies for capital attraction and communication with various stakeholder groups. The findings suggest using training and ongoing interaction with business organizations for developing social entrepreneurship.

GUIDELINES FOR THE FURTHER RESEARCH

- If the data would be collected using the questionnaires, it would be possible to establish statistical relationship between cross-sector partnership characteristics and collaborative value forms.
- NGO and business organization partnership brokers/ intermediaries are the persons who can reflect properly on NGO and business partnership formation and implementation experiences. However, the interview failed to reveal their role and impact on collaborative value creation. Therefore, the findings call for the further research, which would identify the functions and the role of NGO and business partnership brokers/ intermediaries in collaborative value creation in cross-sector partnership.
- To determine the impact of the context on cross-sector partnership development, a comparative analysis of the countries with the same economic and social development level is recommended.
- More representative research (including a broader sample) on collaborative value creation in cross-sector partnership would enable to identify cross-sector partnership management barriers and would allow to compare/accept/reject/supplement dissertation findings.

APPROVAL AND DISSEMINATION OF RESULTS OF THE DISSERTATION

Papers in peer-reviewed scientific publications and conference material, chapters in monographs and scientific studies:

1. Mikolaitytė, J. Juknevičienė, V. (2018). Contextualization of Collaborative Value Creation in Cross-sector partnership: the Lithuanian Case. *Challenges of the Future*. Publication will be published in Vol. 3., No. 2, 2018 in May.
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5. Jonikaitė, E., Juknevičienė, V., Mikolaitytė, J. (2016). Naujojo viešojo valdymo transformacija: sumanumo dimensija. *Ekonomika ir vadyba: aktualijos ir perspektyvos*. 2016 1 (38). ISSN 1648-9098, p. 39–47.
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 4. “Whose Public Action? Analysing Cross-Sector Partnerships to Address Social Issues at Local level” *4th POL-LOC international summer school „Social and Political Issues at the Regional and Local Levels of the V4 Countries“*, Prague (Czech Republic), 8th of July, 2014.

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Research interests:

Cross-sector partnership, NGO management, NGO participation in public governance, civil society

REZIUMĖ

Tyrimo aktualumas. Atviros rinkos plėtra, kapitalo, prekių ir žmonių judėjimas, intensyvus informacijos ir idėjų srautas, komunikavimas realiu laiku, informacijos sklaida per socialinius tinklus, vykstantys socialiniai pokyčiai, suaktyvėję globalizacijos procesai skatina valdžios institucijas, verslą, nevyriausybinės organizacijas (NVO¹) ieškoti naujų sąveikos mechanizmų. Be to, nuolat didėjantys visų suinteresuotųjų – vyriausybės, vartotojų, investuotojų – lūkesčiai įpareigoja verslo organizacijas tapti socialiai atsakingas. Todėl pastaruoju dešimtmėčiu pasaulyje vis labiau plėtojama NVO ir verslo organizacijų partnerystė², padedanti verslo organizacijoms kurti aktyvesnę ir inovatyvesnę *socialinės atsakomybės politiką*. Tarpsektorinė partnerystė, kaip naujoviškas socialinės inovacijos ir vertės kūrimo šaltinis (Le Ber, Branzei, 2010c), užtikrina socialinės atsakomybės įgyvendinimą ir leidžia NVO padidinti savo pajėgumus sprendžiant įvairias socialines problemas. Organizacijų skirtingų kompetencijų ir išteklių derinimas yra svarbiausias veiksnys, padedantis spręsti kompleksines, didelės apimties problemas, kurių yra nepajėgios spręsti pavienės organizacijos (Austin 2010; Selsky, Parker 2005). Taigi, tarpsektorinės partnerystės tarp NVO ir verslo organizacijų populiarumas nuolat auga (Jamali, Keshishian, 2009), todėl organizacijų, įsitraukiančių į partnerystes, daugėja.

Nors NVO ir verslo organizacijos nėra tipiškai partneriai ir partnerystę kartais gali būti sudėtinga įgyvendinti, ima ryškėti akivaizdūs tokios partnerystės rezultatai. NVO įsitraukimas į tarpsektorinę partnerystę suteikia joms nemažai privalumų, pirmiausia, NVO išmoksta svarbių verslo įgūdžių ir profesionalumo (Herlin, 2015, p. 823), bendradarbiaudamos su verslo organizacijomis, įgauna patikimos organizacijos statusą kitų suinteresuotųjų šalių atžvilgiu (Wymer, Samu, 2009). Remiantis šia perspektyva galima teigti, kad tarpsektorinė partnerystė gali būti suvokiama kaip priemonė, stiprinanti NVO legitimumą. Daroma prielaida, kad skirtingų sektorių organizacijos, sutelkusios išteklius, gauna naudą iš sinergijos efektų, kartu gali spręsti socialines problemas, kurių nebūtų galima išspręsti dirbant atskirai (Lee, 2011). Taigi, NVO ir verslo organizacijos, turėdamos skirtingus išteklius ir gebėjimus, tačiau siekdamos bendrų užsibrėžtų tikslų, tarpsektorinėje partnerystėje gali įgyti pranašumą ir sukurti **bendra-**

¹ Organizacijos, atitinkančios nevyriausybinių organizacijų kriterijų, apimančios asociacijas, labdaros ir paramos fondus, viešąsias įstaigas (išskyrus valstybės ir savivaldybės) ir kitas ne pelno organizacijas.

² NVO ir verslo organizacijų partnerystė yra vienas iš keturių tarpsektorinės partnerystės tipų (Selsky, Parker, 2005; Seitani, 2008; Seitani, Crane, 2009). Pažymėtina, kad socialinės partnerystės terminas, apibūdinantis organizacijų iš skirtingų sektorių partnerystę, sprendžiančią socialines problemas, Selsky ir Parker (2005, p. 1) yra apibrėžiamas kaip tarpsektorinė partnerystė.

darbiavimu grįstą vertę (Teegen ir kt., 2004; Porter, Kramer, 2011). Austin, Seitanidi (2012a, b) bendradarbiavimu grįstą vertę konceptualizuoja kaip *trumpalaikę ir ilgalaikę naudą, kurią gauna organizacijos, individai ir visuomenė, palyginti su sąnaudomis, atsirandančiomis dėl bendradarbiaujančių šalių sąveikos*. Remiantis šiuo apibrėžimu galima teigti, kad tarpsektorinė partnerystė gali sukurti vertę skirtingiems subjektams (partneriams, tiesioginiams naudos gavėjams ir kitiems suinteresuotiesiems) ir apimti skirtingus analizės lygmenis: individualų (mikro-), organizacinį (mezo-) ir visuomenės (makro-).

Šio disertacinio tyrimo kontekste empiriniu lauku pasirinktas bendradarbiavimu grįstos vertės kūrimas NVO ir verslo organizacijų diadinėje partnerystėje. Todėl tiek disertacijos konceptualioje, tiek empirinėje dalyse dėmesys sutelkiamas į bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūros atskleidimą, pateikiant ir empiriškai pagrindžiant tarpsektorinės partnerystės kontekstą, jos formavimo ir įgyvendinimo subprocesus bei valdymo mechanizmus.

Mokslinė problema ir jos ištyrimo lygis. Paskutinį dešimtmetį tarpsektoriinių partnerystėjų skaičius tiek stiprios ekonomikos šalyse, tiek besivystančiose šalyse smarkiai išaugo (Berger ir kt., 2006; Seitanidi, Crane, 2009). Tyrimai, skirti tarpsektorinei partnerystei analizuoti, dažniausiai yra asocijuojami su tarporganizacinių santykių sritimi, kurioje, remiantis išteklių priklausomybės, socialinių mainų, legitimumo, efektyvumo, strateginio valdymo teorijomis, pirmiausia yra siekiama paaiškinti bendradarbiavimo motyvus ir vykstančią nuolatinę šių santykių dinamiką. Daug dėmesio skirta veiksnių, turinčių įtakos tarpsektorinei sąveikai, atskleidimui (Huxham, Vangen, 1996; Huxham ir kt., 2000; Austin, 2000a, b; Googins, Rochlin, 2000; Bryson ir kt., 2006; Rondinelli, London, 2003; Wadell, 2005; Al-Tabbaa ir kt., 2014). Trikdžius vystant tarpsektorines partnerystes identifiko Bryson ir kt. (2006), Kolk ir kt. (2008), Seitanidi (2010) ir kt. King (2007), Le Ber ir Branzei (2010b), Plowman ir kt. (2007) analizavo tarpsektorines partnerystes socialinės vertės kūrimo procese. Koschmon ir kt. (2012) sukūrė komunikacijos teoriją, didinančią ar padedančią pasiekti sukurtą vertę partnerystės analizės lygmeniu. Mokslininkai taip pat nagrinėjo, kaip tarpsektorinė partnerystė sukuria apčiuopiamus ir nepačiuopiamus rezultatus partnerinėms organizacijoms (Austin, Seitanidi, 2012a, b; Selsky, Parker, 2005; Koschmann ir kt., 2012). Le Ber, Branzei (2010a) tyrinėjo, kaip organizacijos iš skirtingų sektorių apsibrėžia sukuriamą vertę, ją pripažįsta ir kaip derina suvokimą su partneriais. Lygindami sėkmingus ir nesėkmingus tarpsektorinio bendradarbiavimo atvejus, mokslininkai atskleidė procesą, kurio metu partneriai identifikuoja ir lygina individualiai suvokiamą gaunamą vertę, kaip jie tarpusavyje sąveikauja bandydami nustatyti sukurtos partnerystės specifinę vertę. Le Pennec, Raufflet (2016) atskleidė skirtingų vertės tipų sąsajas su mokymosi rūšimis tarpsektorinėje partnerystėje. Lepak ir kt. (2007) analizavo

mechanizmus, leidžiančius vertės kūrėją užfiksuoti vertę (angl. *capture the value*). Porter, Kramer (2011) pristatė bendros vertės (angl. *shared value concept*) konceptą kaip socialinę inovaciją vadyboje.

NVO ir verslo organizacijų partnerystės procesą analizavo Austin (2000a, b), Le Ber, Branzei (2010a), Rivera-Santos, Rufin (2010), Barroso-Méndez ir kt. (2015), Pittz, Intidola (2015), Seitanidi, Crane (2009) ir kt. Apibendrinant mokslinę literatūrą ir atliktus mokslinius tyrimus nagrinėjama tematika, tyrimo lauką galima suskirstyti į tris pagrindines grupes: a) prielaidos ir sąlygos, reikalingos sėkmingam bendradarbiavimui ir partnerystei (Lubell ir kt., 2002; Tennyson ir kt., 2008); b) bendradarbiavimo ir partnerystės dizainas, procesas ir institucionalizavimas (Crosby, Bryson, 2005; Austin, 2000a, b; Austin ir kt., 2012a; Selsky, Parker, 2005; Selsky, Parker, 2010); c) partnerystės sukurta vertė ir poveikis (Andrews, Entwistle, 2010). Herlin (2015) analizavo tarpsektorinių partnerystėlių poveikį NVO legitimumui. Vertės kūrimas NVO ir verslo partnerystėje daugiausia nagrinėtas mokslininkų Austin ir Seitanidi (2010; 2012a, b; 2014).

Lietuvoje trūksta mokslinių tyrimų, konceptualiai atskleidžiančių NVO ir verslo partnerystės valdymo dimensijas bei bendradarbiavimu grįstos vertės kūrimą. Daugiausia dėmesio skirta NVO ir savivaldybių sąveikai (Šilinskytė, 2015; Raišienė, 2010, 2012a, b; Guogis, Gudelis, Stasiukynas, 2007; Kunčikas, 2001; Wejcmantas, 2001); tarpsektorinės sąveikos pokyčiams viešojo valdymo kontekste (Raipa, 2014); viešojo ir privataus sektoriaus partnerystei (Kavaliauskaitė, Jucevičius, 2009; Štavičienė, 2011; Dūda, 2010); socialinės partnerystės įtakai inovacijoms (Kvieska, Kvieskienė, 2012). Kėrytė (2014) analizavo socialinių NVO, generuojančių pajamas, atsiradimo kontekstą ir sąlygas veikti Lietuvoje, NVO verslumą. NVO sampratą, veiklą ir vaidmenį Lietuvoje nagrinėjo Kėrytė (2014) ir Šilinskytė (2013).

Mokslinės literatūros analizė parodė, kad tarpsektorinės partnerystės rezultatai dažniausiai yra iliustruojami iš vieno partnerio perspektyvos, skiriant pirmenybę verslo organizacijoms, retai atskleidžiant visų partnerių perspektyvas vienu metu (Selsky, Parker, 2005). *Todėl pagrįstai galima teigti, kad stokojama tyrimų, kurie leistų identifikuoti NVO ir verslo organizacijų partnerystę, įgalinančią bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje iš abiejų partnerinių organizacijų perspektyvos.* Siekiant identifikuoti bendradarbiavimu grįstos vertės tipus, sukurtus partnerystės metu, taikomas bendradarbiavimu grįstos vertės teorinis konstruktas, pagrįstas NVO ir verslo organizacijų partneryste (Austin ir Seitanidi, 2012a, b; 2014; 2000), kuris susideda iš trijų pagrindinių komponentų: 1) vertės kūrimo šaltinių; 2) partnerystės bendradarbiavimo stadijų; 3) partnerystės procesų etapų. Teorinis konstruktas papildomas tarpsektorinėje partnerystėje naudojamų valdymo mechanizmų dimensija.

Identifikuojant skirtingų įvykių, turinčių įtakos santykių vystymuisi partnerystėje, seką, naudojama procesinė prieiga, analitiniais tikslais išskiriant skirting-

gus partnerystės etapus. Tokia prieiga, glaudžiai susijusi su abdukcine tyrimo strategija, įgalina didesnę dėmesį koncentruoti į sąveikas, atsirandančias skirtinguose partnerystės etapuose. *Tyrimo tikslais tarpsektorinė partnerystė yra suvokiama kaip besiformuojantis procesas, apimantis neapibrėžtumą, sąlygotą konteksto, proceso pobūdžio, santykių su partneriu ir rezultaty.* Šiame procese individai, dirbantys skirtinguose sektoriuose ir neturintys patirties dirbti kartu bei turintys skirtingas vertybes ir principus, stengiasi bendradarbiauti siekdami išspręsti socialines problemas, kurių rezultatus sunku pamatuoti. Įvairių etapų sintezė, remiantis abdukcine tyrimo strategija, įgalina konceptualizuoti bendradarbiavimu grįstos vertės tarpsektorinėje partnerystėje struktūrą iš procesinės perspektyvos, kartu atliepiant didėjančią mokslinį poreikį analizuoti kiekvieną tarpsektorinės partnerystės stadiją atskirai.

Mokslinėje literatūroje tarpsektorinės partnerystės fenomenas yra palyginti naujas, todėl bendradarbiavimu grįstos vertės kūrimo procesai tarpsektorinėje partnerystėje nėra pakankamai atskleisti. Gausybė atliktų tyrimų įrodė tarpsektorinės partnerystės kuriamą vertę NVO ir verslo organizacijoms, tačiau nepakankamai akcentuojama pačios bendradarbiavimu grįstos vertės prigimtis. Pasižendama diskusijų apie bendradarbiavimu grįstos vertės tarpsektorinėje partnerystėje kūrimo šaltinius, partnerystės formavimo ir įgyvendinimo subprocesus ir valdymo mechanizmus, kurie būtų naudingi NVO ir verslo organizacijoms praktiškai formuojant ir įgyvendinant tarpsektorines partnerystes.

Todėl disertaciniame darbe mokslinei problemai atskleisti keliamas šis **pagrindinis klausimas – kaip yra kuriama bendradarbiavimu grįsta vertė tarpsektorinėje partnerystėje?**

Papildantys klausimai:

- Kokie veiksniai skatina ir riboja bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje?
- Kaip skirtingi procesai partnerystės formavimo ir įgyvendinimo stadijose veikia bendradarbiavimu grįstos vertės kūrimą?
- Kokias bendradarbiavimu grįstos vertės rūšis galima išskirti analizuotų tarpsektorinių partnerystėčių pagrindu?
- Kokie valdymo mechanizmai naudojami kuriant bendradarbiavimu grįstą vertę tarpsektorinėje partnerystėje?

Tyrimo objektas – bendradarbiavimu grįstos vertės kūrimas tarpsektorinėje partnerystėje.

Tyrimo tikslas – atskleisti bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje, konceptualizuojant bei empiriškai pagrindžiant partnerystės kontekstą, procesą ir valdymo mechanizmus.

Uždaviniai:

- 1) teoriškai pagrįsti bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje sampratą, struktūrą ir dimensijas;

- 2) konceptualizuoti bendradarbiavimu grįstos vertės kūrimo procesus tarpsektorinės partnerystės formavimo ir įgyvendinimo etapuose;
- 3) pagrįsti bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje tyrimo metodologiją;
- 4) identifikuoti bendradarbiavimu grįstos vertės rūšis tarpsektorinėje partnerystėje;
- 5) teorinių išvalgų ir empirinio rezultatų pagrindu atskleisti ir pagrįsti bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūrą.

Ginamieji teiginiai:

1. Bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje galima atskleisti derinant tarporganizacinių santykių, išteklių priklausomybės ir reliacinio valdymo teorijas.
2. Bendradarbiavimu grįstos vertės pasireiškimo formos priklauso nuo tarpsektorinės partnerystės konteksto, organizacijų charakteristikų, NVO vadybinių gebėjimų, tarpsektorinės partnerystės institucionalizavimo lygio verslo organizacijoje bei formalių ir neformalių partnerystės valdymo mechanizmų taikymo.
3. Bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje riboja partnerystės rezultatų vertinimo mechanizmų, atsakomybių tarp partnerių pasiskirstymo, atgalinio ryšio ir atviros komunikacijos stoka.

Disertacinio tyrimo filosofiniai ir metodologiniai pagrindai

Tyrimas grindžiamas *socialine konstrukcionistine filosofine tyrimo prieiga*, kuri teigia, kad panašios situacijos skirtingų veikėjų gali būti įvairiai interpretuojamos dėl subjektyvios tiesos prigimties, todėl siekiant pažinti daugialypį reiškinį ar procesą svarbiausiu dalyku tampa gebėjimas atskleisti tiriamųjų nuostatas, patirtis, mažiau dėmesio skiriant tyrimo procedūrų griežtumo reikalavimams. Analizuojant *bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje, laikomasi nuostatos, kad subjektyvi realybė – tai socialinis konstruktas, o pažinimo objektas – tai tyrimo dalyvių subjektyvi patirtis, įprasminta sąveikos su kitais žmonėmis tyrimo procese.*

Remiantis *interpretatyvizmo prieigomis*, analizuojami ir atskleidžiami tarpsektorinės partnerystės kontekstualūs elementai, pripažįstant jų poveikį tarpsektorinės partnerystės valdymui ir bendradarbiavimu grįstos vertės kūrimui.

Bendradarbiavimu grįstos vertės kūrimas tarpsektorinėje partnerystėje yra įvairialypis reiškinys, jo analizė gali apimti skirtingus subjektus ir lygmenis (organizacijų, partnerystės, kontekstinius). Atsižvelgiant į šio reiškinio kompleksiskumą bei apimtį, pasirinkti atskleidžiamasis (angl. exploratory) ir atvejo studijos tyrimai, paremti abdukcine tyrimo strategija ir sisteminiu derinimu.

Tyrimo metodai. Siekiant atskleisti bendradarbiavimu grįstos vertės kūrimo sąsajas su tarpsektorinės partnerystės procesų valdymo dimensijomis, teoriniam tyrimui atlikti taikyta mokslinės literatūros analizė, apibendrinimas ir lyginimas. Empiriniam tyrimui atlikti, siekiant identifikuoti NVO ir verslo organizacijų patirtį įgyvendinant tarpsektorinę partnerystę, pasitelkta abdukcinė tyrimo strategija. Ši tyrimo strategija realizuota per 2 etapus: atskleidžiamąjį tyrimą ir atvejo studiją. Atskleidžiamojo tyrimo ir atvejo studijos metu duomenims rinkti naudotas pusiau struktūruotas interviu metodas, tiesiogiai apklausiant informantų grupes: NVO ir verslo organizacijų atstovus bei NVO ir verslo organizacijos partnerystės brokerius / tarpininkus. Duomenų analizė atlikta derinant induktyvų ir deduktyvų kokybinės turinio analizės metodą, nustatant konkrečiame kontekste (tarpsektorinės partnerystės procese) egzistuojančius veiksmus, elementus ir problemines sritis. Gautiems tyrimo duomenims apdoroti, sisteminti ir vaizduoti grafiškai naudota kokybinių duomenų analizės programinė įranga „NVivo“. Interpretuojant empirinio tyrimo rezultatus, panaudota probleminį lauką (NVO ir verslo organizacijos partnerystės kontekstas) atspindinti literatūra. Rezultatų ir įžvalgų, gautų iš duomenų analizės sintezės pagrindu, teiginių forma pateikiamos gautos teorinės įžvalgos, metodologinės ir praktinės implikacijos.

Tyrimo mokslinis naujumas ir teorinis reikšmingumas

Teoriškai pagrįsta ir išgryninta bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje samprata. Pridedama prie bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje tyrimų plėtojimo Lietuvoje.

Atliktas sistemingas ir išsamus empirinis tyrimas nagrinėjant bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje. Tiriant bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje, apibrėžtas tarpsektorinės partnerystės kontekstas, išskirti tarpsektorinės partnerystės formavimo ir įgyvendinimo subprocesai bei valdymo mechanizmai, sukonstruota bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūra.

Išanalizuota, apibendrinta ir tyrime pritaikyta reliacinio valdymo teorija, tarporganizacinių santykių teorija ir išteklių paremto požiūrio koncepcija, leidusios atskleisti bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje per išteklių ir gebėjimų keitimąsi ir derinimą.

Pagrįsta bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje metodologija. Disertacinio darbo metodologinis naujumas grindžiamas abdukcinės tyrimo strategijos, kaip svarbaus ir perspektyvaus kokybinio tyrimo metodologijos tipo, pasirinkimu vadybos moksle.

Praktinis darbo reikšmingumas

Sukurta bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūra, kuri gali būti praktiškai pritaikyta NVO ir verslo organizacijų partnerystės valdymo praktikoje.

Sukonstruotas bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje pusiau struktūruotas interviu klausimynas NVO, verslo organizacijoms ir tarpsektorinės partnerystės brokeriams / tarpininkams, leidžiantis identifikuoti bendradarbiavimu grįstos vertės kūrimo tarpsektorinės partnerystės procesus ir padedantis atskleisti tarpsektorinės partnerystės valdymo trikdžius.

Pateikti ir empiriškai pagrįsti tarpsektorinės partnerystės formalūs ir neformalūs valdymo mechanizmai.

Disertacinio darbo apimtis ir struktūra. Disertacinį darbą sudaro įvadas, darbe vartojamų sąvokų suvestinė, 3 skyriai, išvados, naudotų literatūros šaltinių sąrašas (235 pozicijos) ir priedai. Darbo apimtis – 115 puslapių (be literatūros sąrašo ir priedų), 32 lentelės, 12 paveikslų, 8 priedai.

IŠVADOS, REKOMENDACIJOS IR TOLESNIŲ TYRIMŲ PERSPEKTYVA

IŠVADOS

Išanalizavus bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje teorinius aspektus ir atlikus empirinį tyrimą suformuluotos tokios išvados:

1. Atlikta ir darbe pateikta bendradarbiavimu grįstos vertės ir tarpsektorinės partnerystės sampratų ir turinio analizė bei sintezė atskleidė disertacinio tyrimo objektą ir jo kontekstinių sąvokų daugiadimensiškumą ir kompleksumą. Remiantis mokslinės literatūros analize, bendradarbiavimu grįstos vertės konceptą bendriausia prasme galima apibrėžti kaip trumpalaikę ir ilgalaikę naudą, kurią gauna organizacijos (mezolygmuo), individai (mikrolygmuo) ir visuomenė (mezolygmuo), palyginti su sąnaudomis, atsirandančiomis dėl bendradarbiaujančių šalių sąveikos. Bendradarbiavimu grįsta vertė įgauna skirtingas formas (asociacinę, transferinę, interakcinę, sinerginę), pasireiškia skirtingais lygmenimis ir priklauso nuo partnerystės dalyvių motyvų, perduotų išteklių pobūdžio ir sąveikos lygio. Atskleidžiant bendradarbiavimu grįstos vertės turinį galima teigti, kad daugiapakopė bendradarbiavimu grįstos vertės koncepto prigimtis kelia daug iššūkių mokslininkams formuojant holistinį sudėtingo reiškinio vaizdą ir išskiriant pagrindinius vertės požymius ir dimensijas. Nors tarpsektorinės partnerystės ir bendradarbiavimu grįstos vertės konstruktai plačiai analizuojami vadybos mokslinėje literatūroje, dėl egzistuojančio pliuralizmo bendradarbiavimu grįstos vertės kūrimo tikslų ir šaltinių atžvilgiu jis gali būti labiau traktuojamas ne kaip objektyvus, apčiuopiamas, turintis piniginę išraišką vienetas, o kaip subjektyvus, individualiai interpretuojamas konceptas. Išnagrinėtos ir apibendrintos reliacinio valdymo ir išteklių paremto požiūrio koncepcijos teorinės nuostatos leidžia teigti, kad tarpsektorinė partnerystė yra besiformuojantis procesas, apimantis neapibrėžtumą, sąlygotą konteksto, proceso pobūdžio, santykių su partneriu ir rezultatų ir kad tai yra daugialypis procesas, kuris vystosi priklausomai nuo partnerystės charakteristikų. Tarpsektorinės partnerystės sąvokos dekonstrukcija leido nustatyti, kad NVO ir verslo organizacijų partnerystės formas galima kategorizuoti pagal tarpsektorinei partnerystei skiriamų išteklių rūšį, jų kryptingumą ir papildomumą bei interesų sąsajas. Tai suponuoja prielaidą, kad bendradarbiavimu grįstos vertės kūrimo šaltiniais tarpsektorinėje partnerystėje galime įvardyti prieigą prie išteklių, keitimąsi išteklių ir išteklių derinimą. Nuo NVO ir verslo organizacijos gebėjimo derinti išteklius priklauso bendradarbiavimu grįstos vertės pasireiškimo formos.

2. Tarpsektorinio bendradarbiavimo ir partnerystės modelių komponentų ir dimensijų turinio bei tarpsektorinės partnerystės procesų etapų lyginamoji analizė leido nustatyti, kad siekiant paaiškinti procesą, kurio metu skirtingi tarpsektoriniai susitarimai vystosi pereidami keletą stadijų ar etapų, mokslinėje literatūroje dažniausiai yra naudojama bendra prieiga, kitaip dar vadinama partnerystės gyvavimo ciklu, ir išskiriami du tarpsektorinės partnerystės vystymosi būdai: pasikartojantis ciklinis procesas ir linijinis kontinuumas, sudarytas iš atskirų stadijų. Lyginamoji analizė leido nustatyti tiriamojo reiškinio ribotumus ir identifikuoti, kad laiko dimensija tarpsektorinių partnerystės analizėje yra naudojama siekiant išskirti statines partnerystės charakteristikas, tačiau ji riboja galimybes atskleisti bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje procesus. Todėl, siekiant giliau atskleisti tarpsektorinės partnerystės formavimo ir įgyvendinimo procesą, reikia peržengti egzistuojančius standartizuotus partnerystės formavimo ir įgyvendinimo etapus ir išskirti subprocesus, sudarančius atskiras tarpsektorinės partnerystės stadijas. Remiantis jau sukurtų modelių analize, išskyrus pagrindinius tarpsektorinės partnerystės formavimo subprocesus, nustatyta, kad bendradarbiavimu grįstos vertės kūrimo potencialas tarpsektorinės partnerystės formavimo ir partnerio pasirinkimo stadijose priklauso nuo partnerių gebėjimo susieti interesus, išreikštus per socialinės problemos pradinį apibūdinimą, organizacijų atitikties ir pajėgumų įvertinimą. Tarpsektorinės partnerystės subprocesų analizė leido identifikuoti, kad partnerystės įgyvendinimą lemia formalūs ir neformalūs mechanizmai, įprasminti per bendrai susikurtas struktūras ir procesus, interesų sąsajas, determinuojančias išteklių, tikslų ir pajėgumų atitiktį bendradarbiavimu grįstos vertės kūrimui.
3. Atsižvelgiant į bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje reiškinio kompleksiskumą bei apimtį, parengta atskleidžiamoji ir atvejo studijos tyrimų metodologija, paremta abdukcine tyrimo strategija ir sisteminiu derinimu. Sukonstruotas bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje pusiau struktūruotas interviu klausimynas NVO, verslo organizacijoms ir tarpsektorinės partnerystės brokeriams / tarpininkams, leidžiantis identifikuoti bendradarbiavimu grįstos vertės kūrimo tarpsektorinės partnerystės procesus ir padedantis atskleisti tarpsektorinės partnerystės valdymo trikdžius. Siekiant nustatyti, kurie situacijos aspektai gali būti generalizuojami, o kurie atsiranda dėl situacijos specifiškumo, veikiant situaciniams aplinkos faktoriams, remiantis sudaryta bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūra ir pakoreguotu tyrimo instrumentu atlikta atvejo studijos analizė.
4. Atskleidžiamoji tyrimo radinių pagrindu atlikta bendradarbiavimu grįstos vertės lygmenų ir rūšių tarpsektorinėje partnerystėje analizė sudarė sąlygas identifikuoti ir charakterizuoti bendradarbiavimu grįstos vertės pasireiški-

mo formas NVO ir verslo organizacijoms. Kokybinis interviu su tirtų verslo organizacijų atstovais parodė, kad verslo organizacijose asociacinės vertės kūrimas yra viena iš preferencinių verčių, kurias verslo organizacijos siekia įgyti tarpsektorinės partnerystės kontekste. Tyrimo metu išryškėjo, kad verslo organizacijos tarpsektorines partnerystes dažniausiai naudoja kaip įrankį darbuotojų pasitenkinimui didinti. Tuo tarpu NVO atstovų interviu duomenų analizė atskleidė, kad NVO labiau yra linkusios akcentuoti interakcines vertes, tokias kaip naujų ryšių su verslo organizacijomis kūrimas, organizacijos vadybinių procesų ir projektų valdymo bei komunikacinių kompetencijų patobulinimas, bendradarbiavimo proceso su verslo organizacijomis perpratimas ir verslo organizacijos mąstysenos perėmimas.

5. Apibendrinus tyrimo duomenis identifikuota, kad veiksniai, ribojantys bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje, pasireiškia nepakankamu dėmesio partnerystės rezultatų vertinimui skyrimu, atsakomybių tarp partnerių pasiskirstymo, atgalinio ryšio ir atviros komunikacijos tarp partnerių stoka. Remiantis atlikta teorine bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje analize bei atliktą atskleidžiamojo ir atvejo studijos tyrimų rezultatais, apibrėžus tarpsektorinės partnerystės kontekstą, jos formavimo ir įgyvendinimo subprocesus ir nustačius, kad bendradarbiavimu grįsta vertė priklauso nuo NVO vadybinių gebėjimų ir partnerystės institucionalizavimo lygmens verslo organizacijoje, verslo organizacijos vadovo požiūrio į partnerystes su NVO, savanoriavimo ir aukojimo kultūros integravimo lygmens į verslo organizacijos veiklos procesus, partnerystės valdymo ir finansavimo sistemų ir struktūrų sukūrimo, conceptualizuota bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūra, kuri gali būti naudojama kaip vadybinis įrankis tarpsektorinės partnerystės valdymui. Sukurta bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje struktūra gali būti taikoma NVO ir verslo organizacijų partnerystėms praktikoje atliekant šiuos žingsnius: 1) nustatant išorinius (makrolygmens) ir vidinius (mezolygmens) veiksniai, skatinančius ir ribojančius tarpsektorinę partnerystę; 2) identifikuojant partnerio pasirinkimo strategijas ir kriterijus; 3) parenkant tinkamą partnerystės valdymo struktūrą ir partnerystės institucionalizavimo laipsnį organizacijoje; 4) išskiriant formalius ir neformalius valdymo mechanizmus.

REKOMENDACIJOS

NVO ir verslo organizacijų vadovams:

- Tyrimo metu identifikuota, kad bendradarbiavimu grįstos vertės kūrimą tarpsektorinėje partnerystėje komplikuoja skirtingos organizacinės struktūros ir sprendimų priėmimo procesai, skirtinga organizacijų kultūra, darbuotojų kompetencijos ir pan. Tyrimo rezultatai leidžia konstatuoti, kad išauga tarpsektorinės partnerystės brokerių poreikis. Pastarieji tampa būtina partnerystės dalimi, ypač pradinėse partnerystės stadijose. Tarpsektorinių partnerystėčių brokeriai partnerystės formavimo stadijoje gali veikti kaip tarpininkai, skatinantys sandorius tarp NVO ir verslo organizacijų, neturinčių tarpsektorinio bendradarbiavimo patirties ar pasitikėjimo vieni kitais. Brokeriai gali padėti ne tik tarpininkauti suvedant suinteresuotąsias šalis, bet prisidėti prie santykių plėtojimo ir tarpsektorinių partnerystėčių valdymo. Derindami NVO ir verslo organizacijų interesus, brokeriai gali sustiprinti pasitikėjimą tarp partnerių bei kurti abipusio supratimo ir bendro mokymosi sąlygas. Brokerio dalyvavimas partnerystės formavimo ir įgyvendinimo etapuose gali būti naudingas partneriams suderinant lūkesčius ir sumažinant riziką, kuri gali iškilti partnerystės procese dėl organizacinių kultūrų skirtumo, neišsakytų lūkesčių ar kitų priežasčių.
- Remiantis kokybinio tyrimo rezultatų analize, rekomenduojama NVO ir verslo organizacijoms daugiau dėmesio skirti partnerystės vertinimo kriterijų ir stebėsenos procedūrų nustatymui. Reguliaros vertinimo ir stebėsenos procedūros leidžia partneriams nustatyti santykį tarp vertės ir sąnaudų.

Verslo organizacijoms:

- Sėkmingos verslo ir NVO partnerystės gali duoti daug naudos kiekvienai iš organizacijų partnerių. Verslui partnerystė su NVO padeda rasti inovatyvesnių būdų, kaip įgyvendinti socialinės atsakomybės politiką ir identifikuoti aktualiausias socialinę problematiką. Į filantropinę veiklą dažnai žiūrima kritiškai, kaip į paviršutines verslo organizacijos pastangas pagerinti savo reputaciją, o partnerystė su NVO rodo didesnį įsipareigojimą verslo socialinei atsakomybei ir yra kur kas efektyvesnė siekiant laimėti vartotojų palankumą ir gerinti įmonės reputaciją ir konkurencingumą. *Verslo organizacijų valdyje nėra aiškiai apibrėžiamos konkrečios pareigos, susijusios su socialinės atsakomybės įgyvendinimu. Jei tokios pareigos ir yra paskirtos, dažniausiai jos tik papildo darbuotojų pareigines instrukcijas kitose veiklos srityse. Socialinės atsakomybės principų taikymas yra suvokiamas kaip papildoma veikla ir yra menkai oficialiai reglamentuojama verslo organizacijos viduje arba naudojama kaip formalumas, kuriuo kartkartėmis pasinaudojama rinkodaros ar viešinimo tikslais. Atsižvelgiant į tai, rekomenduojama verslo organizacijoms filantropinę atsakomybę vertikaliai ir*

horizontaliai integruoti į verslo organizacijos procesus, formuojant atitinkamą organizacinę kultūrą bei sukuriant tarpsektorinės partnerystės valdymo ir finansavimo struktūras.

Nevyriausybiniams organizacijoms:

- Dauguma NVO nuolat susiduria su finansinių išteklių, reikalingų veiklai plėtoti, trūkumu. Visa tai riboja NVO galimybes plėtoti savo veiklą ir didinti socialinio poveikio mastą. Vadybinių gebėjimų trūkumą nustačius kaip vieną esminių veiksnių, ribojančių bendradarbiavimu grįstos vertės kūrimą, siūloma NVO pasirengti lėšų pritraukimo ir komunikacijos su įvairiomis suinteresuotosiomis grupėmis strategijas, ugdyti socialinį verslumą per įvairius mokymus ir nuolatinę sąveiką su verslo organizacijomis.

TOLESNIŲ TYRIMŲ PERSPEKTYVA

- Duomenis surinkus anketinės apklausos metodu, būtų galima nustatyti statistinius ryšius tarp tarpsektorinės partnerystės charakteristikų ir bendradarbiavimu grįstos vertės pasireiškimo formų.
- Nors tyrimo metu buvo apklausti NVO ir verslo partnerystės brokeriai / tarpininkai kaip asmenys, galintys tinkamai reflektuoti NVO ir verslo partnerystės formavimo ir įgyvendinimo patirtis, jų vaidmuo ir įtaka bendradarbiavimu grįstos vertės kūrimui tarpsektorinėje partnerystėje neatskleisti. Todėl rekomenduojama atlikti tolesnius tyrimus, nustatančius NVO ir verslo partnerystės brokerių / tarpininkų funkcijas ir vaidmenį kuriant bendradarbiavimu grįstą vertę tarpsektorinėje partnerystėje.
- Siekiant nustatyti konteksto įtaką tarpsektorinės partnerystės vystymuisi, rekomenduojama atlikti šalių, turinčių panašų ekonominį ir socialinį išsivystymo lygį, lyginamąją analizę.
- Reprezentatyvus bendradarbiavimu grįstos vertės kūrimo tarpsektorinėje partnerystėje tyrimas (įtraukiant platesnę tyrimo imtį), atskleidžiantis pagrindinius tarpsektorinės partnerystės valdymo trikdžius, įgalintų palyginti / patvirtinti / paneigti / papildyti disertacinio tyrimo rezultatus.

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Jurgita Mikolaitytė

**COLLABORATIVE VALUE CREATION
IN CROSS-SECTOR PARTNERSHIP**

Summary of Doctoral Dissertation
Social Sciences, Management (03S)

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