

**Gordon Institute
of Business Science**

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**Internal and external antecedents, enablers and barriers for CSV to
integrate to achieve scale in the food and beverage industry**

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

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ABSTRACT

Capitalism has emerged as the most effective vehicle for creating wealth and addressing deficits with regards to basic human needs and improving efficiency. The ideology has (justifiably) been criticised for disregarding social and environmental degradation as externalities or costs that are not bore by conventional free market profit models. The time for business to embrace sustainability as an integral component of long-run economic sustainability of operations, has never been more relevant and more amplified in the competitive world of business.

Sustainability in the food and beverage industry (and indeed most industries) has now developed into a source of strategic and competitive advantage. The concept has enjoyed significant focus over the past two decades, with creating shared value (CSV) drawing meaningful attention as the sustainable solution to the sustainability question. Through an integrated and scaled CSV approach, the better the trading conditions the more value that is created. Holistic stakeholder value creation and distribution is key to future-proofing business without an ideological change. The CSV approach is neatly compatible with raw material supply chains of the food and beverage industry, however effective implementation and institutionalisation has received mixed results. The challenge of integrating and institutionalising sustainable business practices is that it involves fundamental root change at an organisational level. Senior managers in these large global food and beverage firms have spent as much as two decades trying to convince internal and external stakeholders that there was a direct link between the firm's long-term prospects and CSV, integration of CSV has been met with resistance and has subsequently staggered progress. This study looks to better understand accepted and established antecedents, enablers and barriers in relation to the integration and scaling of sustainable business practices. The research looks to isolate the various factors, and crystallise the components that are crucial to the effective integration and scaling of CSV in the food and beverage industry. Qualitative, exploratory research methods were harnessed to refine and extend current theory on the topic. Data was gathered from 14 participants across eight organisations, with the study using triangulation and thematic analysis to establish areas of commonality and difference between the three organisational categories.

The key findings from the study culminate into a framework titled "The CSV Integration Framework", and consolidates the established and emergent antecedents, enablers and barriers (internal and external) to integrating CSV to achieve scale.

KEYWORDS

Business strategy, sustainable business, creating shared value, food and beverage, supply chain management, barriers, enablers, antecedents and integration, scale

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Sam A.L Hirst

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CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM

1.1. Introduction

The time for business to embrace sustainability as an integral component of long-run economic sustainability of operations, has never been more relevant and more amplified in the competitive world of business (EY Beacon Institute, 2016). What was once an emerging practice, sustainability in the food and beverage industry, and indeed most industries, has now advanced into a source for firm's competitive advantage. Creating shared value (CSV) is broadly defined as solving social and environmental problems to generate economic value. CSV has been identified as one of the more practical vehicles for effectively delivering holistic stakeholder value (Bockstette & Stamp, 2011). Businesses on a global scale are scrambling to future-proof their long run position in the market (Deloitte, 2018). This as competitors begin to crack the code of sustainability, and unlock the emotional benefits of customer loyalty for their sustainability efforts, particularly with customer facing (B2C) brands (EY Beacon Institute, 2016). One of the greatest challenges to achieving success through a CSV approach is hinged on overcoming internal and external barriers, harnessing enablers and establishing key antecedents to achieve CSV integration and subsequent scale (EY Beacon Institute, 2016).

Large global businesses possess significant capacity to meaningfully make a positive difference through leveraging scale, and reallocating its product cost of sales spend (Pfizer, Bockstette, & Stamp, 2013). Proactive firms have been labelled as a standout figures for achieving CSV and at scale, these businesses state that CSV is integral to their strategy and is only going to build the approach from strength to strength in their businesses (traditional versus CSV value chain structures mapped out in Appendix 1 and 2), with the more advanced businesses professing to be working with a large number of farmers globally with significant opportunities moving forward (Pepsico, 2017).

However, it has been found that senior managers in these large global firms which have successfully institutionalised, integrated and scaled their CSV approach have spent as much as two decades trying to convince internal and external stakeholders that there was a direct link between the firm's long-term prospects and CSV (Pfizer et al., 2013). Currently, these businesses insist that economic sustainability whilst creating social and preserving environmental value is not just about duty, but represents a major strategic lever (Pfizer et al., 2013). These firm's proactive approach to swelling public and regulatory pressures around how they

produce, procure and supply their products and services offers a distinct advantage over their competitors (EY Beacon Institute, 2016). Adopting CSV can generate significant economic value, when customer-facing products are likened to one another with pricing and quality parity, the next key differentiator affecting the consumer's ultimate choice is the sustainability credentials of the firm (EY Beacon Institute, 2016).

The globally recognised lens through which these large firms (and indeed small to medium firms) are looking to achieve tangible results, is embodied in the framework known as the sustainable developments goals, or the SDGs (Sachs, 2014). The fundamental purpose of the SDG, is to tackle the global societal and environmental issues, and to present traditional global developments challenges as opportunities for increasing organisational effectiveness, and generate business competitive advantage (EY Beacon Institute, 2016). CSV is especially relevant for the food and beverage industry, where products and the provenance of them have a direct impact on consumer's, as well as the environment's health and wellbeing, the industry possesses impressive scope to deeply and meaningfully connect consumers with CSV, through integrating the concept into their respective supply chains to achieve scale (Deloitte, 2018). This also presents an opportunity to leverage CSV as a differentiator, and gain from indirect benefits of the approach. Through integrating and scaling CSV, firms can generate long run competitiveness in the market (Deloitte, 2018). With senior executives unanimously believing that effectively executing sustainability, as a strategic lever in the future will be critical for long run economic sustainability (Deloitte, 2018), driven by consumers who are willing to pay more for products that are responsibly sourced. If firms in the industry do not effectively implement CSV, they will be outcompeted on brand, quality, availability and price, which will roll up into dwindling financial performance (Bockstette & Stamp, 2011).

1.2. The Research Problem

Capitalism is the most effective vehicle for creating wealth, and addressing deficits with regards to basic human needs and improving efficiency (Porter, Hills, Pfitzer, Patscheke, & Hawkins, 2011). The ideology however has (justifiably) been criticised for disregarding social and environmental degradation as externalities or costs that are not bore by the organisation's profit model, these costs are addressed by government regulation and taxes precipitating initiatives such as corporate social responsibility (CSR) and other obligatory government enforced

ingenuities to repair the damage done once economic stakeholders have had their needs met (Sachs, 2014). The challenge of integrating and institutionalising sustainable business is that it involves fundamental root change at a cultural level within an organisation (McIntosh, Sheppy, & David Zuliani, 2016). Sustainability (in the business context) has enjoyed significant focus over the past two decades, CSV in particular has drawn noteworthy attention as reflected in the Scopus search in Appendix 3, 4 and 5, conveying the increased publications on the topic, CSV has become a truly polarizing topic in the academic community (Crane, Palazzo, Spence, & Matten, 2014; De los Reyes & Scholz, 2019). Organisations have embraced the concept of sustainability, and deeply rooted sustainable business practices in their respective strategies, some have achieved demonstrative results across the triple bottom line, others less so (Leonidou, Katsikeas, & Morgan, 2013). Broadly speaking, traditional approaches to effectively implementing and scaling sustainable businesses practices has not achieved the measured success, and integration needed (Aboah, Wilson, Rich, & Lyne, 2019).

Supply chain management (SCM) is agreeably defined in literature as the sourcing from supply to the consumer and the end-to-end management of the flow of goods, services, finance and information (Tansakul, Suanmali, Charoensiriwath, & Shirahada, 2018). Numerous firms in the discussed industry rely heavily on effective SCM to see their sustainability goals achieved (Thomas, Fugate, Robinson, & Tasçioglu, 2015). Porter and Kramer coined CSV in 2011, the theory is the most recent approach to doing good business and doing good in the process. The theory effectively links societal progress and economic growth, through the creation of value by solving for social and environmental problems (Porter & Kramer, 2011). The challenge is how to catalyse this integration, as economic sustainability is inextricably linked to effective integration and subsequent scale.

In accordance with Porter and Kramer (2011), “Shared value is a set of policies and operating practices that enhance company’s competitiveness while simultaneously advancing economic and social conditions in the communities in which it operates” (Porter & Kramer, 2011, p. 6), the duo proceed to detail how CSV is integrally linked to organisational strategy (Porter & Kramer, 2011). The provenance of the approach came from a multitude of factors contributing to the theory but has its history rooted in innovation and organisational leadership. Business has turned to CSV to remain competitive in the current globalized marketplace, and deliver against increasing stakeholder pressure to better manage and leverage the supply chain to create shared value. The concept of CSV has been thrust forward as a key

agenda item for businesses (both large and small). Managers are expected to deliver CSV as a key strategic lever in the modern food and beverage market-place (Busse, Schleper, Menglei, & Stephan, 2015), particularly in Western markets (Sancha, Longoni, & Gimenez, 2015).

The CSV approach is neatly compatible with raw material supply chains of the food and beverage industry, however effective implementation and institutionalisation has realized mixed results, along with varying degrees of traction. Integration has regularly been cited as a critical challenge, to advancing CSV to achieve scale in the food and beverage industry (Darkow, Foerster, & Von Der Gracht, 2015; Dembek, Singh, & Bhakoo, 2016; Mehera, 2017; Thomas et al., 2015; Thoyib, Shah, & Abidin, 2019; Vieira & Amaral, 2016).

1.3. Aims of Research

This research will draw on theory to understand how organisations experience barriers and enablers associated with scaling creating shared value (CSV) initiatives (Porter & Kramer, 2011).

The scope of the study has been narrowed down to isolate these factors in the food and beverage industry specifically. The research conducted will look to develop new insights on the topic of integrating and scaling CSV initiatives and will crystallize what the crucial antecedents are for firms to achieve scale in their CSV initiatives. The study will focus on agricultural value chains, in the food and beverage industry.

1.4. The Intended Contribution

The report looks to contribute potential extensions and refinements on the current academic discussion pertaining to the antecedents, the enablers and the barriers (internal and external) managers experience, in the approach to integrating CSV to achieve scale. The report looks at essential success factors and ensures transferability through the structure of the research questions, guided by opportunities identified in the literature (Table 2). This has been guided by a robust research design which is further detailed in Chapter 4 (Saunders & Lewis, 2018).

1.5. Research Question to be Answered Through the Research

The three research questions have been derived from the below overarching research question and has informed the structure of the studies' design. The research questions will be further elaborated on in Chapter 3.

What are the internal and external antecedents, enablers and barriers to effectively integrate CSV to achieve scale? Perspectives from food and beverage firms.

1.6. Report Overview

Chapter 1 introduces the reader to the research problem, the relevance to business and to academia, and what the aims of the research are in terms of intended contributions. Chapter 1 closes with an introduction to the research question to be answered by the study. Chapter 2 reviews the literature on sustainable business practices over time, and progresses to review the antecedents, the enablers and the barriers in relation to CSV. The Chapter 2 literature culminates into a framework that informs the research question in Chapter 3.

Chapter 4 provides a description of the methodology, providing detail on the design and strategy. Chapter 4 details the population and the sample through which the data capture was performed, and the method of data capture. Chapter 4 presents the research instrument as well as the approach used to organise and analyse the data. Chapter 5 presents the findings followed by a discussion of the findings in Chapter 6, based on the literature reviewed in Chapter 2.

The final chapter of the report is Chapter 7, which presents the conceptual framework developed through the research process. The framework presented in Chapter 7 captures the potential extensions and refinements to theory. Chapter 7 concludes with recommendations for managers and business leaders, limitations of the research project and closes with opportunities for further research.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The following section, covers the literature reviewed, pertaining to the topic of how businesses have encountered integrating sustainable business practices into raw material supply chains. Initially, the researcher details the provenance and pedigree of the literature. The section continues to review the various approaches to sustainable business practices and includes critical analysis of the success experienced by business against these approaches. The researcher continues to review literature related to CSV, and analyses literature related to the barriers and enablers to integrating sustainable business practices into business. The section concludes with a critical review of the antecedents for effective sustainable business practice integration, with a focus on CSV, closing with a consolidation of the research gap identified in the current literature on the topic.

Table 1: Discussion Flow for Literature Review

2.1 Introduction						
Main Headings	2.2 Description of Sources	2.3 Review of Sustainable Business Practice Literature	2.4 Review of CSV Literature	2.5 Review of the Antecedents for CSV Integration to Achieve Scale	2.6 Review of Enablers to CSV	2.7 Review of Barriers to CSV
Discussion Topic 1 and sub-headings	Databases used	Why business needs to adopt sustainability	Provenance and definition of CSV	Description of literature on antecedents for CSV integration to achieve scale	Description of the literature on CSV enablers	Description of the literature on CSV barriers
Discussion Topic 2 and sub-headings	Journals used	Sustainable business practices track record	Pros and cons of CSV	Analysis of literature on antecedents for CSV integration to achieve scale	Analysis of the literature on CSV enablers	Analysis of the literature on CSV barriers
Discussion Topic 3 and sub-headings	Key words	Proposed theoretical solutions over time	Concensus and conversation status-quo	Concluding remarks on antecedents for CSV integration to achieve scale	Concluding remarks on CSV enabler literature	Concluding remarks on CSV barrier literature
2.8 Conclusion						

2.2. Sources and Databases

Sustainability and sustainable business has received significant focus and attention from the business as well as the academic community of over the past fifty years (Kang, Yang, Park, & Huo, 2018). The recent increase of publications reflects in Scopus as seen in Appendix 3,4 and 5 conveying the increased activity and publications in the area of sustainable business practices. This is evidence of a collective business academic interest in what an effective approach might look like,

for conducting economically sustainable business, that has deep and meaningful considerations for the social and environmental impact their business activities (Leonidou et al., 2013). This very current topic has yielded rich debate in the academic community, with various postulated solutions and remedies to the legacy issues associated with conventional business, and the hypothesized strategies of sustainable business being dissected from multiple stakeholder's angles (Kang et al., 2018). To provide an overview of the most current developments in the space of sustainable business, Scopus, Emerald Insight, Google Scholar, ScienceDirect and EBSCOHOST were trawled for historic drivers of sustainable business, the theoretical solutions business has deployed to engage with the concept, and the various barriers, enablers and antecedents extracted with specific application to CSV in the supply chain community in the food and beverage industry (Govindan, Seuring, Zhu, & Azevedo, 2016).

The search for the current literature on the discussion was conducted through various top-rated journals based on their ABS rating to control for quality. These journals included the *Academy of Management Review*, *Asia-Pacific Business Review*, *Business Strategy and the Environment*, *Harvard Business Review*, *international Journal of Operations and Production Management*, *International Journal of Physical Distribution and Logistics Management*, *Journal of Business Ethics*, *Journal of Supply Chain Management: An International Journal*, *MIT Sloan Management Review* and the *Journal of Cleaner Production*. The criterion was set to the period between 2014-2019 with the view to ensure the literature was incorporating the most current debate in the research gap formulation, and where workable the most sited (historic and recent) journals were filtered through *Publish or Perish* to ensure the research carried academic velocity (Thomas et al., 2015). The research focused on key areas with the view to narrow the scope of the literature review and isolate a coherent research gap, these key words included “business strategy”, “sustainable business”, “creating shared value”, “food and beverage”, “supply chain management”, “barriers, enablers and antecedents”, “integration” and “scale”.

2.3. Review of Sustainable Business Practices

In accordance with United Nations World Commission on Environment and Development (UN WCED, 1987), the definition of sustainable development is summarised as development today without compromising the ability for future generations to meet their needs.

Governments globally have looked to play its part on the tug of war between private sector economic profits at the expense of externalities (social and environmental costs excluded from the business profit model), through various protocols drafted and goals set without concrete action or accountability for under-performance (Selishcheva & Iu, 2018). In 1987, the United Nations published the report "Our Common Future" mapping out important issues around economic development, the impact on society and the impact on the environment (UN WCED, 1987). This report was revolutionary in its time, and did induce pause for thought but did not galvanize big business into meaningfully changing its practices (Selishcheva & Iu, 2018). In 1997, 159 states from around the world signed an agreement to reduce carbon emissions by six to eight percent over an 18 year period, this agreement became known as the "Kyoto Protocol" (Selishcheva & Iu, 2018). This too was well-meaning as an initiative but without India, China and the USA who refused to sign the agreement (contributing a collective quarter of global carbon dioxide emissions at that time), the treaty was going to battle to achieve revolutionary economic reform (Selishcheva & Iu, 2018).

In 2000, the millennium development goals were drafted representing a move to a heightened focus on addressing issues pertaining to sustainability and global deficiencies in terms of basic human needs, after 15 years of commitment without material progress, this initiative too yielded mediocre results (Sachs, 2014). Recognizing that the world had made little progress on the swelling issue of sustainability, in 2015 the global community (cross-sectoral) came together to draft the sustainable development goals, colloquially referred to as the "SDGs" (Sachs, 2014). The SDGs represent a strategic opportunity and was first articulated through integrating the 17 global challenges into business models, creating a unique competitive advantage for business, whilst addressing the highlighted issues of environmental and societal sustainability at hand (Pfizer et al., 2013).

Consensus around the need for firms to change the traditional approach to business was consistent across the reviewed literature, (Schneider, Wallenburg, & Fabel, 2014) supporting the necessary change in business practice to pivot towards a sustainable model. This notion received additional support from (Winter & Jang, 2018; Thoyib et al., 2019; Pagell & Wu, 2009). Sustainable business is conventionally broken down into business practices that will endure in terms of economic, social and environmental components (Selishcheva & Iu, 2018).

The literature reviewed provided a consistent timeline of new theories and attempts by business to clean its proverbial act up, Ed Freeman first introduced the world to

stakeholder theory in 1984 (Freeman, Wicks, & Parmar, 2004), neatly summarised by (Foster & Jonker, 2005) surmising that stakeholder theory was conceptually designed to change the way organisations thought about their activities (Foster & Jonker, 2005). In 1994, John Elkington introduced the world to the concept of the “triple bottom line” (Visser & Kymal, 2015), defined as the equilibrium between environmental value, social justice and economic choices (Thomas et al., 2015). The solutions presented by Freeman and Elkington did add to the momentum of the conversation associated with sustainable business and inspired a flurry of additional proposed solutions with the concept of blended value and the bottom of pyramid approach amongst the group (Prahalad & Hart, 2002). Jensen introduced firm-value maximization followed shortly with conscious capitalism (Jensen, 2002). Both academia and business is littered with a multitude of additional alternatives, however the general consensus is that the business community has not pivoted meaningfully in their sustainable business practices to reach scale, and to meaningfully create shared value for all stakeholders involved (Mehera, 2017).

2.4. Review of CSV

The most recent addition to the conversation was coined in 2011, Michael Porter and Mark Kramer introduced the concept of creating shared value or CSV (Porter & Kramer, 2011). The theory of CSV has been met (as per previous sustainable business theories) with a wide array of responses, with scholars and business both embracing and criticising the theory, it truly is a dividing topic in the field of business strategy and sustainability (Crane et al., 2014). CSV (Porter and Kramer argue) is integrally linked to organisational strategy (Porter & Kramer, 2011). CSV addresses the basic human needs from a business perspective and treats the problem as such, inculcating the challenges into the business model (Figure 1) to create a competitive advantage, therefore CSV trumps corporate social responsibility (CSR) because CSR is externally driven (Arora & Puranik, 2004).

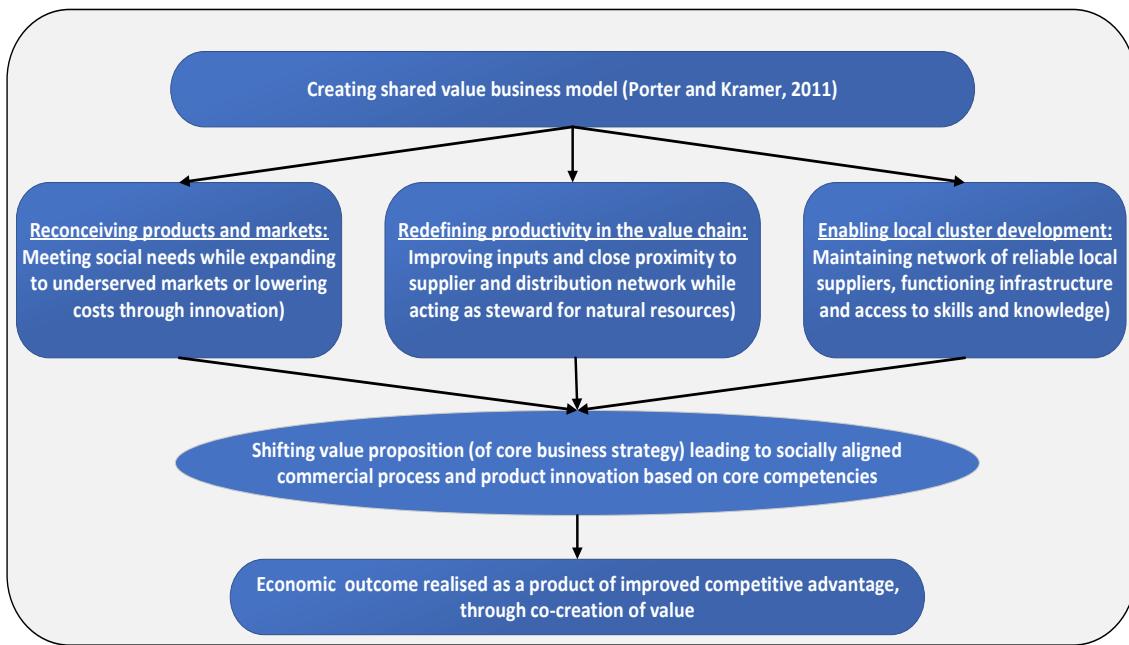


Figure 1: Social and Economic Value Creation, the CSV Framework

Source: Mehera, 2017, p.111

It is in business' best interest to ensure the communities in which it operates are prosperous, otherwise there would be no one to purchase the goods and services produced (Porter & Kramer, 2011). Adopting a CSV strategic approach involves change, one of the greatest challenges involves institutionalizing this change both internally and externally, this pivot towards a CSV approach entails embedding a new set of values and involves cultural transformation both internally and externally (McIntosh et al., 2016). Criticism for CSV is abundantly available in recent literature, critics such as Crane et al. (2014) argue that the concept is a form of Greenwashing, and that it is by no means a novel or innovative concept with McIntosh (2016) arguing that the concept resembles blended value in many respects (Crane et al., 2014; McIntosh et al., 2016). De los Reyes and Scholz (2019) picks a specific issue with the theory, stating that the concept operates on the skirmishes of the core businesses that profess to effectively engage in it, and that it does not address the root cause of the issue around sustainable business, they conclude with stating that CSV does not correct business that is (by design) destructive to stakeholders aside from economic stakeholders, Crane and De los Reyes refer to these as "legacy businesses" (De los Reyes & Scholz, 2019).

The criticism of CSV by De los Reyes and Scholtz (2019) is grounded in the notion echoed by Crane (2014), citing issues pertaining to the mechanisms deployed for navigating CSV, examples put forward to underpin the criticism by reconceiving products and markets (catering for unmet needs), redefining productivity in the value chain (improved management of internal operations and reducing risk) and building supportive industry clusters at the company's locations (changing societal conditions outside the company) as described by Porter and Kramer (2011). This supports the argument that CSV does not support the development of fundamentally new and innovative ways to do business, however De los Reyes fails to provide comparative solutions that have reached effective scale, with the core critique aimed at the automobile industry (De los Reyes & Scholz, 2019). Crane et al. (2014) celebrates CSV for its strength in aligning strategic and sustainability goals, and the theory's ability to codify areas of sustainability that the aforementioned business angles on sustainability fell short in, however Crane continues to highlight shortfalls associated with business compliance in the theory of CSV, this is discussed in broad terms and does not drill down on granular reasoning and assumes business and the leadership within business acts ethically and consistently so, recent corporate scandals ranging from the chain liability effect (Sauer & Seuring, 2018) to accounting irregularities suggest that this is not a reasonable assumption (McIntosh et al., 2016).

The argument that CSV offers nothing original (resembling CSR and blended value) comes across as a common issue in literature (De los Reyes & Scholz, 2019; Crane et al., 2014). Porter and Kramer (2014) in response argue that CSV is not about blending or matching corresponding value with social and environmental value, but rather that the concept is designed to solve social and environmental problems, deeply inculcating this into the firm's purpose and strategy to create economic value through innovation, the value chain and the location of operations (Porter & Kramer, 2011). Other literature critiques CSV for being a marketing ploy, arguing that sustainable business (through a CSV lens) is not a case of making simple tasks such as making invoicing easier to read (Dembek et al., 2016). CSV is about solving problems and growing the total value output and sharing it equally, not placing priority on economic value over social and environmental value, this criticism fails to present a robust scaled and sustainable alternative (Dembek et al., 2016).

Consensus amongst scholars (particularly of the recent five years' literature) around the need for business to pivot towards more sustainable practices is

evident, cracking the problem represents a significant strategic opportunity for firms (Crane et al., 2014; Darkow et al., 2015; De los Reyes & Scholz, 2019; Tansakul et al., 2018; Thoyib et al., 2019). The best approach for leveraging this opportunity is under dispute, however even critics of CSV concede that the theory does offer a novel and potentially ground-breaking approach to the way sustainable business practices integrate with the fundamentals of economics (De los Reyes & Scholz, 2019).

2.5. Review of the Antecedents for CSV Integration to Achieve Scale

The following sections review literature related to the antecedents documented in relation to the integration of sustainable business practices and CSV. The structure of the section incorporates a description of the current conversation related to CSV antecedents, it proceeds to analyse the various sources, calling out areas of commonality and difference, and concludes with a summary of where the researcher felt there were gaps in the literature, and how these gaps present opportunities for further research. This in relation to internal and external antecedents to integrating CSV to achieve scale.

2.5.1. Description of Literature on Antecedents for CSV Integration to Achieve Scale

Reviewing the literature on antecedents for effective CSV integration to achieve scale, it was implied that market opportunity is of pivotal importance to scaling CSV in agricultural value chains (Dembek et al., 2016). Tansakul et al. (2018) indicate that the ability for firms to demonstrate agility, and pivot towards market demand, is driven by the organisational culture. Mehera (2017) details a need for further discussion on the distinctions between integrative versus influential approaches to conducting shared value. Gualandris, Golini, and Kalchschmidt (2014) argue that it is critical for organisations to be able to demonstrate organisational ambidexterity and be able to become comfortable with exploring new business, whilst exploiting the current and established business (Raisch, Birkinshaw, Probst, & Tushman, 2009). This relates to the need for firms to be able to do both, and for the resources to be allocated and protected from conventional business performance indicators, as this exploratory business has no historic data to draw on, so holding supply chain to conventional KPIs is ineffective, there cannot be a variance to forecast supply or demand because there is no historic data to draw on. Social license to operate may be a given prerequisite however this is often overlooked by well-meaning CSV initiatives, this touches on the importance of visibility as the project needs to be

nurtured and regularly monitored for progress and optimization, critical to success is having sound, competent and reliable management team at a ground level (Tansakul et al., 2018). Govindan et al. (2016) identified value chain relationships as antecedents for sustainable business to integrate to achieve scale, there was a lack of emphasis of establishing full value chain relationships through to a farm level. CSV comes with many hurdles early in the inception of the project, CSV project management needs executive management's support on the long run vision and support from shareholders to persist through the economic challenges (De los Reyes & Scholz, 2019), to allow for strategic emergence as the initiative lurches into a scaled operation, value needs to be viewed as a holistic concept and monitoring and evaluation (M an E) of impact is a critical part of progressing with CSV, reporting on progress, capturing failures and converting these into knowledge assets for the future (Dembek et al., 2016).

Many of the early antecedents for CSV involves trust (Tansakul et al., 2018), trust is a major theme across the literature reviewed. Trust needed to be generated amongst all value chain stakeholders and proved to be a none-negotiable antecedent (Anastasiadis & Poole, 2015). Trust was detailed to be of vital importance, and a key overarching requirement for healthy, collaborative relationships and partnerships, to effectively advance CSV integration. Govindan et al. (2016) argued the importance to have effective cross-functional working teams, if firms approach CSV with strong silos between divisions, CSV will not integrate as effectively, and will precipitate tension between the organisational functions. If there is engagement and effective integration cross-functionally, internally and externally (Thoyib et al., 2019).

It was detailed to be important to have clarity on the vision and a coherent and confirmed idea of what was trying to be achieved (Busse et al., 2015). If there was a misunderstanding among the various stakeholders in terms of what success looked like, this could translate into poor alignment and could develop a barrier and dissent internally, as the various divisions compete to advance their agenda (Darkow et al., 2015). Varchenko, Svynous, Grynchuk, Tkachenko, and Shust, (2018) identify integration as a critical factor to achieving scale, they initially define what integration means by detailing that it is a process-orientated framework designed to facilitate optimisation and is crucial for efficiency. This suggests that integration happens once the firm has robust systems are in place and has effectively been institutionalised and becomes business as usual, all stakeholders recognise and appreciate what the initiative is and accept it. Change is ear-marked

as one of the biggest challenges to attaining integration, (Varchenko et al., 2019) indicate that employees and management do not like change, it is human nature to not like change. This notion is echoed by Thoyib et al. (2019), who states that the change towards a CSV approach needs to be actively managed throughout the management structures of the organisation. Darkow et al. (2015) highlights a research opportunity by explicitly stating that the integration of CSV as a part of food supply chain strategies is in direct conflict with the prevailing logic of the firm, and that there is a need for further research around the challenges management might face throughout the CSV integration process (Darkow et al., 2015). Thomas et al. (2015) identify barriers to advance sustainability from a supply chain perspective but fail to state exactly how this can be applied to CSV. The most prominent research gap was highlighted by Dembek et al. (2016), stating that firms need a clear practical guidance on how to navigate the launch of CSV, and to effectively navigate the implementation of CSV. Thoyib et al. (2019) intimate that there is a shortage of research with regards to the barriers to the management of CSV from a supply chain perspective, and continue to state that there is a need for analysing sources of the downstream SC barriers and how to overcome these (Thoyib et al., 2019). Thoyib et al. (2019) continues to highlight an opportunity for further research into the emergence of barriers in the integration process of CSV, paramount for CSV to achieve scale and to generate the social, environmental and economic value upon which CSV is built.

2.5.2. Analysis of Literature on Antecedents for CSV Integration to Achieve Scale

Critically analysing the literature pertaining to antecedents for effective CSV integration, there were clear areas of commonality, as well as areas of distinct difference amongst the literature. Dembek et al. (2016) argued that it is crucial for firms to secure a market, before adopting a CSV approach, this was supported by Tansakul et al. (2018), however the researcher identified a marginal difference in how this was to be achieved. Tansakul et al. (2018) argue that it comes down to organisational culture, and how readily the firm can pivot to cater for shifting market demands. This insinuates that the firm needs to develop an appetite for agility, and a comfort with the unknown. This speaks to the antecedent put forward by Gualandris et al. (2014) who insists that organisations need to demonstrate an ability to explore new business and exploit current business. This aligns to Dembek et al. (2016) and Tansakul et al. (2018) who support a need to be able to develop

new markets as a CSV antecedent, and to secure an offtake for the farm production, however Gualandris et al. (2014) is unique in their identification of how an organisation needs to create this from within the business' culture, and ethos. According to De los Reyes and Scholz (2019) as well as Dembek et al. (2016), leadership support was crucial for effective CSV integration. This area of commonality in the literature came across with consistent and persistent resonance, and allowed for firms to exercise the ambidexterity reflex, and persist with the approach irrespective of the short-term sacrifices necessitated by the approach (Raisch et al., 2009).

As much as leadership support was detailed to be an antecedent, it was uniquely detailed by De los Reyes and Scholz (2019), that an indicator of a firm's leadership commitment to the approach, was reflected in the resource allocation of the organisation. Tansakul et al. (2018) and Anastasiadis and Poole (2015) demonstrated commonality in terms of their sentiment towards trust, and how trust was of absolute paramount importance for effective CSV integration. This common viewpoint on the topic, means that irrespective of the CSV system having the critical components in place to integrate effectively, the approach will not succeed without trust amongst the stakeholders. The authors argued that the process to achieving CSV is not linear, and often cascaded over conventional short-run financial performance timescales, if the approach was to succeed, trust was a prerequisite to advance the approach as stakeholders had to have faith that staying true to the course would translate into results over time. This placed trust at one of the single most important antecedents, supported by the reviewed authors consistently.

Govindan et al. (2016) and Thoyib et al. (2019) indicated a common focus on the importance of having effective cross-functional working teams, and for firms to not get caught in silos when looking to implement CSV. This refers to the needs for business to work more collaboratively across the various divisions. This argument touches on the need for leaderships support put forward by De los Reyes and Scholz (2019) as well as Dembek et al. (2016), however it drills down at a lower structural level, and places emphasis on the divisions specifically. It could therefore be argued that the leadership of the various organisational divisions need to actively work to improve the cross-functional collaborative approach, to ensure creative abrasion does not precipitate a barrier. For CSV to advance, it requires an organisation-wide effort to effectively integrate and deliver the concept. An area related to the leadership antecedent detailed earlier related to the need for a

coherent and consistent interpretation of success to be drafted, Busse et al. (2015) and Darkow et al. (2015) found commonality in this regard, however Darkow et al. (2015) took the antecedent further, arguing that if this antecedent was lacking, it could develop into a barrier to advancing CSV integration. It goes without saying that there needs to be alignment amongst the stakeholders, in terms of what success looks like, and to paint an easily understood version of what success looks like, however this requires extensive stakeholder engagement and may not necessarily always be conducive to rapid integration, or swift progress. Varchenko et al. (2019) support the need for change to be actively managed throughout the CSV integration process, Thoyib et al. (2019) echoes this antecedent and recognizes the risk of not managing change poses. Thoyib et al. (2019) differs, in terms of how best to achieve this, arguing that it should be managed through the structure of the firm. This can mean less of a consultative process, in contrast to Varchenko et al. (2019), and more of a top down approach to delivering the change.

2.5.3. Concluding Remarks on Antecedents for CSV Integration to Achieve Scale

Concluding the literature reviewed, the antecedents related to CSV was touched on, and come from both an internal and an external perspective. These antecedents were applicable across various forms of sustainable business practice approaches and did not necessarily have a direct focus on CSV. It was identified that many of the antecedents identified, has a strong relation to sustainable business practice, and how business might look to ensure these were in place for effective integration, however there was a lack of focus on CSV specifically, presenting an opportunity for further insights into how these antecedents are experienced by CSV practitioners in industry. The researcher found the most relevant framework (Appendix 6) to best capture the anticipated enablers and barriers to CSV integration, however this had a direct focus on environmental sustainability, and how firms might experience navigating a reduction in greenhouse gas emissions, and did not detail the crucial antecedents that need to be in place for effective integration, the framework has subsequently been adapted to apply to CSV (Figure 2).

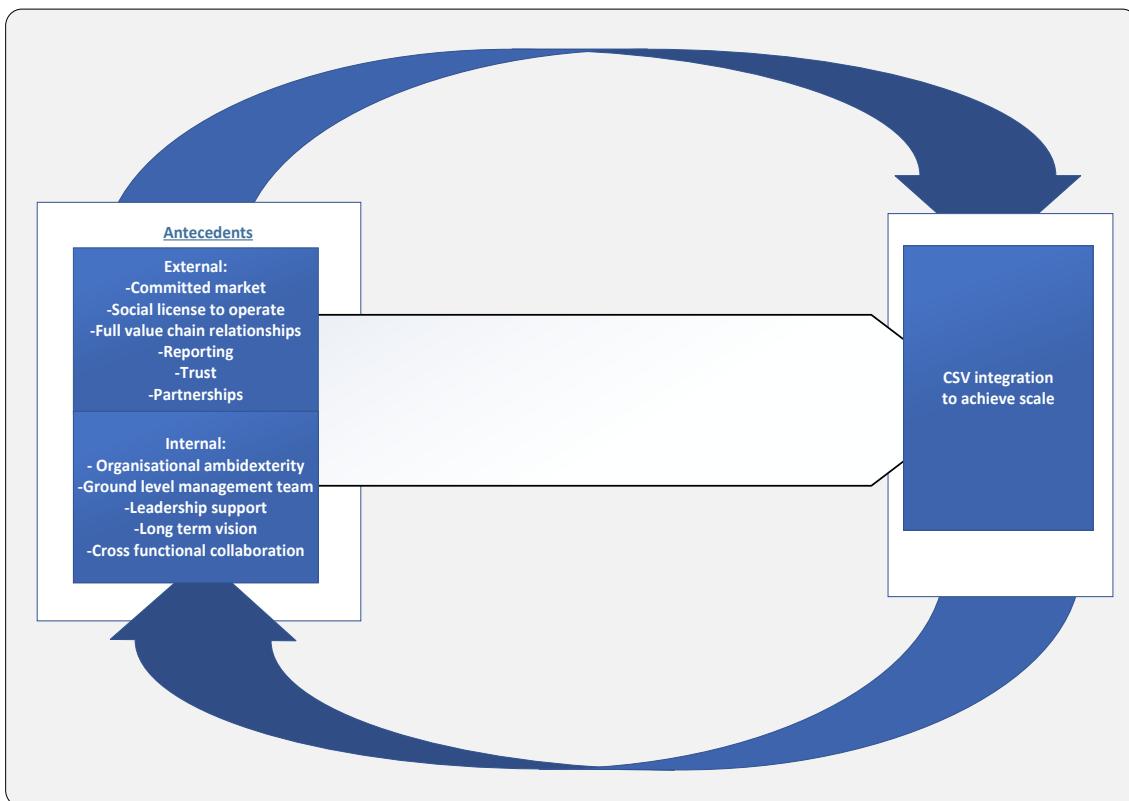


Figure 2: Relationship Between Antecedents and CSV Integration

Source: Extended from Long & Young, 2016, p.20

2.6. Review of the Enablers to CSV

The following sections review literature related to the enablers documented in relation to the integration of sustainable business practices and CSV, to achieve scale. The structure of the section, incorporates a description of the current conversation related to CSV enablers, it proceeds to analyse the various sources, calling out areas of commonality and difference, and concludes with a summary of where the researcher felt there were gaps in the literature, and how these gaps present opportunities for further research. This in relation to internal and external enablers to integrating CSV to achieve scale.

2.6.1. Description of the Literature on CSV Enablers

Enablers identified to integrating CSV initiatives could be argued as the inverse of the barriers (Aboah et al., 2019). Data sharing and partnerships were consistent critical enablers identified, these facilitate working together with internal and external stakeholders to solve problems. It was detailed how information sharing is a critical enabler to advancing CSV integration. If information is readily shared and available to stakeholders, it facilitates the development of trust between parties, this

increases the speed at which challenges can be surmounted (Tansakul et al., 2018). This needs to be coupled with agility according to Aboah et al. (2019), who continue to describe agility as an enabler to advancing the CSV agenda, as it allows for new learnings and knowledge to be harnessed as knowledge assets and incorporated into the approach going forward. Firms need to couple this agility with resourcefulness, and need to demonstrate an ability to identify problems and be swift in terms of how they organize and deploy resources to address the issue, this is critical through a CSV lens as the territory is largely new to many firms, and the operating contexts and geographical challenges necessitate agility as the new learnings and knowledge is generated (Busse et al., 2015). Anastasiadis and Poole (2015) detailed the importance of how partnerships throughout the value chain, serve as an enabler to sustainable business practice advancement. Developing strong relationships proved to be a crucial enabler according to Anastasiadis and Poole (2015), in its strong relationships allowed for rapid information flow between stakeholders and allowed for the value chain to pivot to cater for market demands at a rate that outperformed competitors. This approach also improved cross-functional workstreams critical for progressing CSV (Aboah et al., 2019).

Visibility, flexibility and adaptability were consistently identified as crucial for achieving scale (Ivanov, Sokolov, & Kaeschel, 2010). Achieving many of the requirements specified to scale CSV is associated with significant complexity, relationships are crucial enablers to allow for flexibility and other enablers to take hold, scaling CSV involves operational, strategic and system change, in many instances a significant cultural change as well, it is crucial (in accordance with literature) to manage this change, and to preserve and build strong relations during this process, this improves internal and external cross functional relationships and allows for endurance during the nascent phases of novel CSV initiatives, this is facilitated through the selection of suppliers who have values that align to the firms' (Anastasiadis & Poole, 2015). What is critical to effectively progress CSV to scale is leadership. Effective leadership assists in rallying key stakeholders around the concept, and this allows for the challenges to be overridden with the vision of the long-run benefits of achieving scale, due to a clearly articulated vision (Busse et al., 2015) and compelling conveyance of the broader vision and specific goals of the CSV initiative (Gualandris et al., 2014). The need for a coherent set of goals to be drafted and communicated was echoed by Busse et al. (2015), who support the need for specific goals to be communicated, in the absence of this (ambiguity), stakeholders develop conflicting interpretations of what success looks like through

a sustainability approach, this can form a barrier to advancing the sustainable business agenda, and hinder effective integration.

It was detailed by Flammer and Kacperczy (2015) that if the CSV approach creates a differentiating factor, this could prove to be a significant enabler through achieving internal and external subscription to the concept. Thomas et al. (2015) support this notion, adding weight to this, indicating that adopting sustainable business practices creates a greater sense of trust between suppliers and stakeholders, and this serves as a long-run differentiator for businesses. In many instances, one of the greatest initiators of CSV comes from the market. Traditional procurement and supply chain practices still apply, citing focus of price, supply risk and reliability, however increasingly suppliers are having their sustainability credentials scrutinized as a key consideration in the procurement process (Busse et al., 2015). This forms an enabler in its own right in that firms are increasingly looking to allocate their procurement spend towards suppliers with sustainable credentials, if they resist incorporating environmental and social considerations into their economic models, they will no longer remain competitive in the marketplace.

2.6.2. Analysis of the Literature on CSV Enablers

Aboah et al. (2019) argue that effective cross-functional workstreams, partnerships and effective information sharing between partners are critical enablers to advancing CSV integration. This proved to be an area of commonality for Anastasiadis and Poole (2015) who supported the emphasis of building relationships throughout the value chain and developing robust relationships from customer to the primary supplier. They do however fail to delve further upstream in the value chain, and lack emphasis on farm-level experience between stakeholders. Aboah et al. (2019) conveyed this as an area of commonality, and emphasized the importance that strong relationships provided, in as far as information sharing, and providing the foundation for a firm to have the required agility to rapidly address the anticipated changing landscape, subsequent to new learnings along the sustainable business practice integrations journey, there was a lack from both in terms of how these provided application in the CSV space, and how these could be harnessed as enablers to advance CSV integration. According to Govindan et al. (2015), this speaks to a need for more research to be conducted into the lack of understanding in terms of farm-level challenges through a CSV lens, and the type of mechanisms and relational recommendations and enablers that are crucial to advance CSV integration. The importance of managing the change

proved to be a focal area, and an area of different for Anastasiadis and Poole, (2015). If firms are not aware of the discomfort change brings to employees and managers, and this is not recognized and actively managed, it can prove to be a barrier to effective integration towards sustainable business practices, however if it is actively managed, it can be harnessed as an enabler. Anastasiadis and Poole, (2015) also placed a unique emphasis on transparency throughout the CSV approach, and detailed the importance of selecting the right partners, and selecting partners who were like minded in their objectives, however eluded to whether this was specific to CSV or not. These enablers allowed for businesses to rapidly progress and advance their respective sustainability agendas, as there was a meeting of the minds in terms of what they were trying to achieve, if even if this meant short term compromises from a financial performance perspective. Most firms cannot readily change their suppliers to align with more CSV-leaning businesses, however if the CSV approach is able to offer a unique advantage, in the form of a differentiating factor, this proved to be a meaningful enabler to getting buy-in, and subsequently advancing the CSV integration, according to Flammer and Kacperczyk (2015), this notion of stakeholders seeing value through adopting a CSV approach, and gravitating towards firms that adopt sustainable business practices is supported by Thomas et al. (2015) who indicate that this can generate trust, and this acts as an enabler to change, and for a pivot towards effective CSV integration to achieve scale.

2.6.3. Concluding Remarks on CSV Enabler Literature

Concluding the literature reviewed, the enablers related to CSV was touched on, and come from both an internal and an external perspective. These barriers were applicable across various forms of sustainable business practice approaches and did not necessarily have a direct focus on CSV. The literature was lacking in a robust focus on the enablers specific to CSV, and what enablers might be expected (both within and outside of the organisation) through the CSV integration journey. The literature needed vigorous analysis of what the various enablers are, or how to leverage these enablers to effectively integrate CSV to achieve scale. Many of the frameworks reviewed had application to sustainable business practices but lacked a direct focus on the nascent topic of CSV, and how to effectively overcome anticipated enablers through a CSV lens. The researcher found the most relevant framework (Appendix 6) to best capture the anticipated enablers and barriers to CSV integration, however this had a direct focus on environmental sustainability,

and how firms might experience navigating a reduction in greenhouse gas emissions, and did not detail the crucial antecedents that need to be in place for effective integration, the framework has subsequently been adapted to apply to CSV (Figure 3).

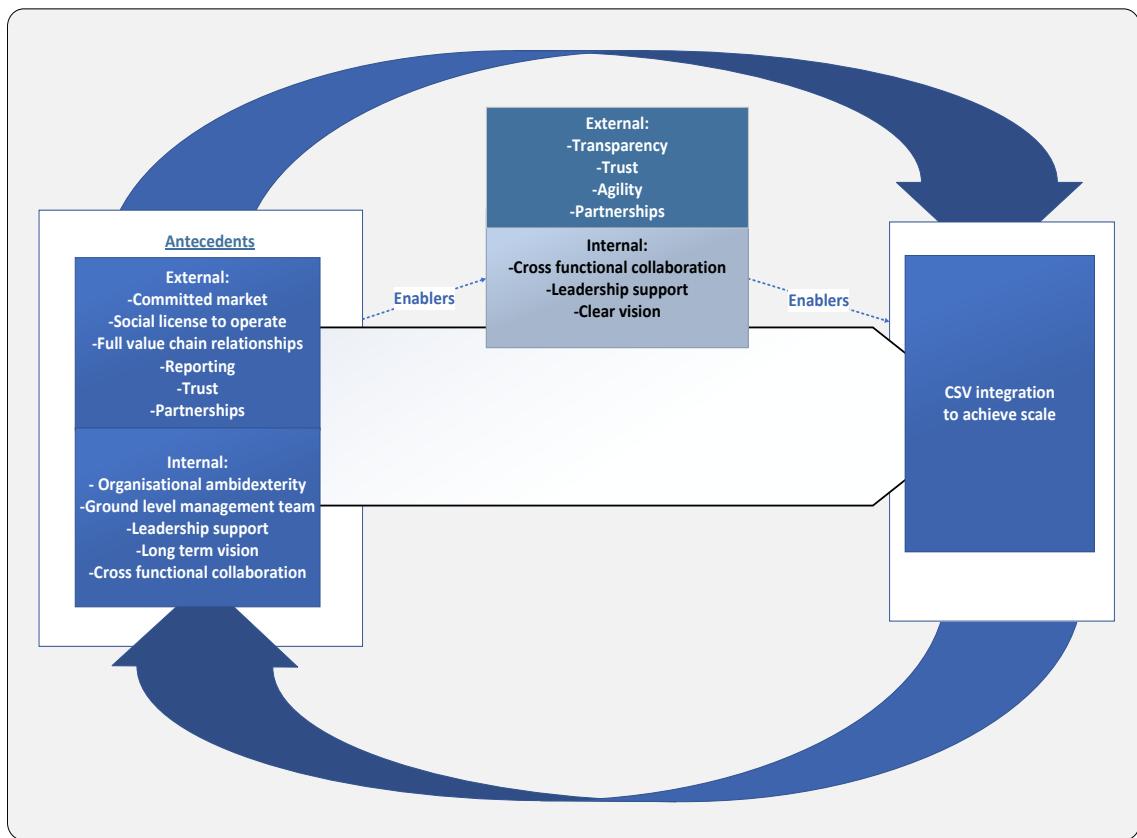


Figure 3: Visual Relationship Between Enablers and CSV Integration

Source: Extended from Long & Young, 2016, p.20

2.7. Review of the Barriers to CSV

The following sections review literature related to the barriers documented in relation to the integration of sustainable business practices and CSV, to achieve scale. The structure of the section, incorporates a description of the current conversation related to CSV barriers, it proceeds to analyse the various sources, calling out areas of commonality and difference, and concludes with a summary of where the researcher felt there were gaps in the literature, and how these gaps present opportunities for further research. This in relation to internal and external barriers to integrating CSV to achieve scale.

2.7.1. Description of the Literature on CSV Barriers

Barriers and enablers have been extensively documented in academic literature, pertaining to business strategy, and supply chain (Busse et al., 2015; Sauer & Seuring, 2018; Aboah et al., 2019). Aboah et al. (2019) emphasises the opportunity and the potential barrier if organisational tension (creative abrasion) is not effectively managed (Darkow et al., 2015), the author focuses on the potential barrier that can be presented if strategic visions do not align, in relation to people, information systems, the environment and social systems. If these components do not rally behind a common purpose and direction it is cautioned to accrue into a significant barrier to CSV. Sauer and Seuring (2018) emphasise that the advancement of CSV can be significantly hindered by the complex interplay between the business environment and the management practices that are employed within this construct. Achieving SDGs can be thwarted if compliance from a multi-tier SC is too onerous, relationships are critical to advancing CSV as a strategic vision (Anastasiadis & Poole, 2015).

Gualandris et al. (2014) highlights the spatial, cultural and linguistic barriers to scaling CSV as a result of geographical distances associated with having raw material and primary value adding activities positioned in difficult-to-access geographies or countries and continents that require significant travel to get to (Gualandris et al., 2014) and (Busse et al., 2015). Various sources reviewed, dwelled on the issue around complexity, and how this can (particularly in a competitive landscape with short run financial performance focus) halt CSV achieving traction and scale (Busse et al., 2015). Viera and Amaral (2016) draw attention to internal and external barriers such as poor communication, lack of education on the strategic vision, economic elements, poor policies and lack of social pressure hindering the ability for CSV in agricultural value chains from achieving scale. Barriers encountered in terms of communications, was detailed in the work from Busse et al. (2015) where the challenges of different interpretations of success were encountered, this with regards to what sustainable business practices were, and what success in this regard looked like. It was found that this ambiguity could form a barrier to advancing the sustainability agenda. Emphasis on information access was consistent across the academic literature reviewed, this can precipitate a barrier effect as operational agents of change grapple with the change and find discomfort in not having detail on what the change means for the broader system (Zulfiqar & Thapa, 2018).

Overwhelmingly, the annual budget cycle, termed “resource allocation”, in the literature considered, translated into a significant barrier for CSV to achieve critical economic scale, this due to the uncertainty associated with wading into a new strategic direction, it generally is relatively novel and the payback on the capital investment difficult to project, and subsequently difficult for the allocation to be secured (De los Reyes & Scholz, 2019). A contributing factor to the reluctance experienced, related to a lack of data on the topic, and a lack of clarity, in relation to what the route to success looked like. This highlighted a need for greater insights into what barriers might be expected by firms, through adopting a CSV approach. Risk presents itself as a form of a barrier as well, this was highlighted in the literature from (Rueda, Garrett, & Lambin, 2017), who argue that uncertainty drives risk, and risk in its own right can present a barrier as firms and the various divisional management actively resist sustainable business practices, due to a reluctance to take on additional risk.

2.7.2. Analysis of the Literature on CSV Barriers

Analysing the literature, pertaining to the barriers and enablers of CSV to date, the researcher identified areas of commonality, as well as areas of difference. Darkow et al. (2015) detail the tension that may arise as a result of shifting mindsets away from the dominant logic of the firm. The author in this instance is drawing reference to the challenges encountered by managers, as a result of attempting to affect change, this tension otherwise referred to as creative abrasion can be a source of strength for firms, in as far as the manner in which managers of various divisions within a business grapple with conflicting opinions, and engage in dialogue over conflicting opinions. In a CSV integration context, this change is often met with some trepidation, as the various divisions seek to promote their respective agendas.

Gualandris et al. (2014) align to the importance of being able to demonstrate this organisational ambidexterity. It is argued in this literature, that firms need to demonstrate an ability to both explore as well as exploit established business, if the leadership of the business are unable to develop this mechanism, it can prove to be a barrier. This proved to be an area of commonality, in terms of barriers as both sets of authors aligned to the significance of this organisational reflex. Anastasiadis and Poole (2015) share the same sentiment, regarding the importance of having the ability to harness creative abrasion, and to demonstrate organisational ambidexterity, however the duo argue that it is possible to implement these

nuanced management techniques, if the firm has the right supplier relationship in place, bound together with a sense of trust. In the absence of trust, the relationships among the key stakeholders in the SC will not effectively collaborate, and it will not be possible to deliver ambidexterity or harness creative abrasion, this will precipitate a barrier to effective sustainable business practice implementation.

These challenges are largely related to downstream barriers encountered in a CSV context, they fail to detail the geographical barriers encountered through the locations and contexts within which firms attempt to launch to CSV approach from. Gualandris et al. (2014) in contrast recognizes these challenges in detail and argue that the approach needs emphasis at the source of the CSV approach. Gualandris et al. (2014) do find areas of commonality with Busse et al. (2015) in as far as the concessions towards contextual challenges, they take the argument further, and state that the geographical contexts actually drive firms to set unnecessarily low sustainability goals for their supplier-base, as a product of the arch subsequent to the operating context. Delving into the reasoning for this, it is apparent that the firms looking to implement CSV do so in the knowledge that the context at a farm level is challenging, however there is a lack of investment in terms of time to meaningfully understand the operating context, and subsequently managers and employees of the firms do not have an appreciation for what is practically possible. This disconnect presents an area for improved understanding, for firms interested in advancing the CSV agenda, to better understand the challenges faced throughout the value chain during the CSV journey, and how the relational dynamics are affected by the change in economic model.

Viera and Amaral (2016) attribute the creative abrasion experienced in scaling CSV to a lack of communication and an absence of the firm's leadership articulating a clear vision, Govindan et al. (2016) support this barrier, and argue that a well-defined governing strategy stamps out opportunism within the organisation and improves sustainable business practices. Thomas et al. (2015) contradict this, arguing that there is an inherent trade-off between conventional business practices and adopting a sustainable business approach, and this precipitates tension due to a lack of vision, communication or leadership. It is strongly argued by De los Reyes and Scholz (2019), that if businesses are genuinely interested in getting traction with their sustainable business approach, it needs to reflect in the commitment from management in the form of budget. If there is a strong and overt resource allocation to the approach, this is indicative of a commitment to seeing the approach through to success, and this outside of the short terms gains conventionally pursued by

firms aligning to the annual financial cycle. As an area of difference, Busse et al. (2015) raised the unique example in the literature, highlighting barriers they had encountered in relation to the misalignment to what sustainability success looked like, this lack of conformity developed a barrier as the confusion meant that the various stakeholders were allocating their efforts in an fragmented fashion. Whereas Viera and Amaral (2016) attribute misalignment to a lack of communication, Busse et al. (2015) explain how this lack of communication throughout the stakeholder group is in fact a product of the broad spatial distance between stakeholders, and not necessarily a lack of a robust communication process. Rueda et al., (2017), argue that risk comes in a number of forms (government regulations, uncertainty about production conditions in terms of social, political, climatic, or biological factors), and that this inherent risk with adopting a sustainable business practice approach, can present a barrier to CSV integration. This barrier related to risk is not detailed in as holistic-a detail by the other cited authors, who felt that the barriers were more within the firm's control whereas the risk was driven largely by external factors to the firm. There is further research required on how best to overcome these barriers, and to analyse the various components of risk-barriers at a deeper level.

2.7.3. Concluding Remarks on CSV Barrier Literature

Concluding the literature reviewed, the barriers related to CSV was touched on, and come from both within and outside of the organisation. These barriers were applicable across various forms of sustainable business practice approaches and did not necessarily have a direct focus on CSV. The literature was deficient in a robust focus on the areas specific to CSV, and what barriers might be expected (both within and outside of the organisation) through the CSV integration journey. The literature needed more vigorous analysis of what the various barriers are, or how to overcome these barriers to effectively integrate CSV to achieve scale. Many of the frameworks reviewed had application to sustainable business practices but lacked a direct focus on the nascent topic of CSV, and how to effectively overcome anticipated barriers on this topic. The researcher found the most relevant framework (Appendix 6) to best capture the anticipated enablers and barriers to CSV integration, however this had a direct focus on environmental sustainability, and how firms might experience navigating a reduction in greenhouse gas emissions, and did not detail the crucial antecedents that need to be in place for

effective integration, the framework has subsequently been adapted to apply to CSV (Figure 4).

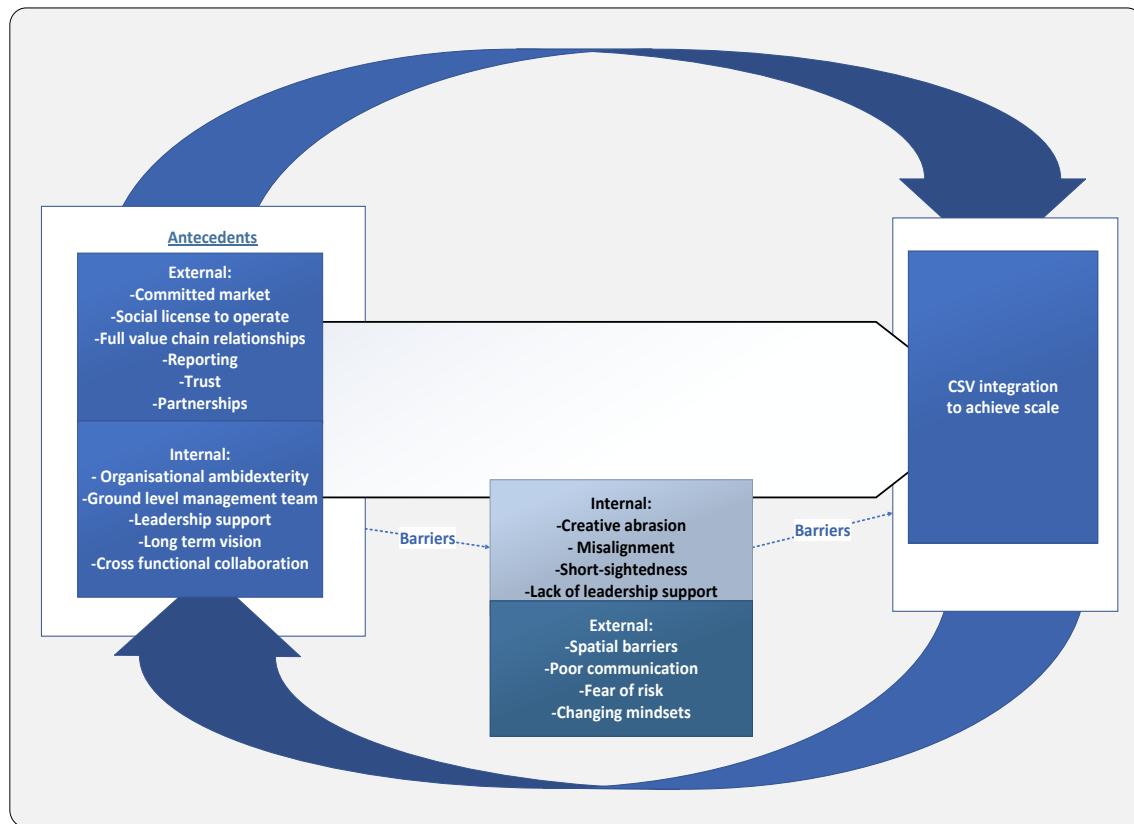


Figure 4: Visual Relationship Between Barriers and CSV Integration

Source: Extended from Long & Young, 2016, p.20

2.8. Conclusion

This Chapter reviewed the literature on CSV. The chapter commenced with a description of the provenance of the literature. The chapter flowed into a review of the literature pertaining to sustainable business practices and CSV, and then proceeded to review the literature on sustainable business antecedents, enablers and barriers. The literature covered the antecedents, enablers and barriers to sustainable business practice integration, and did not focus specifically on CSV integration. The chapter culminated into the adapted framework in Figure 5. The framework was adapted purely through a private sector lens and has not carried through the factors detailed in the original framework pertaining to public sector, as seen in Appendix 6.

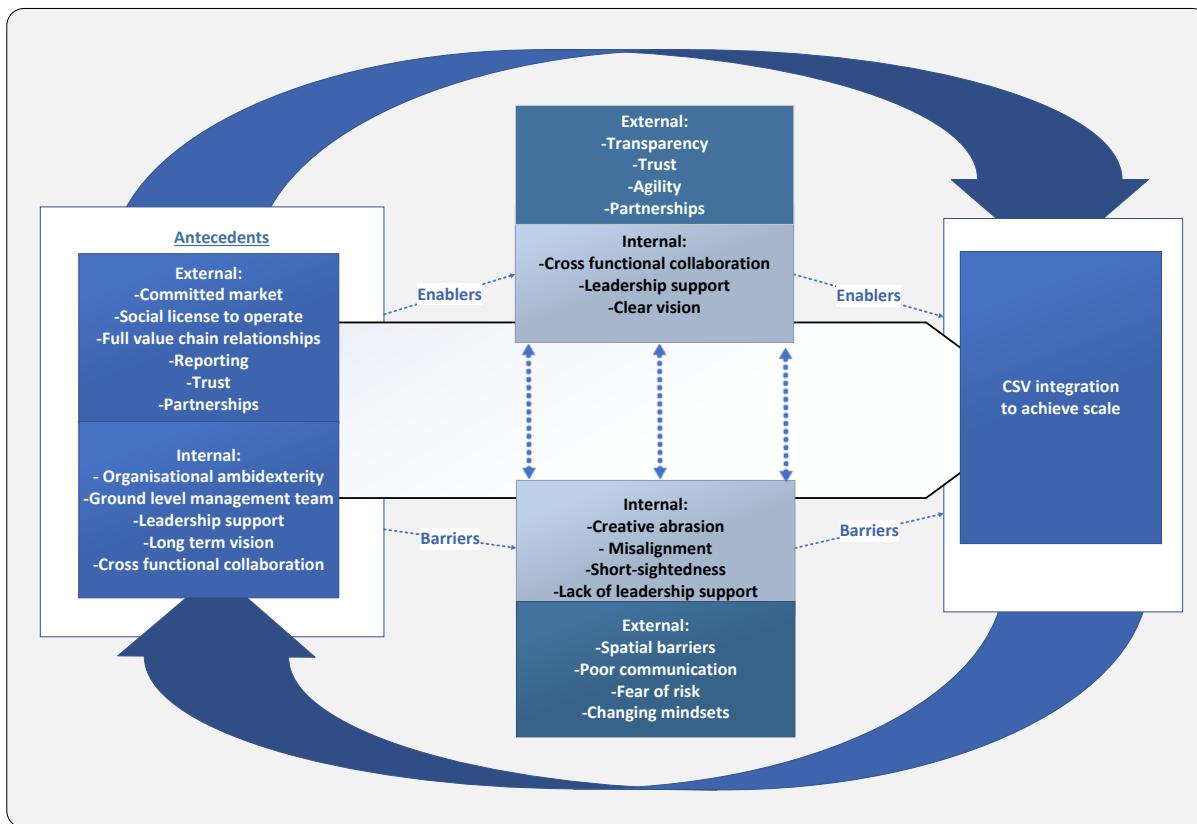


Figure 5: Relationship Between Antecedents, Enablers and Barriers and CSV Integration

Source: Extended from Long & Young, 2016, p.20

CHAPTER 3: RESEARCH QUESTIONS

The research will look to address specific questions, structured as an outcome from the review on the literature on the topic in Chapter 2. Table 2 summarizes the various research prospects identified during the literature review on the topic, with integration of the approach to achieve scale constituting the most significant opportunity to contribute to the academic conversation on CSV.

Table 2: Research Opportunity

Title	Journal	Author(s) and Year	Research Gap	Cites	Cites per Year
The impact of environmental and social sustainability practices on sourcing behavior	<i>International Journal of Physical Distribution & Logistics Management</i>	Thomas, Fugate, Robinson, & Tasçioğlu (2015)	"Due to the sustainability benefits, researchers have identified barriers and drivers of this business approach in order to facilitate the implementation of sustainable processes."	11	3,67
Sustainability in food service supply chains: future expectations from European industry experts toward the environmental perspective	<i>Supply Chain Management</i>	Darkow, Foerster, & Von Der Gracht (2015)	"Sustainability in food supply chain strategies may, therefore, conflict with the dominant logic in the firm. Thus, management may face challenges in integrating sustainability-oriented initiatives into supply chain strategy."	22	5,5
Literature review of shared value: A theoretical concept or a management buzzword?	<i>Journal of Business Ethics</i>	Dembek, Singh, & Bhakoo (2016)	"It is, therefore, important to provide shared value with meaning and organizations with guidance of how to implement it."	110	33,67
Barriers and strategies applying Cleaner Production: A systematic review	<i>Journal of Cleaner Production</i>	Vieira and Amaral (2016)	"Future studies may seek to develop new ways to apply Cleaner Production in companies pursuing to incorporate new management strategies in CP programs."	43	14,33
Shared value literature review: Implications for future research from stakeholder and social perspective	<i>Journal of Management and Sustainability</i>	Mehera, (2017)	"Further distinctions of integrative versus instrumental approaches to shared value could also be developed."	47	23,5
Accelerating the transition towards sustainability dynamics into supply chain relationship management and governance structures	<i>Journal of Cleaner Production</i>	Govindan, Seuring, Zhu, & Azevedo (2016)	"What types of interactions should be encouraged between buyers and suppliers to improve the transactional and relational mechanisms?"	67	22
Accelerating the transition towards sustainability dynamics into supply chain relationship management and governance structures	<i>Journal of Cleaner Production</i>	Govindan, Seuring, Zhu, & Azevedo (2016)	"What type of drivers and barriers should be analyzed for the successful implementation of green or sustainable public procurement?"	67	22

Source: Thomas et al., 2015; Darkow., 2015; Dembek., 2016; Vieira & Amaral, 2016; Mehera, 2017 and Govindan., 2016

3.1. Research Questions

The research will look to identify essential antecedents for CSV integration, the body of work will proceed to extend on the enablers and explore the barriers that advance and hinder CSV integration to achieve scale, and how these factors work as opposing forces in the integration process. The study will focus specifically on firms operating in the food and beverage industry and will draw attention to the raw material supply chains of the various organisational categories. The aforementioned factors will split into external and internal factors for clarity.

What are the internal and external antecedents, enablers and barriers to effectively integrate CSV to achieve scale? Perspectives from food and beverage firms.

RQ3.) What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?

Research Question 3 aimed at gaining an understanding of what the crucial factors are, that firms need to have in place for CSV to integrate to achieve scale. These factors are non-negotiable and are critical for CSV to progress.

RQ2.) What are the internal and external enablers that catalyse CSV integration to achieve scale?

Research Question 2 was designed to gain greater insights into what helped advance CSV and push the concept forward within the broader business system. These factors catalyse CSV and represent opportunities for CSV practitioners and managers to harness, to improve CSV traction and subsequent scale.

RQ1.) What are the internal and external barriers inhibiting CSV from effectively integrating to achieve scale?

Research Question 1 was included in the study, with the view to crystallise what the inhibiting factors were to integrating CSV to achieve scale. CSV managers and practitioners need to be cognisant of these factors, if they are looking to integrate CSV into their business' supply chain. These factors represent areas along the CSV journey that managers need to manage proactively.

CHAPTER 4: RESEARCH METHODOLOGY

4.1. Introduction

In this chapter, the adopted research methodology is detailed. Through the literature review, it was identified that there is an opportunity for research into the antecedents, enablers and barriers specific to CSV integration to achieve scale. The study adopts a qualitative research design using a case study method. The study is exploratory in nature.

4.2. Research Methodology and Design

4.2.1. Philosophy

A case study method (qualitative) was used as the chosen method for the research (Creswell, 2014), recognising that much of the top scholars adopt a positivist approach using this method, this study honed in on the practicalities of the business problem (Eisenhardt, Graebner, & Scott, 2016). Subsequently, the researcher followed a pragmatist philosophy for the case study research process (Morgan, 2014). To further justify the reasoning for adopting a pragmatist approach, the alternatives were reviewed.

Positivism (in accordance with literature) is about the objective truth, it is about guiding the data collection to obtain concrete facts and figures, looking for robust measures of how scale in CSV has been achieved, and what measurable antecedents assisted in achieving this (Eisenhardt et al., 2016). This study adopted a pragmatist approach, as it was related to qualitative inquiry, and was subsequently driven by inquiring about the experience of individuals within organisations through gleaning intersubjective knowledge.

Positivism is incompatible with social constructivism, additionally positivism is incompatible with adopting an interpretive approach (Eisenhardt et al., 2016). Positivism is an effective philosophy for research toward the development of a hypothesis, and theory that is transferable across contexts (Eisenhardt, 2007), this however was deemed to not be appropriate for the study as it was looking to sought out the practicalities of how CSV achieves scale, and capture the practical realities organisations implementing CSV experience, and how they have overcome these to achieve scale. This was the justification for adopting a pragmatist approach as opposed to a positivist approach, recognising that this is

the preferred philosophy adopted by top scholars, it will not be adopted in this instance for the aforementioned reasons (Yin, 2018).

Pragmatism has been described as what truly works in organisations (Morgan, 2014), the application in this study will be delving into what truly works when organisations have sought to integrate CSV into their supply chain. Pragmatism was a compatible approach for the research, as the study investigated what (retrospectively) has delivered breakthrough results that other businesses might understand as best practice, and learn from (Morgan, 2014).

4.2.2. Approach, Role of Theory

The study looked to contribute (qualitative mono-method) to the research field (Saunders & Lewis, 2018), the study was exploratory in nature. The inductive approach was adopted with the view to refine and extend theory pertaining to antecedents, enablers and barriers to the integration of CSV from a supply chain context. Exploratory research is an effective purpose study when evidence of a topic is not yet fully understood by business or the academic community (Saunders & Lewis, 2018).

Exploratory study is an effective method of drawing out cautious solutions to nascent questions, CSV as a theory is (in many respects) a recent theory that is still being understood by business and subsequently scholars, this supports the exploratory approach in this regard (Saunders & Lewis, 2018). In order to extend theory, it is important to have a good understanding of the organisational context, as well as provide for deep internal and external considerations that may influence the collaborative construct (Abdul & Abdul, 2018). Inductive methods are effective methods for engendering theory from data (Eisenhardt et al., 2016). As the study will extend theory through case study research, the inductive approach is an apt approach for several reasons, firstly it is highly compatible with qualitative inquiry, secondly this approach can develop strong insightful theory (Eisenhardt et al., 2016). Inductive method helps to tease out effective processes, additionally, this approach enables researchers to deal with complexity and reveal nuanced inter organisational contracts whilst also capturing robust case examples of the researched phenomenon (Eisenhardt et al., 2016).

Inductive approach requires unwavering discipline to ensure the process is robust and the results transferable, the approach also necessitates an openness from the researcher to glean the relevant information but also to accept that the ambiguity and complexity is where the emergent theory precipitates from (Eisenhardt et al.,

2016). The approach also supports research topics where it is difficult to measure and quantify the research question, as the study was looking into what works for firms with regards to scaling CSV through integration. It was anticipated that quantification was not an expected outcome, therefore the inductive approach would be effective (Eisenhardt et al., 2016). Inductive method would further amplify the impact of the research, as the approach enables the incorporation of nuanced granular data into the analysis, this was a necessary tool for the research process as interviewed individuals shared their experiences of what works, albeit intersubjectively (Eisenhardt et al., 2016).

4.2.3. Methodological Choices

A mono-method qualitative research methodology was used in the study approach (Saunders & Lewis, 2018). Qualitative research has been criticised for lacking concrete evidence, and robust validity, reliability and generalisability however this perception has been proven to be wrong of recent times, with business and management scholars now widely recognising qualitative approach as an effective research method, this is evident in the fact that there are similar numbers of qualitative and quantitative papers published in the first decade of the 21st century (Gehman et al., 2018). Zikmund (2000) argues that qualitative and exploratory research as is an effective method for better understanding what the actual root-cause of the problem is (Zikmund, 2000). Both Zikmund (2000) and Saunders & Lewis (2018), highlight the need for exploratory research when there is a new, unexplained area within the chosen field of study.

This type of study is needed if one is looking to provide tentative answers to initial questions and new insights are to be gained through the process (Saunders & Lewis, 2018). Furthermore, qualitative research does not require a numerical measurement and allows for interpretation (Zikmund, 2000). The research will be conducted in a natural setting so as to mitigate against corrupting the data captured through the interview process, this approach is ideal for researching a problem that needs to be explored (Creswell, 2007), and to unveil the rationale and underlying motivation behind relationships (Eisenhardt, 2007). Qualitative research has been proven to be an effective method of developing new ways of seeing phenomena (Bansal, Smith, & Vaara, 2018).

4.2.4. Strategy

The study adopted a case study research design, and gleaned data from multiple sources with the view to conduct thematic analysis, contributing to the topic through deriving themes from data and analysing these themes against theory using triangulation (Creswell, 2007). The research was bound by time and place and was conducted with organisations in the same industry (food and beverage). Interviews conducted were conducted through a semi-structured in-depth strategy. The case study method, analyses cases in-situ and is nascent (modern) as a research technique. The approach supports the drive to better understand the practical challenges to integrating and scaling CSV as adopting case study research was deemed to be compatible for research where the boundaries between the phenomenon and the context are not clearly discernible (Yin, 2018). Yin (2018) continues to unpack the capacity for case study method to cope with complex situations stating that “A case study copes with the technically distinctive situations in which there will be many more variables of interest than data points, and as one result benefits from the prior development of theoretical propositions to guide design, data collection, and analysis, and as another result relies on multiple sources of evidence, with data needing to converge in a triangulating fashion” (Yin, 2018, p. 14).

4.3. Research Design

4.3.1. Population and Sample

A sample (by definition) is “a sub-group of all group members or the whole population” (Saunders & Lewis, 2018, p. 138), and a population can be defined as “the complete set of group members” (Saunders & Lewis, 2018, p. 138). Therefore, the sample was several firms operating in the food and beverage industry who are actively involved and have effectively integrated and scaled a shared value approach into their raw material supply chains. Thus, the population was all firms operating in the food and beverage industry, who operate across multiple geographies and have scaled a shared value approach into their raw material supply chains. The sample remained anonymous with firm and individual’s names being redacted from the report and replaced with “Part.13_Cat.2” reflecting participant number 13 from organisational category 2, to ensure anonymity is upheld. The pooling of each organisational category is detailed later in this chapter. Sampling followed a purposive approach with snowballing having been used to gain access to the required network of individuals working in the same CSV space

(Saunders & Lewis, 2018). The population from which the sample was derived were all organisations with an overt interest in the CSV space, they all operate in the food and beverage industry and the interviewees were specifically selected to ensure the participants were experienced in the CSV space, and had witnessed the CSV initiatives in their respective organisations integrate and achieve scale.

The 14 participants from the sample of the population who were interviewed, all worked solely in the food and beverage businesses industry, no other industries were considered. These businesses varied in terms of their scale and geographical footprint with the researcher having developed a categorisation Table 3 to facilitate triangulation and elevate analysis, so that the researcher could conduct cross-case analysis with the view to establish areas of commonality and difference between the data.

Table 3: Organisation Categorisation

Organisation	Size	Global	International	Local	Category
Org.1	Small		✓		2
Org.2	Small			✓	3
Org.3	Small		✓		2
Org.4	Medium			✓	3
Org.5	Medium		✓		2
Org.6	Large	✓			1
Org.7	Medium		✓		2
Org.8	Large	✓			1
*Key	Description	Organisation Type			
	Large global company	Org.Cat_1			
	Small to medium-sized company with international footprint	Org.Cat_2			
	Small/medium-sized local business	Org.Cat_3			

Source: Developed by Researcher

This scoring system divided the original eight organisations approached into three categories, these are summarised as “small/medium sized local business”, “small to medium sized company with international footprint” and “large global company” which allowed the researcher to triangulate data from the various organisations. The geographical location of the organisations ranged from Southern Asia to Southern Africa with varying degrees of scale, international presence and focus on CSV in terms of its economic and supply chain exposure to CSV. Some of the firms approached had a high degree of integration throughout their value chain whereas others had little presence outside of their core business-to-business (B2B) or business-to-customer (B2C) focal areas. The scale (large, medium or small) was based on the revenues of the firm along with the number of employees, a

consideration was given for if the firm was public or private as well. This collectively provided the weighting needed to categorise the eight organisations into three concise business types that have embarked on a CSV approach to their raw material supply chain requirements.

The 14 participants' managerial ranking varied in accordance with Paterson and Husband's (1970) job grading system (Table 4), the interviewees were directly involved in their respective organisation's CSV initiatives ranging from middle to top management (five D-level managers, two E-level managers and seven C-level managers). These candidates were predominantly based in head-office with exposure to on the ground operations relating to the CSV agricultural initiatives.

Table 4: The Paterson Job Grading System

Band	Decision	Title	Grade	Decision	Title
E	Policy-making	Top management	10	Co-ordinating	Managing Director
			9	Policy	Director
D	Programming	Senior management	8	Co-ordinating	General Manager
			7	Programming	Works Manager
C	Interpreting	Middle management	6	Co-ordinating	Department Manager
			5	Interpreting	Section Superintendent
B	Routine	Skilled operator	4	Co-ordinating	Junior Manager
			3	On-process	Craftsman
A	Automatic	Semi-skilled operator	2	Co-ordinating	Charge hand
			1	On operation	Machinist
O	Defined	Unskilled	0	On element	Labourer

Source: Paterson & Husband, 1970, p.23

As per Table 5, the participants were selected from as narrow-a management spectrum as possible, using the Paterson and Husband (1970) job grading system. The participants fell between the management categories of "C", "D" and "E" (Paterson & Husband, 1970). The researcher sought to gain access and interview individuals who were crucial to the organisations' CSV programs and activities (Creswell, 2007).

Table 5: Participants' Management Ranking

Org. Category	Organisation	Code	Analysis Tag	Band	Title
2	5	Participant-1	Part.1_Cat.2	D	General Manager
2	5	Participant-2	Part.2_Cat.2	E	Managing Director
1	6	Participant-3	Part.3_Cat.1	C	Department Manager
2	5	Participant-4	Part.4_Cat.2	D	General Manager
3	4	Participant-5	Part.5_Cat.3	E	Managing Director
3	4	Participant-6	Part.6_Cat.3	D	General Manager
2	1	Participant-7	Part.7_Cat.2	C	Department Manager
2	5	Participant-8	Part.8_Cat.2	D	General Manager
2	3	Participant-9	Part.9_Cat.1	C	Department Manager
2	5	Participant-10	Part.10_Cat.2	C	Department Manager
1	8	Participant-11	Part.11_Cat.1	C	Department Manager
3	2	Participant-12	Part.12_Cat.2	C	Department Manager
2	7	Participant-13	Part.13_Cat.2	D	General Manager
1	8	Participant-14	Part.14_Cat.2	C	Department Manager

Source: Paterson & Husband, 1970, p.23

4.4. Unit of Analysis

When determining a unit of analysis using case study research, it is critical to assess what the case will be (Baxter & Jack, 2008). For this research, the case was looking into (retrospectively) how managers in the food and beverage industry (bound by time and place) have experienced integration and scaling of shared value initiatives, the case unpacked what barriers and enablers the managers have experienced during the integration process and the analysis will incorporate both internal and external components with the view to surmise the prerequisite antecedents for achieving scale for CSV initiatives in the industry (Baxter & Jack, 2008). Bearing the theoretical recommendations in mind, the unit of analysis was the personal experiences, insights and perceptions of managers interviewed who had seen a CSV approach in the food and beverage industry integrate to achieve scale. Figure 6 offers a high-level breakdown of the sample in terms of tenure, geography, organisational category and job grade in accordance with (Paterson & Husband, 1970).

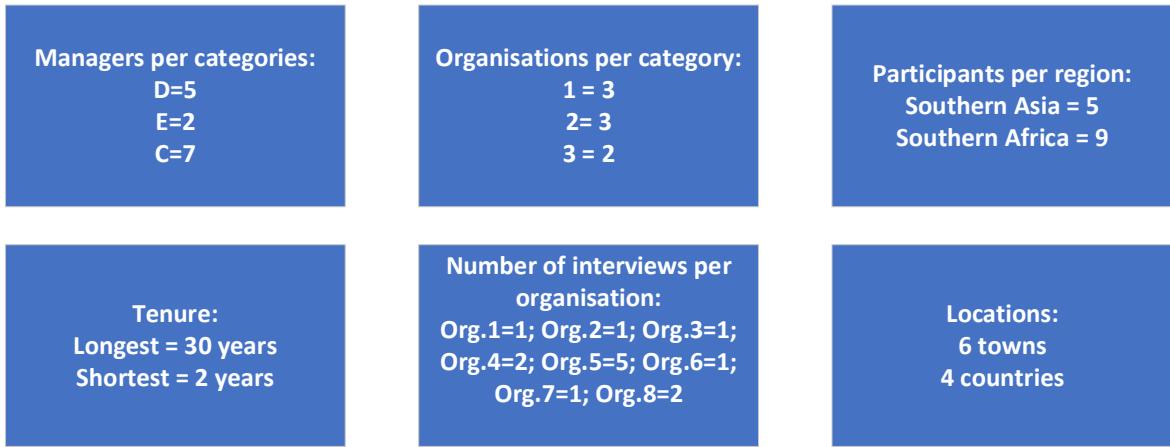


Figure 6: Breakdown of Sample

Source: Paterson & Husband, 1970

4.5. Data Collection Tool

The research instrument (Table 6) was used to guide the conversation with the candidates, additionally this gave structure to the flow of the conversation and ensured the data gleaned was applicable to the original research questions. Table 6 maps out the various questions that were put to the participants, and how the research instrument was structured around the research questions RQ1; RQ2 and RQ3.

Table 6: Data Collection Instrument

	Questions	Interview Questions
RQ1 - What are the internal and external barriers inhibiting CSV from effectively integrating to achieve scale?		1 Can you tell me about your understanding of CSV and your role in the organization's CSV initiatives?
		3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?
		5a Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?
		2 Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?
		6a Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?
RQ2 - What are the enablers that catalyse the process of overcoming these barriers, both internal and external?		2 Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?
		4 Think of a specific internal process. How does internal process enable and advance CSV through to integration and to scale?
		5a Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?
		6a Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?
		6b Can you tell me about any factors beyond the organization that you experience as facilitators of the change you want from this CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?
RQ3 - What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?		3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?
		7a What are the critical things that need to be in place for CSV to reach scale (both internal and external)?
		7b Tell me about what you have learnt from your experience of working on this transformation initiative. And how could you use the experience to do things differently in the future?

The initial questions related to the interviewee's understanding of the concept of CSV, this then flowed into more specific questions relating to (in the candidates experience) CSV in the business' supply chain, the antecedents required for CSV to effectively integrate into the firm's supply chain to achieve scale, and seek to establish common enablers and barriers experience by the participant, both within and outside of the organisation. The questions in the research instrument were put forward in a natural manner based on the status of the conversation, in many instances the candidate would answer the questions without prompt in which case these questions were marked off and the interview continued, this to ensure a more natural interaction between the interviewer and the interviewee. The questions were designed to establish what processes and relationships also facilitate CSV integration; the instrument then capped the conversation off looking retrospectively how the candidate would progress into the future given their key learnings in the CSV space.

4.6. Data Collection

Data was collected through semi-structured in-depth interviews, participants were encouraged to continue with their line of thought until a prompt was required, which was informed by the research instrument. The data collection process was guided by Saunders and Lewis (2018). The total interview period commenced on the 22nd July 2019 having been granted ethical clearance by the GIBS MBA Research Ethical Clearance Committee and concluded on the 4th September 2019. The initial six firms approached were accessed through the researcher's professional network (but not having conducted any direct business with the organisations in respect of potential bias), and two through a snowballing approach as interviewees connected the researcher with organisations with established CSV programs. Participants and the firms were assured of anonymity in the study. All participants were to sign an informed consent form in advance of the interview, and only once approval had been granted by the organisations to interview employees. The longest interview took 53 minutes with the shortest interview taking 25 minutes, the average time for the 14 interviews was 35 minutes. The interviews were recorded using the software offered by the "Zoom", "Skype" and "Tape A Call" and were uploaded onto a Google cloud shared drive, a professional transcriber was identified in advance and access granted to the shared drive.

The 14 participants worked in six different towns, with the researcher conducting the interviews digitally harnessing the use of technology detailed in Figure 7. Six of

the interviews were recorded telephonically via “Tape A Call”, seven of the interviews were hosted on the video conferencing platform “Zoom” and one was conducted on the video conferencing platform “Skype”, this was based on the candidate’s preference. Video conferencing was used and recorded to aid the establishment of rapport with the participants. The research adopted this approach for consistency and aligned to the recommendations put forward by Creswell (2007), who details that the researcher should look to adopt an interview approach that in most practical and will offer the most information capture given the research questions. Creswell (2007), goes on to argue that this may be telephonic if the researcher felt this would be appropriate and would glean the necessary data to conduct analysis.



Figure 7: Breakdown of the Method Used to Record the Interviews

4.7. Data Preparation

The researcher notified the transcriber on each occasion that a new interview and recording had been successfully uploaded onto the shared drive. The transcriber downloaded the video and audio recordings and transcribed all 14 recordings, once the recordings had been successfully transcribed, the transcriber emailed the transcripts to the researcher for review. The transcription work commenced on the 12th August 2019 and the final transcription was delivered on the 25th August 2019. The transcripts were then reviewed by the researcher, against the original audio recordings, where the audio recordings were not easily deciphered and transcribed by the transcriber (due to foreign accents or recording quality), the researcher corrected any errors in the transcription before loading all the transcriptions onto the Computer Assisted Qualitative Data Analysis Software (CAQDAS), specifically “Atlas.ti” for coding (Saldaña, 2013). Coding using CAQDAS involved the inquirer recognising sections of text in the transcripts and assigning a code label (granular code) to the text. The researcher worked through all the transcripts identifying text and assigning either new codes to the text or assigning previous codes to text that were common in meaning (Creswell, 2007). This ensured the researcher coded and categorised the data, and not the program (Creswell, 2007). There are both

benefits and shortcomings of adopting a CAQDAS approach to coding, the pros involve the inquirer looking closely at the data and to think deeply about what the qualitative meaning is of what the participant is saying, and linking this back to the research questions, CAQDAS enables the researcher to generate visually meaningful maps of the various codes and data-points, and to view the data in perspective (Creswell, 2007). Lastly, CAQDAS allows for the researcher to generate and retrieve codebooks and memos of the coded data, this automated functionality enhances the analysis of the data (Creswell, 2007). The inquirer was aware of the cons associated with adopting a CAQDAS approach, specifically this includes the argument that CAQDAS puts a machine and subsequently distance between the researcher and the actual data (Creswell, 2007). The researcher addressed this by generating codebooks of the data and printing physical maps of the codebooks, categories, themes and concepts once the first order and second-order codebooks had been completed (Figure 8).

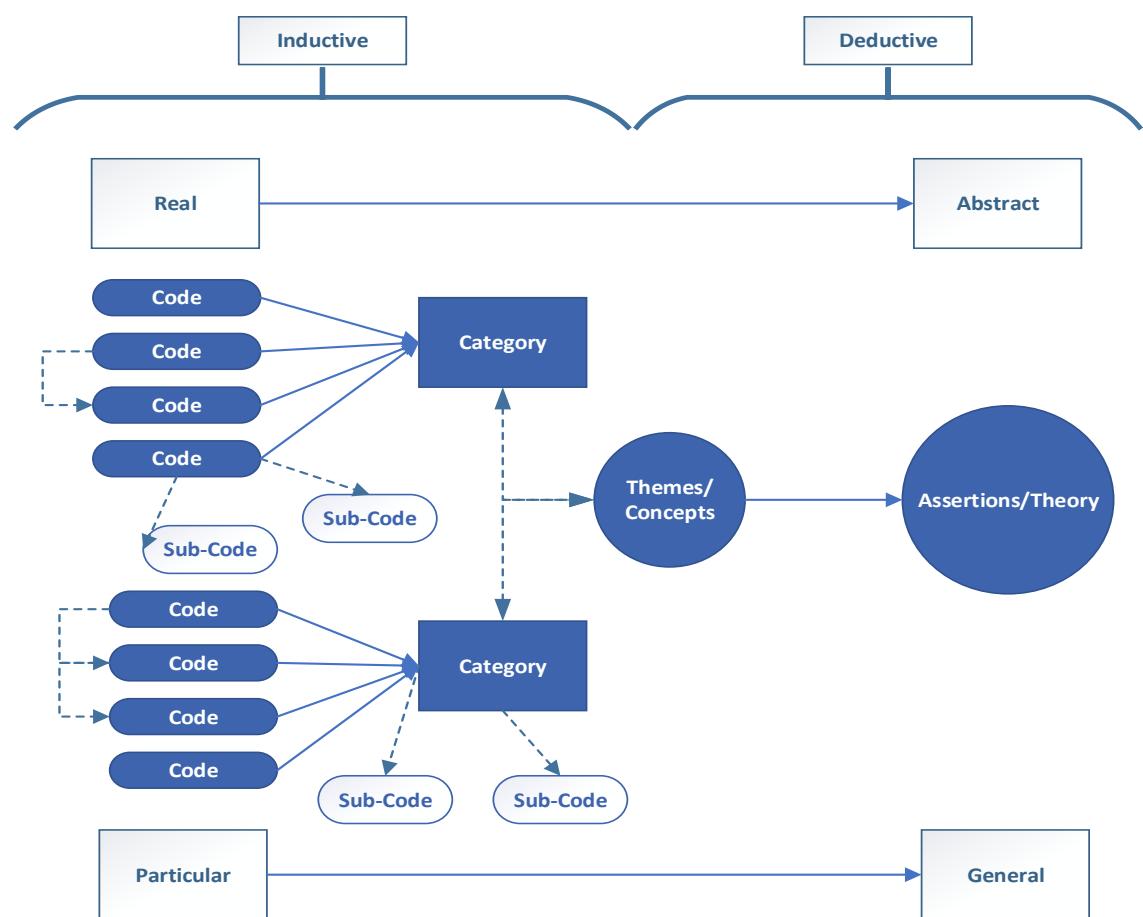


Figure 8: Streamlined Model of The Development from Codes to Theory

Source: Saldaña, 2013, p.12

4.8. Method of Analysis

The inquirer initially adopted an inductive approach to coding and progressed to a deductive approach to make the conceptual leap from codes to assertions (Klag & Langley, 2013). In order to categorise the descriptive material, cluster the codes into theoretical language, and theoretical categories, the researcher made the conceptual leap from a inductive to a deductive approach, this in order to move into the theoretical space (Klag & Langley, 2013). The inductive process is often described as a bottom-up approach and involved the researcher coding as the transcripts were worked through (Braun & Clarke, 2006). Adding to this, the inquirer adopted a sub coding approach to coding the data, this involved allocating a second-order label to supplement the entry and enhance the tag for further analysis, this approach is recommended for detailed analysis (Saldaña, 2013). Sub coding is appropriate for most qualitative enquiry, and facilitates indexing for later analysis (Saldaña, 2013). The final number of codes generated after the second round of coding amounted to 168 codes (this after duplicate codes were merged), these were organised into 13 categories facilitated by the sub-codes and then three major categories or themes linking back to the theory and research questions detailed in Chapter 2 of this report, the development graphically represented as per Figure 25. This aligned to the recommendation from Saldaña (2013) who recommends 120-300 for qualitative research reports with 15-20 categories and five to seven major categories.

The process for analysing the data was adopted from the approach used by Braun & Clarke (2016) which entails familiarising oneself with the data, generating initial codes from the data, searching for themes and pooling the codes into these themes, reviewing and refining the themes, further defining the themes and providing names to each theme analysing these themes and producing the research report (Braun & Clarke, 2006). In accordance with Eisenhardt (2007), “Analysing data is the heart of building theory from case studies, but it is both the most difficult and the least codified part of the process. Since published studies generally describe research sites and data collection methods, but give little space to discussion of analysis, a huge chasm often separates data from conclusions” (Eisenhardt, 2007, p. 539). Analysis of the data in this research study was performed using thematic analysis (Braun & Clarke, 2006). Thematic analysis is used extensively in qualitative research, the approach has been recognised as the most important fundamental approach to qualitative analysis as it provides a good grounding for basic qualitative analysis (Braun & Clarke, 2006). Thematic analysis

is effective at organising data into themes or distinct patterns that allow for detailed analysis, and for the researcher to pick out coherent trends that hold up to academic scrutiny, and is recognised for effectively codifying and interpreting how people experience everyday events (Boyatzis, 1998).

The participants were asked questions closely linking the feedback to the research questions contained in Chapter 3 (Table 6). This ensured the data gleaned was going to link closely to the research gap identified in Chapter 2. The data was then coded, the final codebook amounted to 168 codes; these codes were categorised into first-order categories and then into second-order themes, these themes were then reviewed against the three organisation categories (1- Large global company; 2- Small to medium sized company with international footprint and 3- Small/medium sized local business) for further analysis, and the theoretical constructs (antecedents, barriers and enablers) established with application to the three organisational categories.

The data was then transcribed and coded, this is neatly defined by Saldaña (2013) who defined a code as “A qualitative inquiry and is most often a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data” (Saldaña, 2013, p.3). After the twelfth interview, saturation was reached (Figure 9), defined by Strauss and Corbin (1998), “when no new information seems to emerge during coding, that is, when no new properties, dimensions, conditions, actions/interactions, or consequences are seen in the data” (Strauss & Corbin, 1998, p. 136). The researcher conducted two additional interviews after this to confirm saturation and then cancelled two additional interviews booked due to saturation having been achieved, identified by interview 13 and 14 yielding one granular code respectively (Guest, Bunce, & Johnson, 2006). At this point, no new information was emerging, during the coding of the data, saturation was evident (Saldaña, 2013).

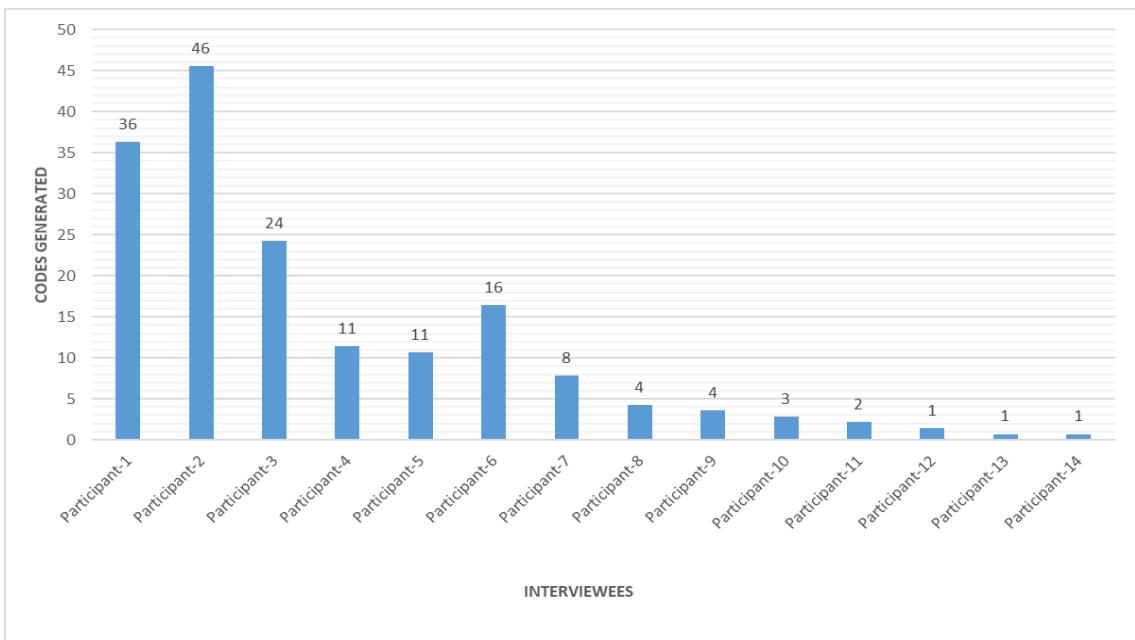


Figure 9: Point of Saturation

Source: Strauss & Corbin, 1998, p. 136

The first phase of the data analysis entailed the categorisation of data into related themes or codes (Creswell, 2003). The coding process assists the analysis of large volumes of data characteristic of qualitative studies (Creswell, 2003). Feedback from respondents was broken down into granular codes, these codes were then pooled into themes for analysis and interpretation based of the organisational category (Eisenhardt et al., 2016). Cases were analysed against each other through the aggregated organisational categories, it was noted that there was a stronger weighting towards organisational category (Org.Cat_2), this was controlled for using a multiplier when generating the frequency tables for analysis. Triangulation was utilised to identify trends in the coded data. Adopting a cross-case analysis approach is said to enhance the probability that the research will yield new findings and will enable the study to further develop the targeted research areas (Eisenhardt, 2007).

4.9. Data Validity and Reliability

In order to ensure the researcher has controlled for bias, and the ensure the results from the research were reliable and valid, certain precautions and measures were taken. The boundaries of the cases were required to be limited, this was done by solely looking at firms in a particular industry, and solely interviewing a sample from

the population that had adopted a CSV approach to their business strategy, and by guiding the interview process to stay within the confines of the research questions (Yin, 2018). The data gathered was then organised and analysed in a consistent methodical fashion to ensure the output was consistent across the cases (Yin, 2018). Rigor was obeyed in accordance with Seuring (2008), through selecting consistent cases, remaining consistent with the data collection process, validity and reliability. In order to achieve this, interviews were all conducted in the same fashion with different technology used to record the interviews (Seuring, 2008).

The emergent extensions to theory was tied closely to established literature reviewed in Chapter 2, linking the research closely to this literature enhanced internal validity and generalisability (Eisenhardt, 2007). Conformability was achieved to control for the researcher's bias, by not engaging with companies that the researcher was current or has historically conducted business with, the data and analysis was also closely reviewed by the researcher's supervisor to control for bias further. The researcher ensured the extensions to the theory could be traced back to a robust and replicable data capture, coding and analysis process, this rendered the study output dependable and credible. To ensure transferability was achieved, all interviews were conducted telephonically and in English, the data was analysed using a weighted average to ensure there was no unequal weighting toward one or the other organisational category, during the thematic analysis process (Saunders & Lewis, 2018).

4.10. Limitations

The explorative nature does limit the applicability of the results across multiple industries (Sinclair, 2017). The study was restricted to the food and beverage firms looking to integrate CSV through their supply chain, subsequently the research was limited to downstream stakeholder barriers, enablers and antecedents and will not generate theoretical insights for the full value chain, nor will the results be applicable cross-industry due to barrier, enabler, market and compliance standards varying between industries (Aboah et al., 2019). The driver for many of the limitations was time, the researcher experienced contextual limitations in the research study as well as (Thomas et al., 2015). Time constraints limited the depth at which the data could be analysed. Additionally, the researcher experienced a time driven limitation in that new publications may have been released during the research process, that were not included into the literature review.

CHAPTER 5: RESULTS

5.1. Introduction

5.1.1. Presentation of Results

The following results are presented in a format that is structured around the research questions. The research questions are contained in the research instrument in Table 6. The data gleaned from the sample through the semi-structured in-depth interview process has been coded inductively, these granular codes were grouped into first order categories initially. These first order categories were further synthesised into second order themes referred to as “themes” henceforth with the numerical “1; 2 or 3” drawing reference to the original research questions (RQ1; RQ2 and RQ3). The themes were analysed based on frequency of mention, as each participant responded to the prompt, the data was coded and the frequency of mention per each them was documented and tabulated for qualitative presence, this was facilitated using Atlas.ti and the code document table function to generate frequency of mention per organisation category, as well as if the theme was present at all per organisation category. As the study is not quantitative, the frequency of mention did not necessarily add statistically significant weighting to the code, and codes that were mentioned less did not necessarily translate into this code being less or more significant than the codes with higher frequency of mention. Constructs were developed from these second-order themes from which extensions to the current framework were made. The codes attached to the analysed data were grouped into the second-order themes, the frequency of mention has driven the analysis and not the frequency of the code occurring. For triangulation, the three organisations were categorised (Table 7), and the number of participants per category controlled for through multipliers to ensure comparability during the analysis. Each organisational category has been a colour coding to facilitate navigation through the analysis process.

Table 7: Organisational Categories

Description	Organisation Type
Large global company	Org.Cat_1
Small to medium-sized company with international footprint	Org.Cat_2
Small/medium-sized local business	Org.Cat_3

The various frequencies were ranked in accordance to an aggregate frequency of occurrence across all three organisational categories, the frequency of occurrence per organisational category within the group was included to understand which organisational category was experiencing which themes more frequently. This displayed below (Table 8) in the frequency of mention for the secondary-order themes:

Table 8: Second Order Themes by Frequency of Mention

Count	Second Order Themes (RQ1; RQ2 and RQ3)	Org.Cat_1	Org.Cat_2	Org.Cat_3
1	C_3_Antecedents for effective change management of CSV integration to achieve scale	28	45	55
2	D_3_Relational antecedents for CSV to integrate to achieve scale	24	31	43
3	E_3_Process antecedents for CSV to integrate to achieve scale	18	30	38
4	C_2_Process enablers of CSV integration to achieve scale	24	26	36
5	D_2_External enablers of CSV integration to achieve scale	26	30	27
6	C_1_Relational barriers of CSV integration to achieve scale	34	26	19
7	B_2_Internal enablers of CSV integration to achieve scale	18	24	29
8	A_3_Internal antecedents for CSV to integrate to achieve scale	11	21	30
9	A_2_Key relational enablers that promote CSV integration to achieve scale	19	17	23
10	B_3_External antecedents for CSV to integrate to achieve scale	19	21	14
11	B_1_External barriers of CSV integration to achieve scale	16	18	18
12	A_1_Internal barriers of CSV integration to achieve scale	12	14	4

5.2. Initial Observations from Participants' Understanding of CSV

Insightful feedback was provided on the timelines for each organisation's approach to CSV with one of the firms embarking on its CSV journey as early as 2003 having identified a need in the market for a B2C brand, that aligned to CSV principles. This with the consideration of Porter and Kramer having first published their CSV report in 2006, marking the shift in mindset away from CSR and competitive profitable business and onto a more holistic approach to stakeholder value creation, creating value for society whilst enhancing the competitiveness of business (Porter & Kramer, 2006).

The researcher structured introductory questions with the view to gauge the participants' understanding of the CSV concept. These questions were put to the interviewees to comprehend how CSV is understood by the various organisation types, it also allowed for the researcher to establish context for the discussion, and gauge how accurately the organisations were aligning around the concept. These introductory questions provided rich detail for the researcher, in terms of how the participant was involved in the organisation's CSV, and to gauge the level of detail that could be gleaned, in terms of the technical knowledge of the value chain. These questions allowed the researcher to understand the participant's experience in and outside of the organisation and establish an understanding of their

experience was within the organisation and within the CSV space within that organisation. Over and above this, the initial questions allowed for the interviewee to build rapport with the participant and provided an easy transition into the research question-specific component, of the research instrument. The feedback provided across the various organisational categories also offered insights into how aligned each category was with regards to CSV, and what the organisation was trying to achieve through embarking on the CSV approach. In certain instances, the candidates did delve into the antecedents, enablers and barriers they have encountered to integrating and scaling their respective CSV initiatives, having worked through the informed consent agreement, whereas other participants were comfortable to offer concise responses specifically answering the question posed (structured).

The introductory question pertaining to the individual's experience on the subject matter was as follows:

Can you tell me about your understanding of CSV and your role in the organisation's CSV initiatives?

Org.Cat_1: Initial Observations

The interviewees detailed the importance for harnessing all stakeholders' abilities and contributions to create value, both for the organisations as well as for society. Participants indicated it is about creating holistic value.

Org.Cat 1	CSV Understanding
- Part.11_Cat.1	"For the company it's quite simple, trying to create value for the society and for the business, so we create a value that we share together with the society or maybe the community, and Org.8 and our factory. Yes, we cannot build this value just alone, because we have a lot of stakeholders. Each stakeholder is coming with its own expertise in building this common value."
- Part.14_Cat.1	"We are closer to the farmers to improve product quality. That obviously means that we get good quality ingredients if we stay close to the production. So, doing CSV has helped us to do organic farming in an attractive and a profitable way."

The feedback showed an acute cognisance of the importance of social license to operate, and the importance of genuinely understanding community needs and wants in the collaborative value creation process. The interviewees indicated that CSV was more about working closely with the communities with the view to improve quality and subsequently profitability.

Summary

Part.11 was frank with their understanding of CSV, they were very coherent in their response in terms of the definition, there was a sense that the concept had been thoroughly studied and understood by the manager, from both a practical and a theoretical perspective, the manager also recognised the importance of collaborating to create value, and this collaboration was critical to business and CSV success. Part.14 in contrast had a stronger focus on the importance of community, and the importance of creating and sharing value through closely working together, to drive improvements in quality. Both participants viewed CSV as an approach that was underpinned by either economic value add and value creation for society in a broader sense as well as for business, along with the sharing of this value. Adopting a CSV approach improved product quality and profitability for the business. Org.Cat_1 conveyed a slight disconnect from the core concept of CSV and the understanding deviated mildly between candidates. The participants from the first category showed inconsistency in their understanding of CSV. There was a shortfall in the theoretical knowledge of the concept and what the original strategic intent was of adopting a CSV approach.

Org.Cat_2: Initial Observations

Participants indicated that CSV is about creating value for all stakeholders involved or impacted by the business activities. They also support the argument that CSV is a strategic lever that offers a differentiating factor for business. The participants in this category detailed the difference between CSV, CSI (corporate social investment) and CSR (corporate social responsibility). Interestingly downplaying the latter two for being smaller and unsustainable as a concept by its design.

Org.Cat_2	CSV Understanding
- Part.1_Cat.2	<i>"Simplistically it's about creating benefits for multiple stakeholders who are involved in the project."</i>
- Part.8_Cat.2	<i>"Shared value in business and corporate strategy is a way of doing business whilst also fulfilling societal needs. These needs could be social but equally it could be environmental need. So instead of relying on CSI (corporate social investment) to do these things, you start attaching them or embedding them into your strategy, so you meet your bottom line but you're satisfying your societal imperatives, so to speak."</i>

The participants understood the importance and focus on communities and conveyed an understanding of the importance of making community core to CSV. There was a thorough understanding of the theory behind CSV, and the

supporting three pillars that need to be achieved to effectively execute a CSV approach.

Org.Cat_2	CSV Understanding
- Part.9_Cat.2	<p><i>"Our opportunity lies in shared partnerships. If we can get existing communities through organised agriculture, co-operatives and limited companies to plant and grow sugar for us, well that's great because we get the raw material we need, and we put money back into the communities and so on."</i></p>
- Part.13_Cat.2	<p><i>"We define CSV in a different way to CSR you know, it's a bigger concept than CSR. The way I see it is that it is an opportunity for the business grow in a sustainable manner. CSV (as we define it) has three clusters. The first being cluster development, the second being redefining productivity and the third being reconceiving products and markets. So, these are the clusters that we focus when practising the CSV approach."</i></p>

Summary

Org.Cat_2 participants were robust in their opinion regarding CSV and CSR, and almost attacked these concepts and disregarded them as redundant approaches, this was supported by a strong opinion grounded in the design of the two concepts in contrast to that of CSV. The participants continued on to defending their opinion with strong theoretical grounding in their belief in CSV as a sustainable approach, arguing that CSV creates value for all stakeholders.

Org.Cat_3: Initial Observations

Participants supported the concept of CSV and understood that it was designed to add value to the environment in which it operates, as well as the communities that are crucial to the firm's operations. There was a well-rounded commitment and understanding of CSV, and what they were trying to achieve through adopting a CSV approach, detailing that CSV must create and distribute value throughout the stakeholder base, growing as a collective in a symbiotic fashion.

Org.Cat_3	CSV Understanding
- Part.5_Cat.3	<p><i>"Creating shared value is where the activities of the company add value in the environment in which they operate, and positively impacts the communities or the environment, country, whatever, economics, where they operate. So, wherever you operate as a company, you also give back to the society that you're working with and from."</i></p>

The candidates also supported the approach was crucial to their business model, and that the one could simply not operate without the other. Participants reflected on how CSV needs to incorporate all stakeholders in the value creation process, and the distribution of this value.

Org.Cat_3	CSV Understanding
Part.12_Cat.3	
<p><i>"CSV covers the supplier, the smallholder farmers, our employees as well as the customers. We are trying to distribute our economic value and in terms of other values with all participants in the value chain, and to grow with them. Our business model is a sustainable business model when we are creating value for all members in the value chain and developing each piece of value together. Yes, in simple terms, trying to share our values and the value with our supply chain as from the farm to the customer."</i></p>	

Summary

There was a strong notion that economic value was prioritised over environmental and societal benefits to business, and that the approach was more about adding value to these pillars retrospectively once economic value had been achieved. This orientates more towards traditional CSR or CSI mentalities be its design. Participants from Org.Cat_3 also demonstrated a incongruence in their understanding of CSV, both Part.5_Cat.3 and Part.12_Cat.3 conveyed an understanding of the intent in terms of creating value for all stakeholders however the approach was inconsistent between the two participants, with Part.12 showing a thorough understanding of the importance of making traditional "externalities" a core part of economic growth, with Part.5 adopting more of a traditional CSI or CSR approach with retrospective value trickling down to societal and environmental needs, as opposed to underpinning the business model with these two pillars.

Conclusion

Summarising the feedback from the initial introductory questions put to the three organisation types (Org.Cat_1, Org.Cat_2 and Org.Cat_3), the participants understood what adopting a CSV approach meant from a stakeholder perceptive. There was a thorough understanding that both environmental and societal needs needed to be met through adopting the approach, with holistic stakeholder value being created and distributed amongst the stakeholder group, this according to the participants was core to the approach. There was a strong focus on the importance of community and achieving social license to operate.

5.3. Results from Research Question 3

RQ3.) What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?

This question was designed to understand what the participants felt were the critical elements that needed to be in place, for CSV to effectively integrate to achieve scale. This allowed for the researcher to gauge (from the participants'

experience and subsequent knowledge) what the organisation needed to have established in terms of internal and external prerequisites, along with what processes and relationships were of paramount importance, in order for the organisation to integrate CSV effectively to achieve scale.

Table 9 maps out the various questions titled “Interview Questions” put to the candidates, and how these questions reflected in the research instrument related to RQ3. The various secondary themes were informed by the responses the participants provided, titled “Derived Themes”.

Table 9: Research Instrument Questions for RQ3 and Themes Derived Thereof

RQ		Interview Questions	Derived Themes
RQ3 -	What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?	3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?	A3; B3; C3; D3; E3
		7a What are the critical things that need to be in place for CSV to reach scale (both internal and external)?	
		7b Tell me about what you have learnt from your experience of working on this transformation initiative. And how could you use the experience to do things differently in the future?	

5.3.1. A_3_Internal antecedents for CSV to integrate to achieve scale

The first theme to be presented related to internal antecedents. Participants were asked questions contained in Table 9 with the view to gain an understanding of what could be controlled internally (within the organisation), and what the internal non-negotiables were if the firm wanted to successfully integrate CSV to achieve scale. As seen in the Table 10 heat map, the frequency of mention was highest across the sample with regards to perseverance, trust and integrity across the stakeholder groups, followed by the business’ ability to explore as well as exploit current established business, this needed to be supported by the necessary structures and processes to pursue both, in pursuit of effective CSV integration. categories with the highest frequency of mention in terms of consistency. It was noted that adopting CSV approach needed to make long-run business sense for the approach to be effectively integrated, from an internal perspective.

Table 10: Heat Map of A_3 by Frequency of Mention

A_3_Internal antecedents for CSV to integrate to achieve scale First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
A_3_Perseverance is crucial, and integrity	2	5	13
A_3_Employee owned company with profit share and innovative remuneration processes	3	6	8
A_3_Must be able to do both exploratory business and capitalize on established business at the same time	5	6	6
A_3_It must make business sense in the long run	1	8	7
A_3_Leadership unwavering commitment to CSV	5	5	6
A_3_A vision that is easy to understand and clearly captured and communicated	5	5	5
A_3_Develop a strong story as a part of the brand positioning	3	5	6
A_3_Harnessing CSV to create a differentiating factor in the market	2	6	4
A_3_Structured to allow for swift decision making and autonomy	1	5	4
A_3_Ensure knowledge is retained and shared actively, continuity is critical	4	3	3
A_3_Crucial partnerships to overcome challenges	2	3	4
A_3_On the ground presence and a commitment to getting resources to a ground level	3	2	3
A_3_Organisational structure that supportd CSV integration	0	4	4
A_3_A strong sense of trust	3	2	2

Leadership support was the most identified and the most consistent requirement across the dataset, this category displayed the lowest deviation across organisation To understand the drivers behind these categories of internal antecedents, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various appropriate granular codes per organisation category to facilitate triangulation.

Org.Cat_1: A_3_Internal antecedents

This category placed emphasis on CSV needing to hold a differentiating factor for the business, this internal antecedent was mentioned in the context of a highly traded commoditised product. CSV in this context allowed for the firm to differentiate itself, whilst adopting better environmental business practices, along with achieving the various pillars of CSV by engaging directly with farmers. It was noted that the participants felt leadership support was critical for effective CSV integration, but not just at a senior leadership level but from a vertical slice throughout the management structures of the business. Along the importance to have management support throughout, and leadership support from the top, participants indicated that it was important to have a level of continuity in this regard. Frustrations were noted, with regards to having churn at a leadership level, and having to convince new senior management of the CSV concept and engage in an entirely new round of engagement for subscription and support from leadership.

Org.Cat 1	
A_3_Internal antecedents for CSV to integrate to achieve scale	Differentiating factor
- Part.14_Cat.1	"So, we thought the only way that we can work differently was to try and escape the current system and work directly with the farmers."
- Part.11_Cat.1	"I must say, not really, because the program is as well something that has been endorsed by the company management overall, so everybody is knowing that it's important for us as a company to create the value where we source our raw materials."
Leadership support	Leadership support and continuity
- Part.3_Cat.1	"I'm still relatively new within the business, so - I mean, that could be another potential hurdle, is that you get a lot of, at the more senior level management, a lot of turnover of staff, so it's really a challenge to keep continuity on certain agendas."

Analysis and Interpretation

Analysing the feedback from the participants, Org.Cat_1, it was apparent that it was crucial for CSV to offer a business differentiating factor for it to resonate with the various management layers in the firm. It was noted that leadership support within that organisational structure is critical, and that there needs to be a degree of continuity and knowledge retention if there is a change in leadership. This was critical for continued subscription, and retention of CSV momentum.

Org.Cat_2: A_3_Internal antecedents

This category conveyed a strong internal requirement for CSV to offer a differentiating factor as well. As seen in the fourth ranking frequency of mention first order category, long-run business sense needs to reflect in the CSV approach, offering a differentiating factor was internally important and represented an opportunity to break away from the competition, whilst absorbing risk into the business model at a different level. There was a sense of pride conveyed by the participants, adopting an approach that offered a differentiating factor that created shared value, but also outcompeted the competition came across from the participants.

Participants indicated the importance of having a flat structure, an organisational structure that facilitated quick decision-making and a lateral structure that allowed for the CSV managers to easily and readily voice concerns and frustrations around the CSV component of the business. It was noted that these structures also need to demonstrate governance, and oversight. Candidates also emphasised the

importance of accountability, and how this was crucial internally to drive trust and build CSV momentum.

Org.Cat_2
A_3_Internal antecedents for CSV to integrate to achieve scale
Differentiating factor
- Part.13_Cat.2
"So, there we have a differentiated ourselves in the market, we can't do 100% organic for the market. For that we make sure that we work with the suppliers and we always share our numbers with them."
- Part.7_Cat.2
"Well because what we initially did was to link success to CSV, there was risk embedded in the model, if the brand succeeded the risk taken from the shelves and put on the farm in the form of CSV meant it was worthwhile, these principles."
- Part.1_Cat.2
"So, with Org.5 there was always this clear idea of positioning as a company that takes corporate responsibility issues seriously, and as the key differentiator within the kind of industry or sector that Org.12 operated in."
- Part.2_Cat.2
"So, in our case we say that we are challenging the commodity auction model, and we take pride in that."
Flat organisational structure
- Part.9_Cat.2
"And it can become challenging if the governance structures aren't right, because if your governance structures are not right in these small organisations, it puts a real risk to your supply chain because the traceability of your product, the potential for a contaminant or whatever it might be becomes a challenge."
- Part.13_Cat.2
"We have a very flat structure, so every person in the company is interested in sharing their ideas and with that they have a sense of ownership. Because of all these things we – practising CSV is not a major challenge inside our organisation.'

One participant from Org.Cat_2 detailed the importance of having a clear plan that was easily communicated, a plan that internal stakeholders could rally behind, and support. This was further reiterated by another participant who stated that a "meeting of the minds" was very important as well, and this antecedent cascaded from both internal as well as an external antecedent. Lastly, Org.Cat_2 insisted that CSV needs to be deeply embedded in the organisations' strategy, it should not be a side-project but core to how the business positions itself in a competitive market and establishes a rightful competitive position in the marketplace.

Org.Cat_2
A_3_Internal antecedents for CSV to integrate to achieve scale
Accountability
- Part.8_Cat.2
"What we don't do, as a manager, we don't believe in blaming."
Clear vision
- Part.8_Cat.2
"And then you must have clear plans, you must show the benefits in your contribution. If the benefits are not clear, then it's difficult for them to be convinced."
Alignment
- Part.8_Cat.2
"But if you identify that then you start saying there is alignment, there's a meeting of the minds."
Linking CSV to strategy
- Part.8_Cat.2
"I would say first and foremost both internally and externally, CSV needs to be embedded in the strategy. So, there's no point of talking shared value whereas it's not aligned to a strategy."

Analysis and Interpretation

Based on the analysis of Org.Cat_2 and reviewing this against the top five ranking first order categories, Org.Cat_2 felt it was important for CSV to offer a significant differentiating factor. This was stated by both Part.13 and Part.1 and reflects in the first order category, indicating that CSV needs to make long-run business sense for the business to effectively integrate CSV, from an internal perspective. This however was not as overtly communicated by Part.8 who felt that alignment and making CSV core to strategy was one of the more important internal antecedents, Part.8 also emphasised the internal requirement of accountability, along with strong governance structures.

Org.Cat_3: A_3_Internal antecedents

Participants in this category felt that adopting CSV did represent a differentiating factor, and provide a competitive advantage. However it was detailed that CSV was probably best and most effectively implemented if there was an external regulatory body forcing business to do so. Conversely, there was consensus in this regard, arguing that a regulatory approach would undermine the competitive advantage or differentiating factor that CSV would offer, if business simply did not have any other choice. The strategic advantage of proactively adopting a CSV approach would be counteracted by the market being forced to do so. The participants in Org.Cat_3 detailed that CSV did represent a strategic opportunity, and that it was crucial to have leadership commitment, if the firm is looking to effectively integrate CSV.

Supporting the development of the top ranking first order categories, Org.Cat_3 gave support to the need for the firm to display an ability to conduct exploratory business, whilst simultaneously capitalising on the established business. The participant indicated that this could be achieved through committing resources to CSV implementation, and that these resources needed the necessary isolation from the conventional business practices to effectively execute CSV integration. The participants stated that commercial agreements were also an important antecedent to effectively integrate CSV.

Org.Cat_3
A_3_Internal antecedents for CSV to integrate to achieve scale
Differentiating factor
- Part.5_Cat.3
"Also, what external factors help evidently if there is policy and regulation that supports it. It comes with a caveat that evidently if there's regulation policy everybody is obliged to do it and your competitive advantage is reduced. But for the effect of the shared value, the shared value will probably be enforced if there is legal and regulatory obligation to do it."
Simultaneous exploratory and established business
- Part.5_Cat.3
"So internally first there must be full commitment to it, and sufficient resources attached to it that are protected from current business and business objectives."

The participants noted (supporting the fourth first order category) a need for business leadership to take a long term view on CSV, and shifting mindsets away from quarterly deliverables to more long-term orientated targets that transcend conventional financial periodic reporting. As an internal antecedent, it was stated that it was important to underpin this long-run approach with broader and more long-term strategic goals.

Org.Cat_3
A_3_Internal antecedents for CSV to integrate to achieve scale
Leadership support and continuity
- Part.6_Cat.3
"Yes. I think it's definitely – look, buy in at the top, a clear operational strategy probably a few –on the hard lines of things, commercial agreements in the Crop-A industry sourcing agreements that relate to the product."
Clear vision
- Part.6_Cat.3
"You definitely need buy in from the top, there has to be a clear vision and understanding of what that value is to the commercial side of the business"
Persistance
- Part.6_Cat.3
"So yes, it was that challenge of trying to keep people focussed on not just the next three to six months but about the much broader goals that have been committed to when times are tough."

Analysis and Interpretation

Having analysed the feedback, the researcher noted Org.Cat_3 felt that persistence was the most important first order category by frequency of mention. This was underpinned by an internal need for leadership support, and a demonstration of organisational ambidexterity. An ability of the firm to establish robust agreements and drive CSV through the firm's strategy was highlighted as a critical antecedent for effective CSV integration.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 10), in relation to the internal antecedents for CSV to integrate to achieve scale and drawing on the first order categories and the frequency of mention thereof. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

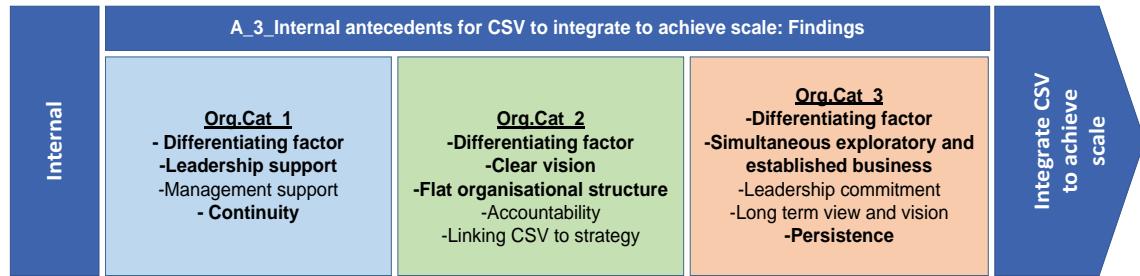


Figure 10: Triangulation of A_3 Factors to Consider

The researcher found consistency across the data with an internal need for adopting a CSV approach to represent an opportunity for differentiation. If the CSV concept does not offer a differentiating factor, this will be challenging to implement. Subsequently, the CSV concept will not get leadership or management support if it does not present a clear opportunity to compete in the marketplace. This leads onto the need for CSV to make long-run business sense and offer a competitive advantage in the long-term. There was commonality as well in terms of the need for the firm to demonstrate organisational ambidexterity (explore and exploit). A separate allocation of resource is needed to effectively integrate CSV to achieve scale, and this is a indicator for leadership support, this allocation should be matched with a separate set of performance metrics driving a separate set of objectives that transcends short-term financial cycles. There was disagreement across the categories as well, with Org.Cat_1 insisting on continuation, and cited a need for increased knowledge retention which was not cited by Org.Cat_2 and Org.Cat_3 as an internal antecedent. Org.Cat_1 also battled to shift mindsets to making CSV core to strategy, driving CSV throughout the various management structures of the business.

5.3.2. B_3_External antecedents for CSV to integrate to achieve scale

The second theme to be presented related to external antecedents. Participants were asked questions as seen in Table 9 with the view to gain an understanding of what was required outside of the organisation (externally) to effectively integrate CSV into the business' supply chain. As seen in on the heat map in Table 11, the frequency of mention was highest across the sample with regards to the importance of having strong community relations, followed closely by the need to develop strong partnerships with markets interested in supporting a CSV approach. These first order categories represented the top three noted in terms of frequency of mention.

Table 11: Heat Map of B_3 by Frequency of Mention

A_1_Internal barriers of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
A_1_Challenges with shifting mindsets	6	8	2
A_1_Lack of senior leadership support structural frustrations	7	5	0
A_1_Risk and compromise challenges	5	4	2
A_1_Chasing short term wins in exchange for long-term benefits	5	5	0
A_1_No proof of concept, internal sceptics	0	1	0

To understand the drivers behind these categories of external antecedents, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various pertinent granular codes per organisation category to facilitate triangulation.

Org.Cat_1: B_3_External antecedents

This category indicated that partnerships were of pivotal importance as an external antecedent. The participants indicated that these partnerships assisted in terms of pooling spend to improve costs (bulk buying), the partnerships detailed also drew reference to the need to grow together. This related to fulfilling the need of markets for raw materials produced with a CSV approach, and to supply the factory requirements at scale as the CSV initiatives demonstrated an ability to meet the demand, quintessentially growing together through partnerships, where there is a common interest in making CSV work.

The participants also suggested that partnerships yielded augmented benefits outside of pure facilitation to CSV integration and subsequent scale. Partnerships offered an opportunity for knowledge sharing, along with opportunities to unlock synergies in terms of turning waste streams into revenue streams. This was detailed from a cross-sectoral perspective, embracing both NGO and government

as key partners to business, and crucial antecedents in the CSV integration and scaling journey.

Org.Cat 1
B_3_External antecedents for CSV to integrate to achieve scale
Partnerships
- Part.3_Cat.1
"The other thing that the Org.6 group is looking at is forming partnerships. The idea there is to set up a partnership that they offer our farmers a good price for the product and back-up service and training and all that sort of stuff."
- Part.3_Cat.1
"Likewise, we were exploring with Org.9 a partnership to get their Crop-G growing for their different processors around the world."
- Part.3_Cat.1
"It's also sustainable because you're re-using a by-product in another process. So, Org.6 is exploring partnerships in the different countries for Org.9 to supply farmers with Crop-G bioproduct."
Cross-sectoral relationships
- Part.11_Cat.1
"We consider the expertise of a lot of people, a lot of companies, maybe the NGOs, maybe the government, because every partner has a role to play."

The participants strongly supported the notion of community engagement. Part.14 particularly placed emphasis on the need to work closely with farmers and farming communities, to understand their concerns and questions, and to bridge the generational gap which threatens the longevity of the farming communities crucial to the firm's raw material supply chain. These community relations help understand what the basic needs and aspiration of the farming communities are, it helped to show financial and time investment in this regard, to build the trust and to build the partnerships both upstream and downstream in the value chain.

Org.Cat 1
B_3_External antecedents for CSV to integrate to achieve scale
Knowledge sharing
- Part.14_Cat.1
"And then we spend a lot of time and money in terms of knowledge sharing. We in fact go to like rural areas in Country-D where we connect farmers with some professors who operate in the agricultural sector or from NGOs whom can share expert knowledge with the farmers."
Trust
- Part.14_Cat.1
"We work very close with farmers, that was an advantage to us, that's why I think we were able to integrate this CSV very smoothly so that an understanding was there between the farmer and the company."
Strong community relations
- Part.14_Cat.1
"We are trying to bridge the generational gap in Country-D, there are major problems in second generation of farmers who are not very motivated to do farming."
- Part.14_Cat.1
"The company and the employees have a good relationship and if I compare that with the farmers, farmers - we really have good relationships with the farmers by doing CSV."

Analysis and Interpretation

For Org.Cat_1, it was evident that partnerships and strong community relations were uncompromisable, in terms of external antecedents for CSV to integrate to achieve scale. If the firm does not have strong partnerships both upstream and

downstream of the respective value chains which predicates the continuity of business, CSV integration would be very difficult to achieve. These relationships and partnerships were not solely isolated to the private sector, with participants regularly detailing the value that NGOs and government added through educational and financing initiatives. The various candidates from this group, did all come from different organisations yet all in Org.Cat_1. This meant that the sample offered a diverse view on what external antecedents were required, with each participant viewing the value of partnerships in different light. Part.3 saw the value in unlocking high-value growth markets through partnerships whereas Part.14 saw the value more from an educational perspective which was echoed by Part.11. This indicated a partiality towards private sector partnership for Part.3 to unlock markets and better prices, whereas Part.11 and Part.14 saw partnerships with the NGO and governmental sector of value through an educational lens.

Org.Cat_2: B_3_External antecedents

This category conveyed a need for supportive markets, markets that are indeed interested in buying through a CSV approach. Customers in the food and beverage industry who want their products to reflect well under brand enquiry, and to ensure their ethical credentials would hold up to public scrutiny. This acted as a key antecedent for Org.Cat_2 as it enabled the value chain to enjoy the differentiating benefits of taking on a CSV approach, an unlocking premium market in the process, this meant that compliance standards were higher and subsequent certification and auditing costs were higher.

The next category that came across with a degree of urgency, was the need for partnerships. This first order category was both strong in Org.Cat_1 and Org.Cat_2. The participants emphasised the need to leverage off each other, and to not discriminate between what sector the potential partner was coming from. Irrespective of whether it was an NGO, government or private sector, in the CSV space there is scope for all to contribute to CSV integration and advancement. The participants continued to elaborate on how these cross-sector partnerships added value, they detail the opportunity for catalysed learning and subsequent CSV advancement through knowledge sharing and learning from one another's previous mistakes.

Org.Cat_2
B_3_External antecedents for CSV to integrate to achieve scale
Markets interested in CSV
- <u>Part.9_Cat.2</u>
"Yes, well there's always that fear. So, for example here we manufacture a whole lot of speciality Crop-F that we market all over the world, to the States, to Europe. When I talk speciality Crop-F they're different Crop-F."
- <u>Part.4_Cat.2</u>
"I think when you're focussed on the international markets it puts much more pressure on a business to make sure you're compliant, accredited and recognised globally as a certified business."
Partnerships
- <u>Part.2_Cat.2</u>
"I think shared value is built on the premise of partnerships, within a single value chain it's all on partnerships. What happens is – what I learnt recently, now we tried doing it on our own for a long, long time, and we have succeeded. We have like grown to a level. But if we are to make creating shared value more impactful and meaningful, we need to reach out to bigger businesses, even governments, non-governmental organisations. I think we have spent enough time differentiating between CSV and CSR and other initiatives, philanthropy, whatever. I think what the world needs today is a convergence in these moments where we kind of leverage off each other. It can be the government; it can be big businesses."

These partnerships also came through third parties, involved in the validation and certification of the firm's CSV credentials. As earlier mentioned, markets interested in CSV want accreditation, they want to know that if they are attaching their brand to a narrative around CSV, this needs to hold true in the public domain. The certification bodies remain independent and objective, however there is an expressed common interest in their role in the CSV space. These certification bodies represent an antecedent in the space, and they are crucial for consumer facing brands. Another benefit through partnerships, and why the participants details partnerships as an antecedent, was because the shared learning and knowledge sharing, meant that the same mistakes were made less-often. Partnerships enabled CSV integration to be catalysed through this process. These networks additionally enabled organisations with common interests to unlock synergies, and to leverage off one another's networks.

Org.Cat_2
B_3_External antecedents for CSV to integrate to achieve scale
Markets interested in CSV
- Part.9_Cat.2
<i>"Yes, well there's always that fear. So, for example here we manufacture a whole lot of speciality Crop-F that we market all over the world, to the States, to Europe. When I talk speciality Crop-F they're different Crop-F."</i>
- Part.4_Cat.2
<i>"I think when you're focussed on the international markets it puts much more pressure on a business to make sure you're compliant, accredited and recognised globally as a certified business."</i>
Partnerships
- Part.2_Cat.2
<i>"I think shared value is built on the premise of partnerships, within a single value chain it's all on partnerships. What happens is – what I learnt recently, now we tried doing it on our own for a long, long time, and we have succeeded. We have like grown to a level. But if we are to make creating shared value more impactful and meaningful, we need to reach out to bigger businesses, even governments, non-governmental organisations. I think we have spent enough time differentiating between CSV and CSR and other initiatives, philanthropy, whatever. I think what the world needs today is a convergence in these moments where we kind of leverage off each other. It can be the government; it can be big businesses."</i>
Common goals
- Part.8_Cat.2
<i>"And then it becomes easy for us to budget because the stakeholders are already in agreement with the way forward."</i>
Cross-sectoral partnerships
- Part.7_Cat.2
<i>"Like we came across, I think Australian NGO and they want to help us with some of the projects. If we don't share our knowledge and I don't think they can go into next level. So now we have a thing with one NGO, especially mostly for knowledge sharing as well as some farming equipment, tools that they have."</i>
Certification
- Part.7_Cat.2
<i>"They validate the suppliers, organic audits ensure suppliers are complying with the standards required, there's a validation point. Like whether the farm is risky, whether the farm is not so risky or whether farm is quite okay."</i>
System-wide support
- Part.9_Cat.2
<i>"We herd together and succeed together, and I think that's fundamentally different to all the other industries that I'm aware of, and that makes us really strong."</i>
- Part.4_Cat.2
<i>"We've had a huge amount of technical support from Org.11. They've physically been on the ground with us, supported in procurement, also then supporting on the how do we unlock the supply chain, export here from Country-B, which is not easy. But I think this as well is where the relationships with people like Org.11 who have really been supportive, these guys have accelerated the whole process."</i>

The last first order category that reflected overtly through the interviews with Org.Cat_2, was the antecedent of healthy community relationships. Generating trust, through win-win scenarios was articulated as a crucial component to CSV success, if there is not trust and no functional relationships with the communities within which Org.Cat_2 firms operate, it becomes challenging to operate an effective CSV approach.

Org.Cat_2
B_3_External antecedents for CSV to integrate to achieve scale
Strong community relations
- Part.7_Cat.2
<i>"Our approach to CSV involves creating a win-win situation for all the value chain was because we went to organic, we had to change our business strategy. So, we created this opportunity to link the farmers and get to know them and win their trust and that I think enabled CSV to scale."</i>
- Part.7_Cat.2
<i>"Yes, trust is something that we can go and meet a farmer and say that okay, you grow organic, we will buy your production, but if they don't trust us, I mean I think this won't work."</i>

Analysis and Interpretation

Org.Cat_2 indicated a need for partnerships, and for markets that hold food and beverage firms to high CSV standards. Common goals for the partnerships and strong community relationships was also emphasised. The frequency of the top three first order categories reflect as much for Org.Cat_2 with community relations being mentioned most frequently by Org.Cat_2. These partnerships need to transcend sectors and should not simply be confined to privately owned industry.

Org.Cat_3: B_3_External antecedents

Participants found partnerships to be of top importance in terms of first order categories, this aligned to the first two categories however the frequency of mentioned was significantly less. Irrespective, partnerships were yet again placed as a key external antecedent for CSV to effectively integrate to achieve scale. Partnerships were cited as opportunities for funding, along with bringing like-minded firms together to solve problems collectively, as a network with an interest in the CSV space. These partnerships allowed for unlocking of what has otherwise been a dead-end from a CSV perspective, where new and innovative route to markets and business models have been developed. These partnerships were underpinned by a strong trust amongst the network, which needed to be actively nurtured and valued as a resource for solving a new set of problems associated with new and innovative business models.

Org.Cat_3
B_3_External antecedents for CSV to integrate to achieve scale
Partnerships
- Part.6_Cat.3
<i>"In the business partnership side, this requires a number of different levels of collaboration with our business partners from sort of a network of people that we bring together."</i>
Trust
- Part.12_Cat.3
<i>"Trust is the main thing because we must be transparent in our process because it is common for the farmers, the employers as well as for the customers. If it is not transparent enough about our process it will not create a sustainable business model."</i>
- Part.12_Cat.3
<i>"We had to convince them all the time. And to get them into our process we had to build their trust."</i>

The third first order category (markets) yielded insights into the need to have robust CSV monitoring and evaluation (M and E). This meant that the firm needed to have effective and thorough data-capture processes and systems in place, in order to objectively report holistic stakeholder value creation.

Org.Cat_3
B_3_External antecedents for CSV to integrate to achieve scale
Measuring CSV (M and E)
- Part.6_Cat.3
"Going to the target and the commitment side as well making sure that what you're doing has got quite measurable outcomes so that we can review and track progress and move things around a little bit if it doesn't look like it's working. So not just a vague high-level commitment but something that is quite tangible and measurable."

Analysis and Interpretation

Org.Cat_3 supported to first two categories need for partnerships, with these partnerships and the value they bring taking up a nuanced yet different shape. Org.Cat_3 valued network, and actively sought to bring like-minded firms together as an antecedent for scaling CSV, through collaborative problem solving and funding. Interestingly, Org.Cat_3 placed a strong emphasis on the reporting of CSV. This M and E antecedent for external stakeholders was crucial in terms of legitimately and objectively capturing the necessary data, to report their CSV claims.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 11), in relation to the external antecedents for CSV to integrate to achieve scale and drawing on the first order categories and the frequency of mention thereof. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.



Figure 11:Triangulation of B_3 Factors to Consider

The researcher found consistency across the data with an external need for the firms to build strong partnerships with upstream stakeholder base, develop a robust set of goals and objectives that all interested parties could rally behind, and review periodically to track progress against. In terms of downstream, it was crucial to have strong community relationships, particularly for Org.Cat_1. This could be

achieved by working closely with the farmer-base, to drive consistency in terms of quality standards, and to develop trust. This antecedent was of particular significance to Org.Cat_3, these participants were notable proponents of trust as an external antecedent to effectively integrate CSV to achieve scale.

5.3.3. C_3_Antecedents for effective CSV change management of CSV integration to achieve scale

The third theme to be presented related to antecedents for effective change management. Participants were asked questions as seen in Table 9 with the view to gain an understanding of what was required from a change management perspective (internally and externally), to effectively integrate CSV into the business' supply chain. As seen in Table 12, the frequency of mention was highest across the sample with regards to the importance of having a very strong commitment from the organisation to the implementation of CSV. This first order category was followed closely by the need for meaningful community engagement, along with the need for leadership support driving the change.

Table 12: Heat Map of C_3 by Frequency of Mention

C_3_Antecedents for effective CSV change management of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
C_3_Unwavering commitment to the CSV approach	12	13	17
C_3_Generate community trust and be honest with the anticipated process	10	12	16
C_3_Strong leadership and support from leadership	11	11	18
C_3_Consideration given to how the change will be managed	14	8	4
C_3_Build off successes and communicate success stories examples	10	8	4
C_3_Clear design for the CSV approach	4	9	6
C_3_Clear understanding of the commercial benefit to engaging in a CSV journey	3	6	8
C_3_A good understanding of the various parts in the value chain	3	5	6
C_3_Appropriate structure and autonomy	1	5	7
C_3_Making CSV core to the business	7	3	0

To understand the drivers behind these categories of change management antecedents, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various relevant granular codes per organisation category to facilitate triangulation.

Org.Cat_1: C_3_Antecedents for effective CSV change management

The participants indicated a need to build networks and get to know the various stakeholders before trying to implement any change. This suggested that political capital within the organisation, and outside of the organisation was of paramount importance if one wanted to affect any change, towards a CSV agenda. The participants indicated a real need to leverage off established success stories, and to bring in best practice from parts of the world where CSV has managed to

establish itself effectively in business value chains. Bringing these case studies and living examples of successful change to a CSV approach, helped overcome resistance to a concept that might be unfamiliar, or novel to specific markets. Participants summarised this as the sharing of knowledge.

Participants indicated frustration in their experience with attempting to change business models towards a CSV approach, the root of this frustration was grounded in legacy issues pertaining to unsustainable economic business models. With specific reference to CSI or CSR, getting the farmers and the farming communities to make the mental shift from handouts to shared value has been earmarked as a key frustration. To effectively manage change, and the change in mindset, this takes time and commitment, to shift mentalities away from the CSR approach.

Org.Cat 1
C_3_Antecedents for effective CSV change management of CSV integration to achieve scale
Building networks
- Part.3_Cat.1
<i>"I'm also fairly new in the business, so I've really spent these two years just actually trying to get to understand the business, and I haven't really wanted to push any agenda, let's say a shared value or regenerative too hard, while I'm still trying to understand the business and build relationships."</i>
Knowledge sharing
- Part.3_Cat.1
<i>"A problem that we have in Country-A with most of the Crop-E farmers, a lot of that process is hosted by the research and government institutions in different countries. That's why we arranged to get the guy out from Country-H, he worked for the Country-H department of agriculture, and his job is to engage and with farmers on regenerative agriculture."</i>
Leadership commitment
- Part.3_Cat.1
<i>"I don't think they have fully internalised or grasped this concept of shared value and that. Yes, it does have a cost, but what is the broader payback? And it's difficult to quantify, as you would know, that payback, because of the sums it's not straight forward mathematics. So, your chief accounting officer and the financial officer, they want to see hard, let's say returns on costs, which is difficult to quantify as you know."</i>
- Part.14_Cat.1
<i>"In terms of financial investment, we do a lot of projects to these farmers like water irrigation project and then we do provide planting material. We also talk with some NGOs looking into how we can make their effort more meaningful."</i>

Participants indicated the importance of working closely with the farming communities and NGOs, in order to better understand the challenges at a community level, and to better harness the efforts of the NGOs to address these needs. This requires feet on the ground and committed resources to working closely with the communities.

Additionally, having an on-the-ground presence helps drive product quality, this facilitates change management as the market begins to understand the value being generated through the CSV model. As the CSV initiative gains traction, the participants emphasised the importance to have a stable pricing model, if the benefits can be demonstrated from a quality and impact perspective, change management is facilitated by having a stable economic model, with stable prices

throughout the value chain. Cutting through the volatility of the trading environment helped advance the change towards a CSV approach.

Org.Cat 1
C_3_Antecedents for effective CSV change management of CSV integration to achieve scale
Trust
- Part.14_Cat.1
"So that's a tricky one and by farmers whom we have worked with who have trust on us are easy to work with but then again creating the trust is a big thing. Because our people like many other companies are also doing CSR projects and so farmers are expecting something – they always think "Okay these people also have come, they will do something, and they will go back home." So, they are in that mindset so deviating that mindset from the farmers is a big thing. And I think that comes with time and our commitment."
Demonstrable benefits
- Part.14_Cat.1
"We get good quality ingredients. So, doing CSV has helped us to do organic farming in an attractive and a profitable way, and with a long-term contract because there are some ingredients where the price fluctuates. We can go to contract but not to disadvantage the farmers but in a good way where both farmers and we benefit."
- Part.11_Cat.1
"And for the company, with this value that we have created that is the production that has been increased, then the factories will not get any problems in getting the bins for the factory. We will have the quantity and the quality because sometimes when we improve the production, or the productivity, it goes with quality as well."

Analysis and Interpretation

Org.Cat_1 indicated that the development of networks, and building relationships were critical if one was to attempt to effectively manage change towards a CSV model. This political capital represented the antecedent needed to rally stakeholders (both internally and externally) together to navigate the change towards a CSV approach. Participants from this category also emphasised the need for demonstrable results, and to bring case-studies from successful CSV firms to the forums, and to share best-practice in these forums. Org.Cat_1 communicated a need to work collaboratively across sectors when managing change, the mentality (legacy) of unsustainable handouts represented a significant frustration for the firms and took time and commitment to change mindsets in this regard. This could only be achieved through leadership support and commitment. The best way to catalyse this shift in mindset at a farmer and community level, was to drive the change. This required on-the-ground presence, as opposed to dropping in the leaving without thoroughly understanding the needs and wants of the community.

Org.Cat_2: C_3_Antecedents for effective CSV change management

Participants indicated a need for a robust business model. For stakeholder to rally around change, it needs to be clear how the value will be generated and how this value will flow throughout the stakeholder network. In order to effectively communicate how the business model will work, the participants indicated the importance of having internal subscription to this approach. If even if this support came from a leadership level, the participants insisted that there must be support

for the approach and the value creation model internally, before this could be communicated externally to affect change.

Participants spoke about the importance of communication with stakeholders, and the importance on engaging with these stakeholders deeply, informing these stakeholders on the pivot towards CSV, and the anticipated model to be implemented. Participants spoke about the drivers of change, the managers who need to deliver and execute the change need to create platforms for dialogue. Resistance was deemed to be an inevitability, managers spoke about the need to listen to this resistance, to have it heard and understood as a part of the change management approach.

Participants discussed the value in being able to demonstrate the value that is created through adopting a CSV approach. In working closer with the farming communities and committing the resource to driving quality at a farm level, the participants indicated that this was one of the anticipated benefits. And once this quality was able to be demonstrated and communicated throughout the upstream stakeholder group, this helped catalyse change.

Org.Cat_2
C_3_Antecedents for effective CSV change management of CSV integration to achieve scale
Robust business model
<u>- Part.7_Cat.2</u>
“Very good question. I think it's the business model. You must have the proper business model that is supported by CSV. I mean if you do that, create that I think that will trigger really a good CSV initiative.”
<u>Persistence</u>
<u>- Part.7_Cat.2</u>
“Organic production is not coming to the auction floors; it's mostly directly sourced. So, we had to go to the farmer directly, or directly to the private producers. So, what we used to do for so many years had to change, and I had to change myself.”
<u>Leadership support</u>
<u>- Part.2_Cat.2</u>
“Because I was kind of initially designing the solution, so before I could present it to other people I had to convince myself, and this sounded like the thing to do, it was so obvious, but I was probably struggling initially a year or two. It wasn't until about 2013 that I kind of fully accepted the challenge and then made compromises.”
<u>Part.13_Cat.2</u>
“I think in order to practise CSV the leadership matters.”
<u>- Part.2_Cat.2</u>
“I think it starts from the mindset of the leader, because a lot of companies won't do good in terms of social impact, they are prepared to do that. And they talk about this and they appoint committees to do this, they have leaders running it. What happens is I think the principle of CSV – I think the definition itself says the answer, you've got to bring sustainability to the core of your business, and the CEO will have to take a personal interest in driving CSV thinking into the business strategy.”

Org.Cat_2 participants emphasised the need to have leadership support to effectively implement change. If leadership of the business take ownership of the CSV approach, and drive this through the firm's strategy, it advances the system's thinking towards a CSV mindset, it informs all stakeholders that success and effective CSV delivery is a non-negotiable. If the firm's leadership puts CSV at the top of the agenda, progress in terms of change management is catalysed.

The last first order category that participants indicated was crucial for effective change management, drew reference to the notion of transparency. Interviewees indicated the importance of being open and honest upfront, and that this gave stakeholders a sense of comfort around accepting the change, and the associated challenges that comes with embarking on a CSV approach. This transparency could be with the farmers and the farming community, it could also be with the employees if the organisation, through adopting an open-book management system. This facilitated change, and elicited acceptance to the change.

Org.Cat_2
C_3 Antecedents for effective CSV change management of CSV integration to achieve scale
Transparency
- Part.9_Cat.2
<i>"I think the most important thing, in my experience, is before you even think about doing any production or anything like that, it's about the change management. It's about informing people, explaining, engaging, training."</i>
Demonstrable benefits
- Part.7_Cat.2
<i>"So, to overcome the quality issues like we are facing heavy challenges from conventional markets, it's the primary job of mine to work with farmers to enhance the product quality. And product authenticity as well, because when we work with the farmers, you win their trust and in return they will produce the best quality product."</i>

Analysis and Interpretation

Org.Cat_2 yielded valuable insights into how to navigate change, and what the various antecedents were, from both within and outside of the organisation, if a firm is looking to effectively implement CSV change. The first order categories for Org.Cat_2 aligned to the categories with the highest frequency of mention (commitment to the CSV approach; community trust and be authentic, open and honest with upstream stakeholders of the anticipated process and strong leadership and support from leadership). Additionally, candidates insisted that the change agent needed to accept and subscribe to the change themselves, this might seem obvious however the participants spoke about their wrestling with the concept internally before they felt they were able to effectively communicate and navigate the change challenges system-wide. Having a robust, easy to understand business-model aided this. The participants then felt that it was crucial to establish regular forums for stakeholder communications, this with the view to communicate successes and build momentum on demonstrable benefits like price stability and product quality, however these forums also needed to create the space for resistance to change to be heard and understood. Resistance was suggested to be an inevitability, and this needed to be heard and incorporated into the change management process. Lastly, transparency through the change management process was crucial. This transparency was for both internal and external stakeholders, and represented the last antecedent discussed from Org.Cat_2.

Org.Cat_3: C_3_Antecedents for effective CSV change management

Participants in this category spoke of the importance of linking CSV to the individuals KPIs (key performance indicators). If CSV integration was linked to the variable pay of employees, this impacted their engagement from a CSV perspective. If the effective integration of CSV and subsequent scaling was not part of the performance review process, this made change management challenging from an internal and external perspective. Participants also spoke of the importance of leadership support in managing the change, committing to delivery of CSV helps advance the change, as it becomes non-negotiable, and gives stakeholders clarity in decision-making quandaries.

Org.Cat_3
C_3_Antecedents for effective CSV change management of CSV integration to achieve scale
Linking CSV to KPIs
- Part.6_Cat.3
"Yes, I mean sometimes it falls into employees' key performance areas where indicated so they kind of they must do it."
Linking CSV to strategy
- Part.5_Cat.3
"So basically, the better the funding is, the better the commitment to the change, in principle, like by strategy, top down, that simplifies a lot of these questions."
Demonstrable benefits
- Part.6_Cat.3
"I think as with anything it often comes down to price, but that for us it is uncompromisable. African Crop-A as a region are just more expensive than alternative Crop-A out there. A lot of places will go "geez, okay cool, let's cut together our main blend and take margin", we can still make great profits and have a great and authentic cup of Crop-A too."

Echoing the sentiment from the previous two categories, participants spoke of the importance of having demonstrable results to build momentum from, and to subsequently leverage to advance change. These demonstrable results drew reference to product quality and price stability. Part.12 spoke of the importance of approaching CSV change in an organisational context, and how it is important to trial a CSV approach, and create successful examples of CSV implementation, before looking to scale. Landing small wins and building on this was deemed to be an effective approach to change management.

Org.Cat_3 participants spoke of the importance of offering autonomy to managers in the business, and how providing this autonomy from a budgeting perspective helped advance CSV change management. This meant that the various managers were able to take ownership of the detail, and better provide for the requirements associated with CSV integration. Participants also spoke of the importance of having a full value-chain appreciation, when approaching CSV change. Understanding the ramifications of decision and change taking place at one point in the value chain, and the impact enabled managers to better manage change, and

ensured that the engagement and communications were taking place in the right spaces.

Org.Cat_3
C_3 Antecedents for effective CSV change management of CSV integration to achieve scale
Autonomy
- Part.12_Cat.3
<i>"And the other thing is the decision making has been decentralised into the key people and they have given the alternative to make their own decisions and we have given them the opportunity to come up with their own budget. And people on their own have tried to create savings for the company and tried to create more value."</i>
Full farm to customer understanding
- Part.6_Cat.3
<i>"We've got several folks involved from farm to customer, but the key folks are the farmers, the preparer and the customer."</i>

Analysis and Interpretation

Summarising Org.Cat_3's feedback, for effective change management towards a CSV approach, it is critical for organisations to incorporate effective CSV into internal performance reviews, this can be done through including CSV implementation into the individual's KPIs. This underpins the strategic decision to pursue CSV from a leadership level, linking KPIs to drive strategy was communicated as a key strategic implementation lever by the participants. This helped provide decision-makers clarity if decisions are caught at a quandary between short-run business benefits or long-run CSV success. Capturing and communicating results was also a strong change management antecedent, communicating the benefits (if even if they were small wins) facilitated change for Org.Cat_3. Lastly, the participants discussed the value in having autonomy and a thorough understanding of the full value chain, taking ownership of each manager's budgets helped take ownership of and catalyse change, whereas a full value chain understanding precipitated an improved understanding of the impact of decisions from a system perspective, and helped guide managers in their stakeholder engagement and change management process.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants, in relation to the antecedents for effective CSV change management towards CSV integration to achieve scale and drawing on the first order categories and the frequency of mention thereof. As reflected in Figure 12, the significant areas of focus have been captured to consolidate the findings. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the

insights being new or showing strong consistency across the various organisational categories.

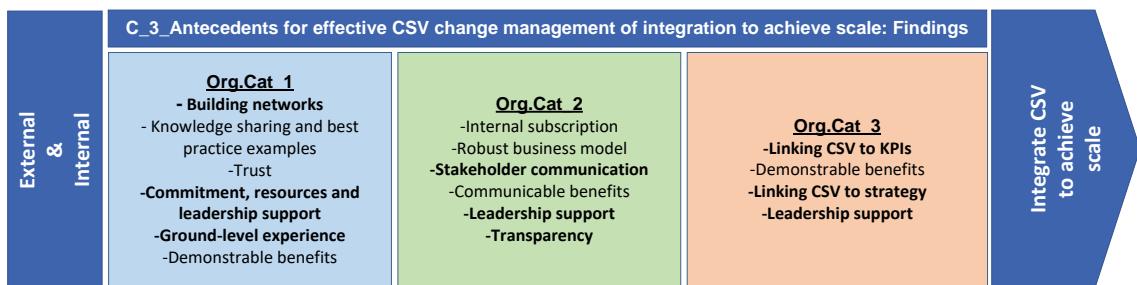


Figure 12: *Triangulation of C_3 Factors to Consider*

The researcher found consistency across the need to have demonstrable results, and a harnessing of a benefit track-record. It was noted that leaders in the business need to deeply commit to the CSV concept, if it to successfully implement the change towards a CSV approach. Org.Cat_1 to highlight the unique need to political capital (internal and external) to effectively manage change towards CSV, this category also noted the need for farm-level resource to gain a thorough understanding of what the operating environment involves, and how to affect change. This also enabled a platform for upstream stakeholders to engage at a farm-level. Org.Cat_2 focused on the importance of being transparent and building authenticity into the change management approach. Being open and honest about the CSV vision and communicating successes as well as failure proved to be a key change management antecedent. Org.Cat_3 highlighted the need to link CSV to variable pay and performance management metrics, this proved to be a unique notion among the various categories as well.

5.3.4. D_3 Relational antecedents for CSV to integrate to achieve scale

The fourth theme to be presented relates relational antecedents for CSV to integrate to achieve scale. Participants were asked questions as seen in Table 9 with the view to gain an understanding of what was key in terms of relationships (internal and external), to effectively integrate CSV into the business' supply chain. As seen in Table 13, the frequency of mention was highest across the sample with regards to building trust across the stakeholder group, followed by the need to get these stakeholders exposed to a farm-level experience along with the need for effective communication platforms for voicing frustrations.

Table 13: Heat Map of D_3 by Frequency of Mention

D_3_Relational antecedents for CSV to integrate to achieve scale		Org.Cat_1	Org.Cat_2	Org.Cat_3
First Order Category				
D_3_Building trust with key stakeholders	15	14	16	
D_3_Committing to spending time at a farm level, irrespective of functional position	8	14	17	
D_3-Regular internal and external communications capturing frustrations and learnings	15	11	12	
D_3_Effective internal working relationships across various functions	3	5	6	
D_3_Good relationships with the market	4	2	2	
D_3_Recognizing that farming is not as appealing	2	0	1	
D_3_Nurturing relationships with various participants in the value chain	1	0	1	

To understand the drivers behind these relational antecedents, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various relevant granular codes per organisation category to facilitate triangulation.

Org.Cat_1: D_3_Relational antecedents

The participants indicated that knowledge sharing was of utmost importance from a relational perspective. Setting up forums and getting in expertise to share knowledge was communicated as a crucial relational antecedent in the CSV integration process. Candidates also indicated that it was important to have functioning and effective cross-functional relationships.

Org.Cat 1
D_3_Relational antecedents for CSV to integrate to achieve scale
Knowledge sharing
- Part.14_Cat.1
"And then we spend a lot of time and money in terms of knowledge sharing. We in fact go to like rural areas in Country-D where we connect farmers with some professors who like some people in the agriculture sector or from NGOs whom can share expert knowledge with the farmers."
Cross functional relationships
- Part.3_Cat.1
"Well, the key relationships are internal, although there are many important relationships. The one with the farmer, the individual, and then there would be the relationships within the various divisions within Org.6."
- Part.3_Cat.1
"I would have to liaise with those different divisions within Org.6 internally and link it through to the farmer."

Participants maintained the importance of communicating externally, this was an important component of relationship management. This involved unlocking the emotional benefits across the stakeholder base, in terms of communicating the positive impact generated through adopting a CSV approach. Developing cyclical communications celebrating successes and unpacking the challenges was a relational must. Communicating these stories helped CSV build momentum across the supplier-base but also throughout the system, right through to the customer.

This communication was key to update stakeholders and ensure concerned parties were up to speed with the CSV developments.

Org.Cat 1
D_3_Relational antecedents for CSV to integrate to achieve scale
External communications
- Part.14_Cat.1
"Yes, so we have been getting better at this, not many years back we started communicating about CSV a lot, but during the last two years I think we have had a very good response to what we do. Like if you go to our social media you will see that we are getting a very good feedback. So, we read the feedback and then include the feedback into our strategic sessions."
- Part.3_Cat.1
"And they also try and tell the story, if we have stories to tell they will take those stories and write them up and put them into the Crop-E mail magazine, for example, just to share those stories broadly with the community."

Analysis and Interpretation

Summarising Org.Cat_1 relational antecedent for CSV to integrate to achieve scale. The participants supported the importance from a relational perspective to share knowledge, this involved knowledge sharing both internally and externally. It was also noted that it was crucial to build in a cyclical approach to this communication, so stakeholders could develop an affinity with the updates, and would start to anticipate these updates. This communication also provided an opportunity to celebrate wins and effective value creation and sharing thereof.

Org.Cat_2: D_3_Relational antecedents

Participants indicated that trust is pivotal from a relationship perspective, trust was the glue that held the relationships together. This built faith in the CSV approach and enabled the firm's to effectively integrate CSV into their value chains. This trust was required throughout the value chain, and had a profound impact internally, when built through transparent management systems. Participants placed value on learning together, this built further trust as knowledge was built as a collective movement. Trust can both be a friend or a foe according to Part.9. The inverse of having trust is mistrust, in the CSV space this is paramount. If there is no trust between stakeholders, it makes it difficult for adopting a CSV approach. Trust is the assurance that the market will come through when the production is ready for sale, building trust into the system allows for price stability and marginal gains to be achieved in the CSV integration journey.

Org.Cat_2
D_3_Relational antecedents for CSV to integrate to achieve scale
Trust and trust building
- Part.7_Cat.2
<i>"Yes, trust is something that we can go and meet a farmer and say that okay, you grow organic, we will buy your production, but if they don't trust us, I mean I think this won't work."</i>
- Part.9_Cat.2
<i>"You've got to get rid of the mistrust, you know there's been so much of these, there's so much fear around land, loss of land, loss of rights, you've got to understand the cultural traditions in all the countries, they are all different where you operate in the different countries. People don't trust each other; people misappropriate money and it just becomes a recipe for disaster."</i>
Transparency
- Part.7_Cat.2
<i>"It's like the open book management to our business. You want to be transparent. The open book management system is designed to share value to our people within the organisation as well. We have a unique incentive scheme as well, it is mostly product quality driven, but it's also based on productivity and share the developments every three months."</i>

Participants insisted that it was important for business to take an interest in what the sentiment was like, amongst the next generation of farmers. The best way to achieve this is through spending time at a farm-level, the participants praised the approach of getting all members of the organisation and indeed all stakeholders to a farm level, to get stakeholders to deeply understand the farming and downstream side of the CSV agri-value chain, and to give these stakeholders the detail they needed to have a contextual understanding of the operating environment.

Org.Cat_2
D_3_Relational antecedents for CSV to integrate to achieve scale
An appreciation for generational challenges
- Part.7_Cat.2
<i>"We look at the second generation, where the farmers' kids are going away to – they don't really want them to come into farming because if they get an education they can go to other areas of work. We keep track of this, we monitor that as well because the farmers that we are engaging are now aged around 40 – 50 – 60. So, we measure whether their second generation, their kids are moving away from farming or coming to farming because the living standard are growing. So that's also measured. And health wise also we measure whether the farmers are healthy."</i>
An appreciation for contextual challenges
- Part.13_Cat.2
<i>"We also visit our farms, we witness how farmers are working in the fields and we spend 1% of management time with the farmers, we are committed to building relationships."</i>
- Part.2_Cat.2
<i>"We have a calendar for our visits, and we encourage all of our 110 senior people to go and stay on the farms. Even if it doesn't relate to their work, just go there, learn things, learn the Crop-D business, learn from them organic farming."</i>
- Part.2_Cat.2
<i>"We survived because people believed in us and people knew initially, we were in about 20 countries by 2013, our distributors those countries came here, they experienced our difficulties together, they backed us. And they said, let's focus on what you do best, let's not talk too much on taste for the time being."</i>
- Part.4_Cat.2
<i>"Full value chain understanding, all the way back to putting a tree in the ground, understanding how that's then going to fit through the rest of your business model. And I think that's both – it's logistics, it's inputs, it's communications, it's relationship with the community, it's looking all the way through to your transport, transport to your own factory, it's then your transport links back down to your export market. And I think that's – I mean it's also a critical part and a lot of that wasn't pulled through."</i>

Getting stakeholders out to a farm level was a key antecedent for all stakeholders. From a CSV integration perspective, this allowed for stakeholders to develop a patience for the suppliers, an understanding of what challenges were being faced

through a CSV lens, this granted lenience when it came to standards in the initial phases, it gave breath for iteration and built a common vision for CSV success. Participants also insisted on providing platforms to have these relationships nurtured, to have frustrations heard and to ensure there was a feedback mechanism in place, to capture the annual learnings and to iteratively improve the model, and progressively advance CSV integration.

Org.Cat_2
D_3_Relational antecedents for CSV to integrate to achieve scale
Having the crucial relationships in place
- Part.2_Cat.2
<i>"So, this is where I think a lot of businesses fail because they know the right thing to do, they know that relationships matter, relationships is everything, right? From your producer network or the supply clusters, to internal Crop-D managers."</i>
Feedback system
- Part.2_Cat.2
<i>"We do have a system, a feedback system and our weekly huddles where we discuss mistakes and evaluate them. And, we learn the positives out of those mistakes, there can be eight things that went wrong but two things that went right and we celebrate those, and we credit the people for those, and then you kind of build on that. So, we continue to take on those learnings."</i>

Analysis and Interpretation

Summarising Org.Cat_2 relational antecedent for CSV to integrate to achieve scale. The participants placed significant weighting on trust as a key relational antecedent. This represented the most important first order category for Org.Cat_2. Participants indicated that the best way to develop trust was through farm-level engagement and establishing forums to bring the various stakeholders together. It was noted that trust can also be damaging in its absence, if the relationships are not bound together with trust.

Org.Cat_3: D_3_Relational antecedents

Participants in this category also supported the importance of trust for effective relationships. This category emphasised the need to continuously build trust, and to address it if it was declining. Stakeholders needed to be periodically convinced of the CSV approach, this was critical from a relationship perspective, as reverting back to conventional business practices is indeed appealing for the stakeholder base, particularly upstream stakeholders. Trust enabled stakeholders to have faith that there would be availability, and that the crop would indeed meet the volume, quality and price requirements dictated by customers. Participants placed emphasis on the importance of having the right relationships in place, and recruiting for the right mindset, bringing like-minded people together outside as well as inside the business was highlighted as a crucial relational antecedent. These relationships proved to be critical as the CSV approach hit scale, as a commitment from each stakeholder needed to be made and fulfilled.

Org.Cat_3
D_3_Relational antecedents for CSV to integrate to achieve scale
Trust and trust building
- Part.12_Cat.3
"We had to convince them all the time. And to get them into our process we had to build their trust."
- Part.12_Cat.3
"We had to create much more trust and we had to find a large supply base of farmers that was authentic and trustworthy."
Having the crucial relationships in place
- Part.6_Cat.3
"On the relationship manager side, each partner or each organisation is important, and having good passionate people who work well together and bring together all the range of people within the organisations who are also equally passionate about what they are trying to achieve. And that surprisingly doesn't happen that often."
- Part.9_Cat.2
"It's all about the relationship, and that relationship I'm not just talking about the courteous relationship around the table or under a tree, I'm talking about the mechanism in which we contract."
- Part.12_Cat.3
"We were practising CSV unknowingly because we had – from the beginning we relate to our small farmers, so that is the sourcing base for us. So, we had very close relationships, so over the time we have developed a good relationship with them, and they have grown with us together."

Participants in this category also conveyed the importance of understanding the contextual challenges and building quality and value into the CSV system over time. Committing the time and the resource to gleaning meaningful understanding of what the challenges were, and how to drive the quality standards the market expected in exchange for the market premium, for product procured through a CSV approach.

Org.Cat_3
D_3_Relational antecedents for CSV to integrate to achieve scale
An appreciation for contextual challenges
- Part.12_Cat.3
"We used to go visit the farmers and identify their issues, and talk to them and become closer to them, and understand their challenges in terms of organic farming, generational and continuation challenges. The sustainability aspect of the farming and what actions can be taken. Likewise, we tend to understand better as a result."
- Part.6_Cat.3
"Developing on-going relationships with Crop-A that we source from specific origins over many years, 5 – 10 years some of these relationships. And we've seen the improvement of quality that comes through there, but it's obviously about having a relationship not only with the origin but with the sourcing partners as well to ensure that that's happening."

Analysis and Interpretation

Summarising Org.Cat_3 relational antecedent for CSV to integrate to achieve scale. The participants placed a heightened emphasis on the need to build and nurture trust, this needed to take place throughout the value chain but particularly at a farmer level in order to secure availability over time. It was noted that the stakeholders (upstream) developed a sense of tolerance and patience for the CSV approach of they had exposure to a farm-level experience, and subsequently had a grasp of the contextual challenges faced by the farmers in a rural operating environment. Participants also drew attention to the importance of selecting the right partners to embark on the CSV journey with.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants, in relation to relational antecedents for CSV to integrate to achieve scale. The researcher noted several common first order category occurrences across the sample. As seen in Figure 13, trust and trust building has been noted as a crucial relational antecedent. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

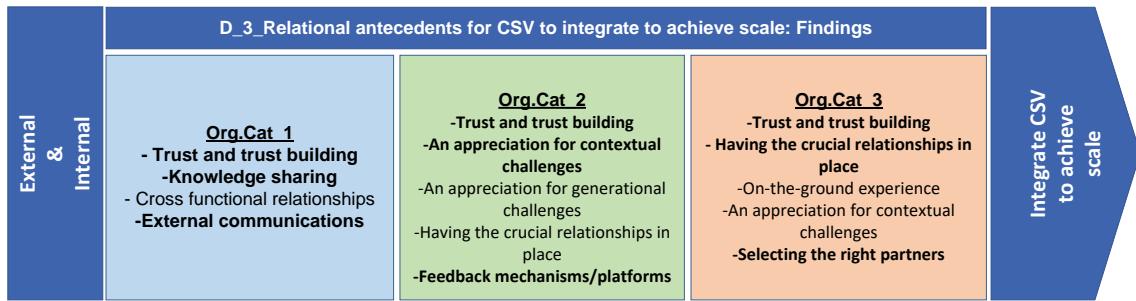


Figure 13:Triangulation of D_3 Factors to Consider

Building trust between the farmers, the farming community, the primary processors and the market has been frequently emphasised as a key component to establishing healthy and effective stakeholders' relationships, to the CSV integration approach. It was noted that these relationships and the trust that binds them together in the CSV journey need to be actively managed, it is not a given and regular forum needs to be set up to nurture these stakeholder relationships. The researcher noted the value derived from exposing stakeholders to a ground-level experience. Equipping upstream stakeholders with the contextual knowledge they need, and the experiences they need to grasp the challenges in adopting a CSV approach proved to be a crucial relational antecedent as the CSV project gradually integrates into the value chain and builds to scale. Knowledge sharing proved to be a significant factor in relationships as well, this builds onto the need for the establishment of a feedback mechanism to ensure all stakeholders can voice their frustrations, and to capture periodic learnings to optimise the model, and address frustrations. Lastly, it was noted that the business should look to partner up with organisations that have a common interest in CSV, this meant that the stakeholders were interested in seeing the CSV approach through to success, and have a vested interest in integrating the CSV approach and seeing it through to scale.

5.3.5. E_3_Process antecedents for CSV to integrate to achieve scale

The fourth theme to be presented related to process antecedents for CSV to integrate to achieve scale. Participants were asked questions as seen in Table 9 with the view to gain an understanding of what was key in terms of process (internal and external), to effectively integrate CSV into the business' supply chain to achieve scale. As seen in Table 14, the frequency of mention was highest across the sample with regards to having an established process for capturing and communicating the benefits of CSV. This category saw notable higher frequency of mention across all three categories with Org.Cat_1 displaying the highest frequency of mention in third regard. This first order category was followed by the need to have an iteration process to capture learnings, and to optimise the model as and when learnings occur, and thirdly the need to have CSV rooted deeply in the strategic process of the firm.

Table 14: Heat Map of E_3 by Frequency of Mention

E_3_Process antecedents for CSV to integrate to achieve scale		Org.Cat_1	Org.Cat_2	Org.Cat_3
	First Order Category			
E_3_Process for capturing and communication of benefits		11	8	9
E_3_Iteration is a part of the process, its a part of the journey to building a robust CSV model		4	7	3
E_3_Making CSV core to strategic process		2	2	11
E_3-Regular open honest communication forums with key stakeholders		2	3	3
E_3_Annual data capture and measurement process		0	4	0
E_3_Developing clusters to improve capabilities, distribute value and create thriving communities		1	2	3
E_3_Education process so stakeholders understand contextual challenges		1	2	1
E_3_Redefining productivity_improved management of operations and reduced risk		0	2	2
E_3_The process of building partnerships and trust		4	6	8
E_3_Accepting that failings are inevitable, capturing the learnings and leveraging these		0	2	2
E_3_Remuneration processes that drive CSV		0	0	2

To understand the drivers behind these process antecedents, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various relevant granular codes per organisation category to facilitate triangulation.

Org.Cat_1: E_3_Process antecedents

Participants indicated that it was important to develop a process for cluster development. This involves working to improve societal conditions in the communities that are critical to the CSV initiative. This takes time and occurs in a compound fashion and is indeed a process. This process orientates around basic human needs, the participants indicated that the cluster development process was best achieved through driving process at a farm level, either through improving water or energy use or by targeting the production processes. Participants

indicated it was important to embrace that mistakes were an inevitability, and that they represented opportunities for learning and development. Adopting this learning process as a part of the CSV journey was crucial, it encouraged managers to try new things, and try to solve for problems in innovative fashions, with the knowledge that mistakes yielded a form of value in it of itself. The communication of these learnings, and the cascading of these learnings throughout the system proved to be an important antecedent in the eyes of the participants. Having a process in place to share best-practice, and transfer both informal and formal forms of knowledge was communicated as an important prerequisite for CSV integration.

Org.Cat 1
E_3_Process antecedents for CSV to integrate to achieve scale
Cluster development
- Part.3_Cat.1
"So, they play quite a nice role in organising, for example, visits for everybody, different processes to look at water saving technology or going to the farms for the different processes, to look at what irrigation practices the guys are implementing there that saves water."
Process of learning from mistakes
- Part.11_Cat.1
"It's difficult to say because it's always a learning process. Even if I'm saying I would have done this differently it's not meaning that what we have done, even if with mistakes we have not learnt from the mistake. So, it's to learn from mistakes and trying new things."
Knowledge sharing
- Part.14_Cat.1
"And then we spend a lot of time and money in terms of knowledge sharing. We in fact go to like rural areas in Country-D where we connect farmers with some professors who like some people in the agricultural sector or from NGOs whom can share expert knowledge with the farmers."
- Part.3_Cat.1
"So, it's a process thing, it's at the factory and the farmer level. This round table gets together quarterly and different role players from the different Crop-E businesses are invited together, and then advance kind of a water stewardship agenda within their businesses, and they work on stuff that they can do collectively, and bring experiences that they have from their individual businesses into the round table to share."

Participants indicated the value they placed on the contracting process, this involved establishing long-term contracts to cut through price volatility. This proved to be beneficial for the farmers as well as for the businesses and was communicated as an important process to establish as a part of the CSV integration process. A few participants placed value on the communication process at a customer level. This involved structuring a process, where businesses would circulate a communication, detailing the progress made through the CSV initiative, across the various metrics relating to social, environmental and economic benefits achieved. This helped foster customer support and drive demand from a consumer level.

Org.Cat 1
E_3_Process antecedents for CSV to integrate to achieve scale
Contracting process
- Part.14_Cat.1
"So, doing CSV has helped us to do organic farming in an attractive and a profitable way, and with a long-term contract because there are some ingredients where the price fluctuates. We can go to contract but not to disadvantage the farmers but in a good way where both farmers and we benefit."
Communication process with customers
- Part.14_Cat.1
"Other than we didn't have any reports before, but we did some presentations to some customers, that was it. But then again last week we thought that we really must do this, so we did the sustainability report and now we want to make it more transparent, make it more we want to take the real numbers in too. Hopefully by next two years we will be able to do a proper report."

Analysis and Interpretation

Summarising Org.Cat_1 process antecedent for CSV to integrate to achieve scale. The participants supported the importance developing clusters, the candidates communicated a good understanding of the theoretical pillars that underpin CSV and indicated the importance of building cluster development over time through improved farm-level process was a key driver in CSV integration. This allowed for the firms to develop a sense of trust with the communities in which they were operating and build proper processes at a farm level through the process of cluster development. The Org.Cat_1 participant supported the approach of failing and learning from this failure. The view was that this is how knowledge is created. The notion of failure was viewed in an unconventional light, where managers were encouraged to "try new things" and accept that either way, value will come of it, as long as they learnings were captured and converted into knowledge assets, and this knowledge was circulated amongst the stakeholder group. This led onto the next first order category of knowledge sharing, whether it be formal or informal knowledge, there was an expressed value in establishing a process for knowledge sharing amongst the stakeholder group. Lastly, the participants supported the external communication of these learnings at a customer level, and placed value in establishing an external communication process.

Org.Cat_2: E_3_Process antecedents

Several of the participants in this category drew attention to the importance of having a learning process built into the CSV integration approach. Particularly from senior managers interviewed, there was an acceptance that failings were not to be viewed as a loss, but rather to be viewed as a progress process, where failings allowed for learnings, which in turn was a crucial process to achieving success, in this instance CSV integration. Participants went as far as to say that their organisations would encourage failings (within reason), with the view to catalyse

the learning process, and subsequently the integration of CSV. The participants indicated that the process approach to performance management, and subsequent remuneration proved to be a key strategic lever with regards to CSV integration. When employees were offered a profit share in the business, this yielded positive results with improvements in cost saving and oversight. This open book approach to managing the business drove productivity throughout the CSV system, redefining productivity in a meaningful way. The participants also supported the cluster development process, which involved challenging social norms to improve societal conditions outside of the business. This process involved advocating and supporting female entrepreneurs. One participant indicated that it was crucial to the firm's strategy to develop the communities in which they operated, this was a crucial component to them establishing a successful and sustainable business, investing in the communities and meaningfully developing clusters to create an ecosystem of posterity. Shared value by its design.

Org.Cat_2
E_3_Process antecedents for CSV to integrate to achieve scale
Learning from failings
- Part.2_Cat.2
"Mistakes pave the way for the learnings."
- Part.2_Cat.2
"But what we did in 2010 is we encouraged people to make mistakes, and that is a massive transformation. We make loads of mistakes and the only thing we do is we try to understand whether – it's a difficult thing, but we try to understand whether we've learnt from these and whether we share enough of these things, from a learning perspective. And we laugh at these things, we laugh together. And you must be the first person – I think I must be probably the one who's raising my hand most of the time when it comes to mistakes, saying I made a mistake. And people now find it comfortable. And then how do you learn from it? How do you learn collectively? I think mistakes is a crucial thing and you've got to encourage – not in a stupid way, if you get my mean, I think encourage people to make mistakes in a certain framework, and that fast tracks your journey."
Performance management and remuneration
- Part.13_Cat.2
"So, for that we have separate program under the redefining productivity. So, we have a tool called the open book management, with this open book management we are creating a sense of business ownership. So, people in the company are not just employees, they are kind of running their own business, business ownership is there. Because we practice open book management, then we have unique budgetary system, budgetary control system, because most companies' budgets are held inside the companies. These are put together by the finance department only. But all the Crop-D's management work their own numbers, they come up with numbers, so that does help us to get their support to run this CSV approaches because they have a sense of ownership for the business. So that is how we have built the relationship."
Cluster development
- Part.7_Cat.2
"You know the farmer clusters have regular meetings, so we participate in these, they share their areas they have issues in or are facing and I think some of the CSV activities also start from there. Because looking at their problem and looking at our problem and then we discuss lead time if there is a problem with a supplier with the farmer, then we discuss how to overcome these challenges and find solutions, we try to work with the farmers. And, if they have problem with drought or maybe some issues, some knowledge, then it's discussed in meetings as committees. We have committees with each farmer groups."
- Part.7_Cat.2
"We encourage more women entrepreneurs. We encourage them to earn more and eat organic. You must live up to your key concepts."
- Part.9_Cat.2
"And so, in Org.7 as a corporate we've taken a whole new view on this in the last three to five years where we are very keen to establish thriving communities. It comes from our original strategic intent which stated that we wanted to be accepted in the communities in which we operate, because we are part of the community, we don't see ourselves as not part of it. But to be part of that and being accepted means we've got to help develop those thriving communities. So set up the businesses, assist, be the lending hand, be the conduit, be whatever to establish these things."

Building on this, participants indicated that CSV was by no means a linear process, it takes iteration and an acceptance that failure is an inevitability. This meant that the business needs to build in a knowledge capturing process, where failure occurs and learnings occur, that knowledge needs to be retained and the best way to ensure that that happens is through a process. This iteration process was a key approach to redefining productivity, the process of improving the management of operational risk. The participants detailed the importance of the process of working closely with the farmers to drive quality and reduce risk. This risk came in the form of product quality, but also the risk associated with the customer facing brand professing to be organic, but on the supply-side and at a farmer level, having no organic practices adhered to. Participants indicated that this brand risk could be mitigated through establishing a robust and regular auditing process. This process would ensure that the quality standards and compliance standards were adhered to, and that the other metrics that the CSV approach was professing to achieve, were in fact true.

To best understand the contextual challenges faced by the farmers, the managers interviewed placed strong value on the listening process. They suggested it was difficult to drive proper process, in terms of quality and standards if the community needs were not fully understood, and the time had not been taken to deeply understand the community social structures. The recommended process was to set up a process of listening, to engage with the farming communities and genuinely understand the operations.

Org.Cat_2
E_3 Process antecedents for CSV to integrate to achieve scale
Iteration
- Part.7_Cat.2
"Yes, you must design a model. So I think the model that we have selected is successful and that's why we have seen results but it's evolved, it's not the same thing like when we started, if we see something that need to be changed we will evolve. So, I think that's the key thing we have developed. And, transparency and fairness, that is I think you must have. Otherwise the CSV won't work, it will fail."
Redefining productivity
- Part.7_Cat.2
"To overcome the quality issues like we are facing heavy challenges from conventional markets, we had to work with the farmers. It's the primary job of mine to work with farmers to enhance the product quality. And product authenticity as well, because when we work with the farmers, you win their trust and in return they will produce the best quality product."
- Part.7_Cat.2
"Yes. Quantity wise, I mean organic must be organic pure organic, we sell to 45 – 50 countries, your brand is always at a risk. Because one contamination could kill your entire brand, wipe-out our business."
Auditing process
- Part.7_Cat.2
"They validate the suppliers, organic audits ensure suppliers are complying with the standards required, there's a validation point. Like whether the farm is risky, whether the farm is not so risky or whether farm is quite okay."
Listening process
- Part.9_Cat.2
"So it's about listening to what the community needs, about being able to filter the wants from the needs, the nice to haves and taking out the noise, because you'll always have those who will want to misappropriate funds, and then their real community needs. It's being able to understand who the real players are in the community in terms of what's critically needed and how it's going to be sustainable. And it mustn't be a constant hand-out, it must be a once off sort of investment to develop a sustainable financial engine, for want of a better word."

Analysis and Interpretation

Summarising Org.Cat_2 process antecedent for CSV to integrate to achieve scale. The participants supported the importance of having a learning from failings process build into the CSV approach. They also advocated for this mentality to be promoted from the leadership of the business, within a realistic framework. There was strong support from the interviewees for open-book management, and linking a profit share to the CSV business, this allowed for improved cluster development, and supported the iterative approach to optimising the CSV model. The open book management approach and driving CSV through the performance management process was advocated as an effective antecedent for CSV integration. Org.Cat_2 also supported the need for closer working relations with the farming communities, and a need to build quality and standard adherence through the process of working to communicate the expectations, but also to establish a robust auditing process to ensure the standards were adhered to. This touches on the approach to redefining productivity which in itself is a process of change, where risk is mitigated. Closing, Org.Cat_2 placed significance on the listening process, and the process of deeply understanding community challenges and needs, to deliver meaningful value at a farm level.

Org.Cat_3: E_3_Process antecedents

Org.Cat_3 participants emphasised the importance of building in an iterative process into the approach to CSV integration. Interviewees indicated that they had come to terms with the fact that executing a successful CSV approach was challenging, it took time and required patience to build a robust model over time. It takes a lot of back and forth to optimise the model. Building on this iterative approach, the interviewees supported the need to build a process of redefining productivity. As much as the iterative approach to optimising the model was stated as a pivotal process, redefining productivity and reducing operational risk was also put forward as a key process. This meant working closely with the farmer-base, to improve quality standards, and gradually demonstrate that the CSV approach is effective. This granted access to more of the “meat” of the business in terms of supply risk and facilitated a move away from conventional and conservative sourcing solutions to more of CSV approach.

Org.Cat_3
E_3_Process antecedents for CSV to integrate to achieve scale
Iteration
- Part.6_Cat.3
“Because it almost never delivers perfectly.”
Redefining productivity
- Part.6_Cat.3
“So, it was necessary to develop a model where we mentor the small supplier as well and allow them to deliver through the primary supplier and help support some of the backing or infrastructure, or logistics or other things that happen.”
Risk mitigation
- Part.12_Cat.3
“The more of your meat in the business that you expose to CSV, the bigger the risk and the bigger the aversity to take that risk is. So, you will always test your CSV approach probably with the smaller players in your portfolio.”

Building off the initial theoretical pillar of redefining productivity, participants advocated for developing local clusters, and supported the need to ensure more value was retained in the communities which were crucial to CSV. This process was best achieved (according to the interviewees) by removing unnecessary intermediaries, and capturing more value at a farm level, “bringing the till closer to the farm.” This meant that the clusters were empowered, this gave them more negotiating power and allowed for improved value retention at a community level. This process came with several benefits for the stakeholder base, interviewees cited improved quality of product, improved socio-economic impact, but also indicated that it has unlocked opportunities for increased scale through a CSV approach. Participants spoke of developing new product offerings, leveraging off the establish CSV platform to do more.

Org.Cat_3
E_3 Process antecedents for CSV to integrate to achieve scale
Cluster development
- Part.5_Cat.3
<i>"Because nobody will move without taking his share, whereby the farmer is the only one who cannot negotiate because he's got the crop which is perishing. And therefore, in our business model we tried to take intermediaries, let's put it under quotes, "unnecessary intermediaries" or "replaceable intermediaries" out of the system and shift that value to the farmers benefit. And that can happen by – I mean this is in the understanding that intermediaries do add value, so they are not there for nothing, they don't just take money, they do something. But whatever they do can also be done eventually by the farmers or the communities around them. So, by giving that value creation back to the farmers you give them back control and you create more value in the region wherever they operate."</i>
- Part.12_Cat.3
<i>"Yes, in terms of relationships there are three types of things that we are maintaining closely. It is the small farmers, the employers and the customers. So, in terms of the farmer communities are the main key sourcing partners for our business, so developing the supply clusters is our main thing."</i>
- Part.12_Cat.3
<i>"So, they have grown to produce a multitude of crops and they earn more money with our help, and we connect other buyers for the multi-crop items to earn them a better income. So maybe we buy only one ingredient from them, but they do produce five or more different ingredients for other markets, we connect some other buyers to sell their produce. So likewise, we are connecting them with the other communities which helps them to earn more money."</i>

Concluding the notes from Org.Cat_3, the participants indicated that one of the most crucial and effective processes for integrating CSV was the process of getting upstream stakeholders to a ground level, to better understand contextual challenges. The process of understanding the challenges, needs and wants at a farm level was of utmost importance. This engagement meant that the upstream stakeholders developed a tolerance for the context within which the firm was attempting to implement CSV and built robustness into relationships from farm to customer.

Org.Cat_3
E_3 Process antecedents for CSV to integrate to achieve scale
Proces of developing an appreciation for contextual challenges
- Part.12_Cat.3
<i>"We used to go visit the farmers and identify their issues, and talk to them and become closer to them, and understand their challenges in terms of organic farming, generational and continuation challenges. The sustainability aspect of the farming and what actions can be taken. Likewise, we tend to understand better as a result."</i>

Analysis and Interpretation

Summarising Org.Cat_3 process antecedent for CSV to integrate to achieve scale. The participants supported the importance of building in a process and an acceptance of iteration into the CSV integration process. It takes time for CSV to effectively integrate, and "land" effectively. The approach to cluster development and retaining more value at a farmer level was a strong recommendation, this process also takes time but if the superfluous intermediaries are removed, and the value-added processes and subsequent value was transferred to the farming

community, this facilitated long-run cluster development. In turn, this aided the redefining of productivity, and mitigated risk. This could be achieved through an improved stakeholder engagement process, where stakeholders are actively exposed to farm-level operations, to improve their comprehension of the contextual challenges.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants, in relation to the process antecedents for CSV to integrate to achieve scale. The researcher isolated the key processes that transcended across the various organisation categories (Figure 14). Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

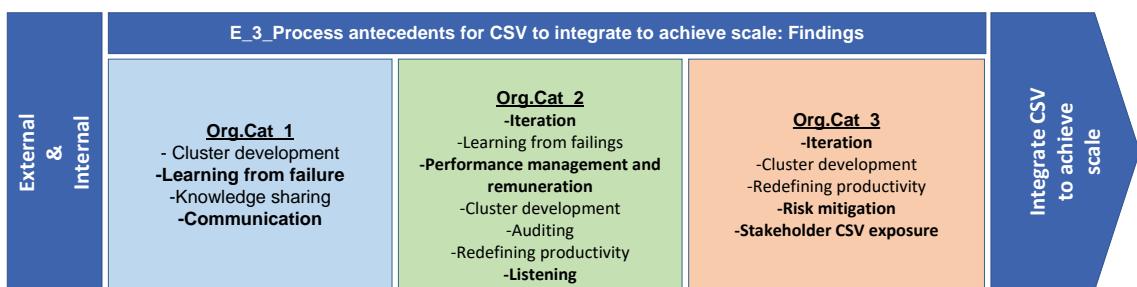


Figure 14: Triangulation of D_3 Factors to Consider

Participants placed notable value on accepting that there will be a need for iteration in the CSV journey, CSV is not a linear process and will require patience to get to scale and to deliver full system stakeholder value. The first order category of capturing and communicating the benefits of CSV was consistent with the frequency of mention, however the candidates all agreed to the importance of cluster development and redefining productivity in as a requirement of this, as this meant that more value was delivered at a community level, and subsequently the CSV story presented more of a communication opportunity. Conversely, the researcher noted some isolated categories the participants drew attention to. Org.Cat_2 placed value on the auditing process whereas Org.Cat_3 insisted on exposing stakeholders to a farm-level experience if they are to accept the iteration required as a product of CSV integration. Org.Cat_2 also uniquely drew attention to the power of open-book management, with the link between the performance management and remuneration process coming across as an isolated but effective process antecedent to effectively integrate CSV to achieve scale.

5.3.6. Concluding Comments on RQ3 Findings

Figure 15 summarises the insights across all the second-order categories, with the bold text representing areas of focus for further discussion in Chapter 6.

Internal	A_3_Internal antecedents for CSV to integrate to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Differentiating factor -Leadership support -Management support - Continuity	Org.Cat_2 -Differentiating factor -Clear vision -Flat organisational structure -Accountability -Linking CSV to strategy	Org.Cat_3 -Differentiating factor -Simultaneous exploratory and established business -Leadership commitment -Long term view and vision Persistence	
External	B_3_External antecedents for CSV to integrate to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Partnerships Strong community relations -Cross-sectoral partnerships -Knowledge sharing	Org.Cat_2 -Markets interested in CSV -Partnerships -Common goals across stakeholder base -Cross-sectoral partnerships -System-wide support -Strong community relations	Org.Cat_3 -Partnerships -M and E -Trust	
External & Internal	C_3_Antecedents for effective CSV change management of integration to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Building networks - Knowledge sharing and best practice examples -Trust Commitment, resources and leadership support -Ground-level experience -Demonstrable benefits	Org.Cat_2 -Internal subscription -Robust business model Stakeholder communication -Communicable benefits -Leadership support -Transparency	Org.Cat_3 -Linking CSV to KPIs -Demonstrable benefits -Linking CSV to strategy -Leadership support	
External & Internal	D_3_Relational antecedents for CSV to integrate to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Trust and trust building -Knowledge sharing - Cross functional relationships External communications	Org.Cat_2 -Trust and trust building -An appreciation for contextual challenges -An appreciation for generational challenges -Having the crucial relationships in place -Feedback mechanisms/platforms	Org.Cat_3 -Trust and trust building - Having the crucial relationships in place -On-the-ground experience -An appreciation for contextual challenges -Selecting the right partners	
External & Internal	E_3_Process antecedents for CSV to integrate to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Cluster development Learning from failure -Knowledge sharing -Communication	Org.Cat_2 -Iteration -Learning from failings Performance management and remuneration -Cluster development -Auditing -Redefining productivity -Listening	Org.Cat_3 -Iteration -Cluster development -Redefining productivity -Risk mitigation -Stakeholder CSV exposure	

Figure 15: Aggregate Factors to Consider for RQ3

5.4. Results from Research Question 2

RQ2.) What are the internal and external enablers that catalyse CSV integration to achieve scale?

This question was designed to understand what the participants felt were the various enablers that helped to advance CSV integration to achieve scale. This allowed for the researcher to gauge (from the participants' experience and subsequent knowledge) what organisations might be able to leverage to catalyse CSV integration to achieve scale. The feedback was split into the three organisational categories and analysed accordingly, to allow for triangulation across the first order categories and second-order themes. Table 15 maps out the various questions titled "Interview Questions" put to the candidates, and how these questions reflected in the research instrument related to RQ2. The various secondary themes were informed by the responses the participants provided, titled "Derived Themes".

Table 15: Research Instrument Questions for RQ2 and Themes Derived Thereof

RQ	Interview Questions		Derived Themes
RQ2 - What are the enablers that catalyse the process of overcoming these barriers, both internal and external?	2	Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?	A2; B2; C2; D2
	4	Think of a specific internal process. How does internal process enable and advance CSV through to integration and to scale?	
	5a	Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
	6a	Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
	6b	Can you tell me about any factors beyond the organization that you experience as facilitators of the change you want from this CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	

5.4.1. A_2_Key relationships that enable CSV integration to achieve scale

The first theme pertaining to the internal and external enablers, is related to the key relationships and relational enablers (both internal and external) that promote CSV integration to achieve scale. Participants were asked questions (Table 15) with the view to gain an understanding of what the key relational enablers were, that helped advance CSV integration. As seen in Table 16, the frequency of mention was highest across the sample with regards to committing to uplifting communities, followed by building a leveraging trust with stakeholders. Noteworthy first order

categories that had a high frequency of mentioned included the importance of making CSV core to strategy, sharing knowledge and forming collaborative relationships as well.

Table 16: Heat Map of A_2 by Frequency of Mention

A_2 Key relationships and relational enablers that promote CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
A_2_Committing to uplifting communities	9	8	18
A_2_Building and leveraging trust with all stakeholders	12	6	9
A_2_Making CSV core strategy	1	7	12
A_2_Sharing knowledge and best practice	7	6	9
A_2_Collaborative relationships	9	3	6
A_2_Harnessing current relationships	7	2	6
A_2_Open-book management system	1	3	3
A_2_Sticking close to community	5	1	6

To understand the drivers behind these categories of relational enablers, the researcher will drill down on the codes to decipher what the prevailing thoughts were behind the categories and unpack the various appropriate granular codes per organisation category to facilitate triangulation.

Org.Cat_1: A_2_Key relationships

Within Org.Cat_1, the participants indicated that the most important relationships in the short term were the internal relationships. Having effective cross-functional working teams was crucial to linking CSV throughout the business, from farm to customer, as well as for the supporting marketing communications to unlock emotional benefits associated with a CSV approach. If there was internal alignment in terms of what the goals and objectives were of the CSV approach, this catalysed integration and facilitated the overcoming of barriers. Building on this, the candidates suggested that it was a relationship intensive process, and it was facilitated by linking functions to the firm's strategy and linking CSV to that strategic approach. Another candidate indicated that the relationships at a farmer level were more important to effectively deliver CSV integration. If the relationships with the community were healthy, and the business had actively conveyed a commitment to improving socio-economic conditions at a community level, this proved to be an enabler. Building meaningful relationships with the farming communities ensured continuity of supply and reduced the risk of farmers leaving the supplier base for an alternative market.

Org.Cat 1
A_2_Key relationships that enable CSV integration to achieve scale
Linking functions to strategy
- Part.3_Cat.1
"Well, the key relationships are internal, although there are many important relationships. The one with the farmer, the individual, and then there would be the relationships within the various divisions within Org.6. So, the thing is Crop-E touches many parts of the supply chain. The planners, the purchasers, so the whole purchasing department, and then there's the marketing department. So, Org.6 must make sense of and tell the story obviously of what it's trying to achieve, so matching what's happening on the ground to its goals and objectives, and then communicating that in the public space. I would have to liaise with those different divisions within Org.6 internally and link it through to the farmer. I don't have any direct connection with other stakeholders like your retailer, for example."
Building networks
- Part.3_Cat.1
"I'm also fairly new in the business, so I've really spent these two years just actually trying to get to understand the business, and I haven't really wanted to push any agenda, let's say a shared value or regenerative too hard, while I'm still trying to understand the business and build relationships with the various people within the different divisions and build a relationship with the stakeholders."

Another candidate indicated the value of building out networks. They stated that this can take time, but it was important to thoroughly understand the business (both internally and externally) before concrete decisions could be taken, to advance the CSV agenda. This relational enabler was predominantly an internal one. The last first order category that emerged from the interviewees was a need to meaningfully support the communities within which the initiative was rooted. Creating meaningful relationships internally and externally and building trust into these relationships aided CSV integration. At a community level, the participants spoke of the success they had had through redirecting their traditional CSI spend to using this as capital for their CSV approach, funding the approach at a community level through harnessing this spend yielded positive relational results, and helped advance CSV. Working collaboratively across sectors (NGO, government and private) also helped pool the resources around CSV and create meaningful long-term community relationships.

Org.Cat 1
A_2_Key relationships that enable CSV integration to achieve scale
Committing to community
- Part.14_Cat.1
"In terms of financial investment, we do a lot of projects to these farmers like water irrigation project and then we do provide planting material. We also talk with some NGOs looking into how we can make their effort more meaningful."

Analysis and Interpretation

Summarising Org.Cat_1, participants placed emphasis on developing effective cross-functional internal working teams to support CSV integration. These relational

enablers needed to be linked to strategy, and CSV needed to have a meaningful weighting in the firm's strategy. Instilling this ensured alignment between the firm's objectives, goals and subsequent functions. Adopting this relational enabler also ensured there was good consistency in terms of CSV integrating consistently throughout the business, from farm to customer-facing communications. Org.Cat_1 strongly supported the approach to collaborative relationships from an external perspective, this involved working across sectors (NGO, government and private) to meaningfully uplift communities, and convey a commitment to this. Participants suggested the best way to achieve effective internal and external relational enablers was to build out networks, and for managers to invest the time in doing so.

Org.Cat_2: A_2 Key relationships

Org.Cat_2 participants valued relationships and communicated this as a crucial enabler to their CSV approach. Participants indicated that having the right relationships in place was a "make or break" for businesses interested in embarking on a CSV approach. The importance of underpinning these relationships with a formal contract bound these relationships together and added a degree of stability to the integration of CSV.

Org.Cat_2
A_2 Key relationships that enable CSV integration to achieve scale
Having the right relationship network
- Part.2 Cat.2
"So, this is where I think a lot of businesses fail because they know the right thing to do, they know that relationships matter, relationships is everything, right?"
- Part.9 Cat.2
"It's all about the relationship, and that relationship I'm not just talking about the courteous relationship around the table or under a tree, I'm talking about the mechanism in which we contract."

Candidates emphasised the importance of creating strategic relationships as well, this was to be outside of the business, where these relationships allowed for managers to leverage the experience and learnings from other businesses to advance their CSV integration. It was crucial to ensure that value was created collaboratively, and that the approach created holistic value for all stakeholders. Participants placed value on the creation of trust, this was an important relational enabler and underpinned the effective CSV integration and strategy.

Org.Cat_2
A_2_Key relationships that enable CSV integration to achieve scale
Strategic relationships
- Part.4_Cat.2
"That's why it makes sense for us to look to our closest strategic partners which were in Country-A."
- Part.7_Cat.2
"Our approach to CSV involves creating a win-win situation for all the value chain was because we went to organic, we had to change our business strategy. So, we created this opportunity to link the farmers and get to know them and win their trust and that I think enabled CSV to scale."

Analysis and Interpretation

Summarising Org.Cat_2, participants placed emphasis on creating strategic partnerships externally, and to ensure that value was created collaboratively through working relationships. These effective relationships and subsequent value creation needed to be system-wide, and they needed to be underpinned by a sense of trust amongst these stakeholders.

Org.Cat_3: A_2_ Key relationships

Participants promoted the approach to recruiting for the right CSV mindset. If the firm has the right people internally, who are interested in driving a CSV agenda, this enables CSV to effectively integrate. Having the right people, who are passionate about making the CSV approach succeed vastly improves the ease at which CSV is received by the business. It was detailed that this is often quite challenging to recruit for this mindset. Participants also placed value on growing relationships over time and being patient with the development of these crucial CSV relationships. The participants indicate that a good way to build these relationships at a community level, was to meaningfully engage with the farming communities, and to take the time to genuinely understand the contextual challenges. This builds trust over time, but also enables for the development of commitment, and subsequently allows for improvements in the quality of product which generates value from farmer to customer over time.

Org.Cat_3
A_2_Key relationships that enable CSV integration to achieve scale
Recruiting for a CSV mindset
- Part.6_Cat.3
<i>"On the relationship manager side, each partner or each organisation is important, and having good passionate people who work well together and bring together all the range of people within the organisations who are also equally passionate about what they are trying to achieve. And that surprisingly doesn't happen that often."</i>
Set a strong relational foundation at a community level
- Part.12_Cat.3
<i>"We were practising CSV unknowingly because we had – from the beginning we relate to our small farmers, so that is the sourcing base for us. So, we had very close relationships, so over the time we have developed a good relationship with them, and they have grown with us together."</i>
Building relationships over time
- Part.12_Cat.3
<i>"So, in terms of creating relationships yes, I have been involved in the activities to visit the farmers and checking the issues they have, and to get them on board with us. It's been a long journey."</i>
Full value-chain relationships
- Part.6_Cat.3
<i>"I think for us it's through our sourcing partners as well as relationship with Crop-A origin, the co-operatives and the farmers that allow us to do it."</i>
Meaningful community engagement
- Part.5_Cat.3
<i>"The buyer of the Crop-A closely works together with the farmers where they source the Crop-A from to get a certain feel of quality for the Crop-A. So, the benefits here to the company is that they know what they're getting and the benefit for the Crop-A farmer is that they have an agreed offtake and technical support to make their Crop-A better."</i>

Analysis and Interpretation

Summarising Org.Cat_3, participants placed emphasis on recruiting for the right CSV mindset, this made having the crucial conversations pertaining to CSV easier and proved to be a relational enabler as there was a “meeting of minds” on potentially conflictual topics. It was also emphasised that certain relationships (particularly at a farming community level) needs to be built over time. These relationships were crucial to CSV integration, as it became possible for the participants to improve the quality of the product produced through these relationships, and to drive the quality standards because the communities had faith and trust in the relationship. This in turn allowed for upstream stakeholders to glean a better understanding of the contextual challenges, these relational enablers created a symbiotically beneficial scenario for all stakeholders. These relationships needed to flow throughout the value chain, having a full value-chain appreciation was a key relational enabler.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants, pertaining to the key relationships and relational enablers that promote CSV integration to achieve scale. The researcher isolated the key enablers that

transcended across the various organisation categories (Figure 16). Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

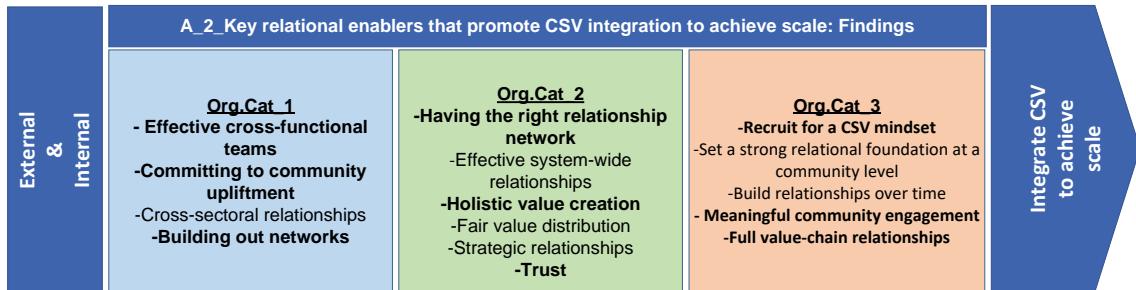


Figure 16: *Triangulation of A_2 Factors to Consider*

Participants placed notable value on developing full value-chain relationships and generating system-wide meaningful relationships. There was consistency across through various three organisational categories in terms of the need to set strong foundational relationships at a community level, and a key relational enabler was to show commitment to the farming community, to build cross-sectoral relationships to develop the community and to collectively create holistic stakeholder value. This allowed for improved product quality as well, but these relationships at a community level took time which required commitment to the long-term CSV vision of the firm. Org.Cat_2 indicated an emphasis on trust as a relational enabler, this was critical to building long-term community relations.

In contrast, there were unique relational enablers cited by the various participants across the three organisational categories. Org.Cat_1 emphasised the value in establishing healthy and effective cross-functional working relationships, and placed this as the paramount important relational enabler, Org.Cat_3 in contrast conveyed the unique relational enabler of recruiting for the CSV mindset. This allowed for CSV to effectively integrate through facilitating internal discussions and advancing internal decision-making on topics pertaining to CSV.

5.4.2. B_2 Internal enablers of CSV integration to achieve scale

The second theme pertaining to the internal and external enablers that catalyse CSV integration to achieve scale, relates to the internal enablers identified by the researcher through the data coding and analysis process. Participants were asked questions in Table 15 with the view to gain an understanding of what the key

internal enablers were, that helped advance CSV integration. As seen in Table 17, the frequency of mention was highest across the sample with regards to how CSV was linked to performance management and variable pay, this first order category was followed by the drivers behind the original strategic intent to embark on a CSV journey, coupled with the enabler of leadership support.

Table 17: Heat Map of B_2 by Frequency of Mention

B_2_Internal enablers of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
B_2_Remuneration structure and business ownership	1	8	9
B_2_Initiators of CSV, what originally sparked the CSV idea	11	5	2
B_2_Leadership support	4	5	3
B_2_Structure and working accross organisational silos	2	5	5
B_2_Strategic commitment to CSV	2	5	4
B_2_Good understanding of value chain components	1	3	4
B_2_Delivering hard results with soft skills	2	2	3
B_2_Integration throughout value chain	2	2	2

To better understand the detail behind these first order categories of internal enablers, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the categories and unpack the various appropriate granular codes per organisation category to facilitate triangulation.

Org.Cat_1: B_2_Internal enablers

Several the participants spoke of the importance of the CSV approach holding an understandable benefit to business. Whether this was profit or differentiating factor, the participants placed value on this as an internal enabler. This could be delivered through improved consistency on pricing, or it could be achieved through offering a unique factor that appealed to the target market. Additionally, the business benefits could be delivered through improved quality and operational throughout. This internal enabler transcended functions and operational silos, and the benefits were appreciated company-wide, this facilitated CSV integration from an internal perspective.

Org.Cat 1	
B_2_Internal enablers of CSV integration to achieve scale	
Demonstrable benefits for the business	
-	Part.14_Cat.1
	"Because of CSV, we are closer to the farmers. That obviously means that we get good quality ingredients. So, doing CSV helped us to do organic farming in an attractive and a profitable way. Long term contracts have helped cut through price fluctuations, but not to disadvantage the farmers but in a good way where both farmers and we benefit."
-	Part.11_Cat.1
	"So even the millennials today they push for that, everybody knows that the consumers need something that is free of child labour, quality and rewarding the farmers for the produce that they are giving to us."
-	Part.11_Cat.1
	"And for the company, with this value that we have created that is the production that has been increased, then the factories will not get any problems in getting the bins for the factory. We will have the quantity and the quality because sometimes when we improve the production, or the productivity, it goes with quality as well."
-	Part.11_Cat.1
	"So typically, if I can take one example, is that if we put the money to train farmers in agricultural practises, they get more knowledge meaning that the way they will produce will be improved. So, if they improve the way they produce then they will get more production, more production meaning more money, more revenues."

Participants emphasised the value in developing a method to institutionalise CSV, once this had been achieved integration and subsequent scale followed shortly afterwards. From stable prices, improved quality and operations, the participants detailed how CSV could get internal traction through linking CSV to performance management. If the employees of the business recognised the benefits and had an expressed interest in seeing these CSV initiatives through to scale, and that this would secure more markets share and deliver healthy economic profits, this proved to be an effective method of scaling CSV. Concurrently, the participants detailed the importance of leadership commitment, and the value in sticking to the original CSV vision. This was the case no matter what the trading environment looked like; it was important to have the necessary support to persist.

Org.Cat 1	
B_2_Internal enablers of CSV integration to achieve scale	
Leadership support	
-	Part.3_Cat.1
	"My personal belief is that where there's a will there's a way. I think it can be done, with enough institutional will, I'm pretty sure there's a way of finding it."
	Linking CSV to remuneration and performance management
-	Part.14_Cat.1
	"Internally we encourage our employees to operate like businesspeople. We encourage them to work like businesspeople, every employee should work like an entrepreneur. So, with the open book management we were able to introduce profit sharing with them, and in couple of years, I think in 2020/21 we are looking to launch a program where our employees will also get shares in the business."
	Staying true to CSV vision
-	Part.14_Cat.1
	"So, creating shared value for us, we were a Crop-D company in 2010, we were doing organic but not much, but then again we had this – we wanted to do the things differently."
-	Part.14_Cat.1
	"We thought the only way to escape the auction system was working with organic farmers, because that was the only way where we can avoid work directly with the farmers. So that's how we converted to organic and then we started to work towards CSV from CSR."
-	Part.14_Cat.1
	"The simple reason was connecting with farmers and we wanted to invest in farmers more."

Analysis and Interpretation

Summarising Org.Cat_1, participants focussed on the importance of CSV holding salient benefits internally. These benefits could come in various forms, whether this was through price stability, improved quality and availability or operational throughput, the benefits needed to make logical sense cross-functionally within the firms. These benefits could include a differentiating factor as well, depending on the target market needs and wants. The participants detailed how the best way to scale CSV from an internal perspective was to institutionalise the approach, and to link performance management to drive CSV through the business structures. This is easier said than done, as it cannot be effectively executed without proper leadership support, which was detailed in the form of remaining committed to the CSV vision, this irrespective of tough trading conditions.

Org.Cat_2: B_2_Internal enablers

Participants were consistent in their attention to the firm needing both hard and soft skills internally to deliver effective CSV integration. Having strong project management skills allowed for integration to be effectively achieved, structuring robust timelines that could be followed and delivered against was crucial according to Org.Cat_2. These skills needed to be transferred across functions in the business, if both the hard and the soft skills were secluded to one department, it would not catalyse CSV as effectively as having these hard and soft skills across the firm's functions. It required subscription throughout the business, and not just from the leadership of the business. Participants placed strong emphasis on the value in establishing the various structures required for CSV to be delivered effectively. As much as leadership support was a key focus along with having a clear vision and differentiating factor, it was important to have the correct community structures, the right governance structures as well as the right internal flat structures to remain agile in decision-making, yet accountable from a governance perspective. And as much as community structures would represent an external structure, it was important to have driven the implementation of this from an internal standpoint.

Org.Cat_2
B_2_Internal enablers of CSV integration to achieve scale
Strong project management skills
- Part.8_Cat.2
"We are very strict and with regards to project management and that defines our success, this enables us to deliver CSV."
Soft skills
- Part.8_Cat.2
"So, you must use the soft skills in the company to achieve the hard results, that's very important."
Financial commitment
- Part.2_Cat.2
"Also I think one of the things that makes our business challenging to many people, start-ups, people who want to expand on this, because if you think organic farming is a great way of creating shared value from farm to Crop-D, for many other industries as well, that's a pretty obvious thing. One of the biggest challenges is how you keep farmers motivated, because you have that three-year conversion period and then you have investments. Now we learnt, because of our association with the farms closely, and we support these things, we fund these things."
CSV compatible structures
- Part.7_Cat.2
"You know the farmer clusters have regular meetings, so we participate in these, they share their areas they have issues in or are facing and I think some of the CSV activities also start from there. Because looking at their problem and looking at our problem and then we discuss lead time if there is a problem with a supplier with the farmer, then we discuss how to overcome these challenges and find solutions, we try to work with the farmers. And, if they have problem with drought or maybe some issues, some knowledge, then it's discussed in meetings as committees. We have committees with each farmer groups..."
- Part.4_Cat.2
"And what we've done is grouped our existing smallholders around a co-operative, so again we're giving them much more control. They are responsible and own the land and then the same concept, we will maintain the equipment on the ground with them, we will supply inputs to a degree, and then guarantee a market."
- Part.9_Cat.2
"And it can become challenging if the governance structures aren't right, because if your governance structures are not right in these small organisations, it puts a real risk to your supply chain because the traceability of your product, the potential for a contaminant or whatever it might be becomes a challenge."
- Part.9_Cat.2
"And so, a lot of our customers want to make sure that we have an ethical supply chain and a sustainable supply chain, so they come out on a regular basis and audit us".
- Part.4_Cat.2
"But basically, we're fully integrated. So, we're either harvesting from our smallholder base or from our own commercial farms."
- Part.13_Cat.2
"We have a very flat structure, so every person in the company is interested in sharing their ideas and with that they have a sense of ownership. Because of all these things we – practising CSV is not a major challenge inside our organisation."
- Part.13_Cat.2
"Yes, so as I mentioned we have a very flat hierarchy, the non-bureaucratic organisational structure assists CSV."

The most effective way for the firm to thoroughly understand how these structures could be established, and how best to engage with the structures, it was crucial for the organisations to commit to getting their employees to a ground level, to get farm experience. Participants argued the importance of taking the time to do this, they conceded that decisions needed to be made with the soft skills and knowledge of what the operating environment looked like, this meant committing to getting out to the farms, irrespective of the function of the individual. Participants noted how this could precipitate internal abrasion, with conflicting agendas regularly arising in terms of CSV implementation, and how each function was impacted differently by the CSV journey. This abrasion (when harnessed) delivered constructive debate, and sound decision-making along with value which was then shared.

Org.Cat_2
B_2_Internal enablers of CSV integration to achieve scale
Strong project management skills
Farm-level exposure
- <u>Part.13_Cat.2</u>
"We also do some knowledge sharing at least once a month, there will be a case study discussed with the staff, there is practical training sessions as well. We also visit our farms, we witness how farmers are working in the fields and we spend 1% of management time with the farmers, we are committed to building relationships."
- <u>Part.2_Cat.2</u>
"We have a calendar for our visits, and we encourage all our 110 senior people to go and stay on the farms. Even if it doesn't relate to their work, just go there, learn things, learn the Crop-D business, learn from them organic farming."
- <u>Part.2_Cat.2</u>
"We survived because people believed in us and people knew initially, we were in about 20 countries by 2013, our distributors those countries came here, they experienced our difficulties together, they backed us. And they said, let's focus on what you do best, let's not talk too much on taste for the time being."
Constructive conflict
- <u>Part.9_Cat.2</u>
"I think that builds strong relationships it forces us to work together. Look, it doesn't mean there's not confrontation or conflict sometimes, those issues do exist to a greater or lesser extent, but certainly I think it gives the Crop-F industry a very strong sustainable link and develops commercial value which then is a shared value in the sense the money is not going out the country or to a big international investor, a lot of the money is ploughed back into the farmers here. And I think it helps develop that community."
Demonstrable benefits for the business
- <u>Part.7_Cat.2</u>
"Yes, because they saw our model is a very effective one and a very sustainable thing for the farming as well as the value chain. We have shown that good improvement on the value chain, the farmer, the producer the people and the business element along with the consumer. So, all these factors are going to get benefit through our CSV model."
- <u>Part.7_Cat.2</u>
"The last four or five years we've been successful because our productivity level has gone up, people are contributing more, our quarterly quality has gone up."
- <u>Part.2_Cat.2</u>
"So, when we looked at that the immediate feeling that we had was to go into different markets, and that's exactly what we did. So, from 2001 to 2010 we did so many things differently to the industry so that we can bring more value to Country-D, using the same product. But processing them differently, packaging them differently, the designs were different."
- <u>Part.2_Cat.2</u>
"By 2009 we had earned the reputation of being a leading value-added Crop-D export out of Country-D, winning award after award for the value we were adding and the value we were bringing back to Country-D."

Aligning to Org.Cat_1, Org.Cat_2 also emphasised the importance of being able to demonstrate real value internally through taking a CSV approach. This value needed to flow from the farm to the customer and needed to be reasonably distributed among the stakeholder base. This value could come in a variety of formats, whether this was improved prices, productivity or operational effectiveness, it needed to be salient and needed to hold real demonstrable benefits for the firm. Participants also spoke of the importance of having a clear vision, and a vision that was consistently supported by management and the leadership in the business. From a leadership perspective, it was important for a commitment to be made internally towards delivering CSV, this was most effectively done in the form of financial commitment. In one case, the firm had to absorb reduced and depressed margins during an organic conversion period, this

required strong leadership, and a commitment to the long-term vision set out for CSV. It was possible for the leadership in the various firms in this category to hold true to this vision and embrace the depressed margins through having a clear vision, and a clear goal for the CSV approach. Creating a strong vision for CSV and remaining true to this vision was a powerful method to overcome challenges, but also to facilitate overcoming of internal tensions. Committing to creating meaningful value that was genuinely shared throughout the communities that were crucial to long-run business sustainability, made internal decision-making (particularly when caught at a quandary) much easier. From a practical perspective, participants spoke of the value in pragmatically and practically delivering CSV integration, the sample spoke of a number of practical examples but the importance of getting going, simply the act of committing to a vision and “getting a shovel in the ground” meant that the organisations was able to fail and progress with the learning quicker than simply talking about possibly doing CSV without any practical work taking place.

Org.Cat_2
B_2_Internal enablers of CSV integration to achieve scale
Strong project management skills
Commitment to vision
- Part.7_Cat.2
<i>“We had to compromise the product quality initially, we saw quality decline, but gradually it comes up after a while. For the long term it is the best approach for product quality and consistency”</i>
- Part.2_Cat.2
<i>“Then came the real aha moment of creating shared value when we really looked back at things, 2010. We founded Org.5. So, the thinking behind Org.5 at that time was straight forward. Just like in 2001 we wanted to do things differently, but then at that time we had matured enough as businessmen to realise that it is not what we should differentiate or what we do that should get differentiator, it was more the why of the business and also the how of the business, how we do things. And that is when, without knowing, creating shared value the terminology came into the picture in 2014, but I think the framework got started up, got developed from the very inception. Because we told ourselves we’ve got to do this differently because we are going to be building communities who are at the bottom of the pyramid, and we understood that the commodity auction model that the Crop-D industry was based upon was the very same thing.”</i>
- Part.7_Cat.2
<i>“Organic production is not coming to the auction floors; it’s mostly directly sourced. So, we had to go to the farmer directly, or directly to the private producers. So, what we used to do for so many years had to change, and I had to change myself. Shared value started from there, when you reach out to the farmers you realize the gaps between the farmer and us, and the private producers, especially on the quality standards and pricing model.”</i>
Practical approach to CSV
- Part.4_Cat.2
<i>“We are working directly with our smallholders, educating them in terms of what we do and how we’re going to support them, but also supporting all the inputs. So, we have provided grafting materials, or planting materials in some cases, fertiliser stocks where applicable, all the chemicals as well. And then educating them in terms of supporting them during the upkeep of the trees once they’ve established.”</i>

Analysis and Interpretation

Summarising Org.Cat_2, internal enablers was a significant focal point. This was apparent in the first order categories, with a high frequency of mention for the top five categories. Participants in the sample drew attention to the importance of

having good project management skills. These skills should not be isolated to one department but should rather transcend multiple departments. Structures were crucial (both internally and externally), and in the absence of structures externally this should be established from an internal approach. The researcher took note of the importance of embracing creative abrasion within the organisation, this was an internal need that needed to be driven through the culture of the firm and supported by the leadership of the business. This catalysed CSV integration as it yielded improved decision-making and subsequent value creation. This was a unique category to Part.9. Participants also supported the need to be able to produce and communicate demonstrable results in this category, this should align to and support the shared and communicated vision from the firm's leadership. It was noted that there was an importance in remaining true to this vision and committing to the CSV journey irrespective of difficult trading times. Closing the category for internal enablers, moving forward practically and quickly proved to be an effective internal enabler, as the learnings took place, they were able to implement the improvements and drive effective CSV implementation through these internal enablers.

Org.Cat_3: B_2_Internal enablers

Org.Cat_3 participants discussed the impact of having effective internal cross-functional workstreams. Examples of how this delivered CSV implementation involved working with the research and development team to address supply chains concerns regarding availability in the long-run, but also delivered the execution of the CSV opportunity. Linking the buy-in from the cross functional teams, participants spoke of the importance of linking CSV to performance management, and how this allowed for an internal common vision pertaining to the delivery of CSV integration. An alternative route discussed to effective CSV implementation from an integration perspective was through the approach of institutionalisation of CSV. Cases of senior leadership in the firms in this category contesting the CSV approach were cited, coupled with the solution of firms that wholeheartedly embrace CSV as a core approach to the strategy. If the firm's senior leadership made CSV a non-negotiable, there was little room for dispute, however if it was a half-hearted commitment, it was challenged in regular forums and this was cited as a key internal CSV integration enabler if the commitment was in place, and a barrier if it was absent.

Org.Cat_3
B_2_Internal enablers of CSV integration to achieve scale
Effective cross functional teams
- Part.5 Cat.3
"So, what they did is they engaged and worked with their agricultural R&D facilities to identify disease resistant Crop-A plants and they bred millions of trees, seedling trees, to be distributed."
Linking performance management and remuneration
- Part.12 Cat.3
"They distribute quarterly bonuses in terms of profit share, so we get four bonuses per year. So not like in traditional companies in Country-D the companies tend to try to share only part of their profits, in our case we share our profits quarterly. So likewise, we try to motivate them and to create more value through these benefits."
Institutionalization of CSV
- Part.6 Cat.3
"I think within the Org.12 context the culture was more conducive because there was a general understanding that environmental issues were something that the business focussed on, so it made it easier to go into a specific conversation with people."
Leadership commitment
- Part.6 Cat.3
"So that was the basis, and then we increasingly had specific situations where often senior level staff would question some of the sustainability and transformation commitment for the organisation and be very open about."
- Part.6 Cat.3
"And sometimes it's not always the proposition that arises in the same quarter or year that you initiate these things. Shared value I think brings value to businesses over time. It's definitely what we've seen, it brings brand value, it brings affinity, and it's definitely something that needs long term buy in from the top in terms of how you do what you do, the basic subscribing principles that when the hard times hit that you stick to your guns."

One of the methods of overcoming CSV challenges was through the enabler of education. Driving CSV from a theoretical approach gave management and employees the frameworks and tools they needed to better understand what CSV was, and what it meant to business, the communities as well as the environment in which the firm operates. This was then coupled with practical exposure at a farm-level to offer a full system understanding of what the vision was in terms of CSV. Participants in this category supported the importance of being able to demonstrate the benefits of CSV, building out a compelling business case that internal management and employees could subscribe to, and appreciate the value in proved to be a helpful enabler for Org.Cat_3. This business case was discussed as offering a multitude of benefits, from reduced risk, to improved quality and price. The impact also extended to offering a differentiating factor in the marketplace that customers could and would support. Adopting a CSV approach also attracted and retained talent which presented a unique value proposition internally as well.

Org.Cat_3	
B_2_Internal enablers of CSV integration to achieve scale	Demonstrable benefits
- Part.6_Cat.3	<p><i>"So in terms of if it's going to be an effective CSV approach and as I said, institutionalised based on the product that you put out, how much value is shared, what is the value it adds to the business, to the customer, to the processes as well as to the people who you are sourcing from. And the structure and operational procedures and guidelines in place that commit you to that, which you can't necessarily jump out from."</i></p>
- Part.6_Cat.3	<p><i>"And then I guess part of that was building quite a multi-faceted business case where it was necessary to explain all the different benefits."</i></p>
	Learning and development
- Part.6_Cat.3	<p><i>"We spend a lot more time and effort in training and development, on theory and knowledge sharing and individual development than a lot of other companies out there. And we see it when we evaluate guys and contribute to them, it is hugely important."</i></p>
	Farm-level exposure
- Part.6_Cat.3	<p><i>"Developing on-going relationships with Crop-A that we source from specific origins over many years, 5 – 10 years some of these relationships. And we've seen the improvement of quality that comes through there, but it's obviously about having a relationship not only with the origin but with the sourcing partners as well."</i></p>

Penultimately, Org.Cat_3 placed value on creating and staying true to a clear and readily understandable economic model. If the firm was embarking on a CSV approach without a clear vision, or a model that the leadership and management of the business understood or subscribed to, it became difficult to effectively implement. Participants suggested that this was crucial to effectively delivering CSV from an internal perspective, because without a clear vision and a workable model, and leadership commitment, it became difficult to remain committed to CSV implementation in tough trading conditions. Lastly, from a practical perspective, participants spoke of the hands on approach to getting CSV done, and practically delivering CSV integration, the participants spoke of a number of practical examples, and the value of establishing the first tangible step, and accepting that there would be challenges and success as a result, but just getting going was placed in high regard.

Org.Cat_3	
B_2_Internal enablers of CSV integration to achieve scale	
	Risk mitigation
- Part.6_Cat.3	
" <i>Part of the positioning was driving the reduction of risk to your business and your supply chain? What are the operational efficiencies possible as part of this work that you're doing? What are the internal people opportunities where attracting and retaining talent is tricky so if there's a purpose-led business or purpose-led program, how does that factor into being positive in that space?"</i>	
	Having a workable model
- Part.5_Cat.3	
" <i>Because nobody will move without taking his share, whereby the farmer is the only one who cannot negotiate because he's got the crop which is perishing. And therefore, in our business model we tried to take intermediaries, let's put it under quotes, "unnecessary intermediaries" or "replaceable intermediaries" out of the system and shift that value to the farmers benefit. And that can happen by – I mean this is in the understanding that intermediaries do add value, so they are not there for nothing, they don't just take money, they do something. But whatever they do can also be done eventually by the farmers or the communities around them. So, by giving that value creation back to the farmers you give them back control and you create more value in the region wherever they operate."</i>	
	Practical approach to CSV
- Part.5_Cat.3	
" <i>And that was surprising to me, they didn't give those plantlets out to only their farmers, they gave it out generally. Sort of buying themselves eventually some goodwill for future Crop-A sourcing. But it was not conditional to only if you sell me your Crop-A later."</i>	

Analysis and Interpretation

Summarising Org.Cat_3, placed the establishment of effective cross functional workstream as a high priority for effective CSV integration. Having an organisation that can work cross-departmentally offered a key enabler to CSV integration. This category also supported the approach of linking CSV to performance management processes of the firm. Having unwavering commitment was highly prioritised, if there is a mild opportunity for resistance to CSV, management will take this opportunity, there needs to be an unequivocal commitment to the CSV journey. To better improve any ambiguity, theoretical or practical misunderstanding of what was trying to be achieved through adopting a CSV approach, participants recommended learning and development as a key lever to deliver this, coupled with practical exposure to farming at a ground level. Aligning to the first two organisation categories, being able to capture and communicate demonstrable benefits was crucial. Org.Cat_3 also placed value in taking the first step, and practically initiating CSV and developing the model from there. These all proved to facilitate CSV integration from an internal perspective.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 17), in relation to the internal enablers of CSV integration to achieve scale. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

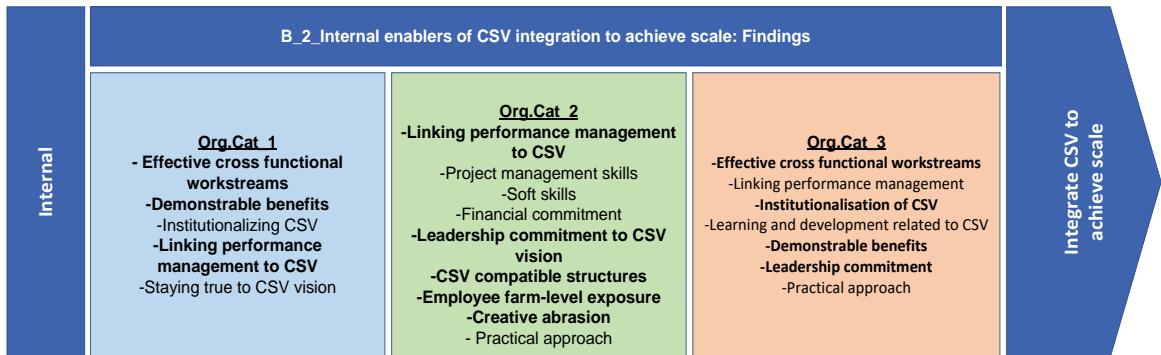


Figure 17: Triangulation of B_2 Factors to Consider

The various organisational categories conveyed a degree of consensus on a variety of the first order categories. Org.Cat_1 however did not place as heavier weighting towards linking performance management to CSV, although the category did mention this first order category. It was extremely important for organisations to be able to demonstrate the benefits of CSV, this proved to be a valuable tool to get internal subscription to adopting a CSV approach, and subsequently advance integration from an internal perspective. Org.Cat_1 and Org.Cat_3 found value in developing effective cross-functional workstreams, along with the institutionalisation of CSV in supporting CSV integration. All firms found it to be of paramount importance to have leadership buy-in for CSV, this was critical from an internal perspective, and prevented the concept from being challenged under difficult trading conditions. Org.Cat_3 had a unique internal enabler in the form of learning and development, whereas Org.Cat_2 found project management skills and the establishment of CSV compatible structures to be critical to enabling CSV integration. Org.Cat_2 also found creative abrasion to be a health internal enabler for advancing the CSV approach, this was not mentioned as an internal enabler by either of the other organisational categories.

5.4.3. C_2 Process enablers of CSV integration to achieve scale

The third theme pertaining to the internal and external enablers that catalyse CSV integration to achieve scale, relates to the process enablers identified by the researcher through the analysis process. Participants were asked questions (Table 15) with the view to gain an understanding of what the key process enablers were, in accordance with the interviewee's experience in the process of integrating CSV into their respective firm's supply chain. This with the view to get CSV up to scale through these respective business' supply chains. As seen in Table 18, the frequency of mention was highest across the sample with regards to the approach followed by managers to integrating CSV into the business, this was followed by the process of capturing and communicating successes which was coupled to the CSV momentum building process. Lastly, the performance management process along with the monitoring and evaluation process featured meaningfully in the feedback from the participants.

Table 18: Heat Map of C_2 by Frequency of Mention

C_2_Process enablers of CSV integration to achieve scale		Org.Cat_1	Org.Cat_2	Org.Cat_3
First Order Category				
C_2_Management approach to implementing CSV		12	8	9
C_2_Sharing successes and building system-wide momentum		8	8	2
C_2_Linkin gKPIs to CSV change management		10	6	4
C_2_Annually measuring and tracking progress		2	8	7
C_2_Educating stakeholders on expectations		7	6	2
C_2_Learning from failures and capturing these learnings		4	5	2
C_2_Community communication and respecting local customs		7	4	0
C_2_Compensation process		2	3	6
C_2_Performance management linked to CSV		2	3	4
C_2_Embracing that mistakes are a part of the process and ensure the learnings are captured		3	2	2
C_2_Pricing process		2	1	5
C_2_Transparency with budgets and annual forecasting		1	1	6
C_2_Contracting and remaining true to the agreement		3	2	1
C_2_Learning process and education		2	2	0
C_2_Management structure their own budgets to take ownership of successes and failures		1	0	5

To better understand the detail behind these first order categories of process enablers, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the categories and unpack the various appropriate granular codes per organisation category to facilitate triangulation.

Org.Cat_1: C_2_Process enablers

Participants in this category spoke of the importance of managing the transition to CSV by bringing in experience and expertise in the CSV space, and to educate the farmers on how best to deliver against expectation from a farming perspective. Managing change in this category was a significant

process that needed to be well managed. The approach to managing this change was informed by the original mentality behind adopting a CSV approach. If the firm deeply believed in addressing inequalities in the system and sought to address this, then this would reflect in the ethos and commitment from the leadership of the business. Participants noted the importance of managing this transition with respect, and an appreciation of the cultural norms. Participants emphasised that one of the most effective ways to manage change and to effectively integrate CSV was to institutionalise the approach. It was detailed that the importance of advancing the CSV initiative to scale, this advancement meant that the approach remained competitive in a broader market context.

Org.Cat 1
C_2_Process enablers of CSV integration to achieve scale
Change management approach
- Part.11 Cat.1 <i>"It's an innovative business model, but sometimes the farmers are not ready for it. It's at a social level, at the community level, where you have the traditional barriers. Social barriers like gender issues. You go to the farmers and you say, "men and women are equal", and they can't accept this, they can't do that, but sometimes it's not what we want, they're just not ready. We need the mindset change. It's a similar case with child labour, we are working a lot on that as well."</i>
- Part.3_Cat.1 <i>"My personal belief is that where there's a will there's a way. I think it can be done, with enough institutional will, I'm pretty sure there's a way of finding it."</i>
Institutionalization
- Part.3_Cat.1 <i>"It's hugely capital intensive and you need economies of scale, so the remaining farmers are having to get bigger, and the marginalised ones are falling off rapidly, and it's an extremely difficult industry to come into."</i>

This category found the process of integrating CSV, and gradually building up volume and scale was best achieved through working closely with the farmers, driving the quality standard and CSV expectations through a farming level. Participants emphasises the value in adopting an open book management system, and how this assisted integration, as employees take greater ownership of the CSV integration process. Having an internal process, that the business could commit to from an educational perspective was very important, getting specialised services in, experts who could bring their in-depth knowledge to the farming communities, and share their best practice was noted as a valuable internal process for advancing CSV integration.

Org.Cat 1
C_2 Process enablers of CSV integration to achieve scale
Advance to scale
- Part.14_Cat.1
"We work very closely with farmers. That is the advantage for us, that's why I think we were able to integrate this CSV very smoothly, our understanding was there between the farmer and the company."
Integration
- Part.14_Cat.1
"Yes, open book management process has been key to the growth of the farmers, the growth of our own people, which is massively important to us, in converting them to a collection of businesspeople, and converting ourselves to a business of people. I think I've succeeded in those two fronts. And now we are developing the market, really reconceiving markets and products."
Internal processes
- Part.3_Cat.1
"A problem that we have in Country-A with most of the Crop-E farmers, a lot of that process is hosted by the research and government institutions in different countries. That's why we arranged to get the guy out from America, he worked for the US department of agriculture, and his job is to engage with farmers on regenerative agriculture. He's paid by government to do that and he runs these extension programmes and research programmes."
Educating stakeholders
- Part.3_Cat.1
"And they also try and tell the story, if we have stories to tell they will take those stories and write them up and put them into the Crop-E mail magazine, for example, just to share those stories broadly with the community."

It was noted that the interviewees placed high value on effectively circulating communications, updating the various parties of the progress and challenges encountered throughout the CSV journey, these communications formed a part of a broader feedback loop which in turn fed into the annual strategic process. The benefits were captured across several measurements, but the importance of quality was elevated by participants. A key internal process enabler related to how the firm's linked performance management to CV integration. Ultimately, the interviewees detailed how their annual forecasting processes aided CSV integration, this allowed for improved supply demand planning and ensured that demand was met, customers were not let down by stock-outs, and the business was able to meaningfully integrate CSV over time, as the demonstrable benefits associated with CSV became apparent, and the firm became more comfortable exposing its supply chain to more CSV risk.

Org.Cat 1
C_2 Process enablers of CSV integration to achieve scale
Communication process
- Part.14_Cat.1
"Yes, so we have been getting better at this, not many years back we started communicating about CSV a lot, but during the last two years I think we have had a very good response to what we do. Like if you go to our social media you will see that we are getting a very good feedback. So we read the feedback and then include the feedback into our strategic sessions."
Quality control processes
- Part.3_Cat.1
"For example, we pay the farmer, or we provide an incentive, a financial incentive to farmers to achieve Crop-E quality standards, but we don't yet provide that type of framework for achieving it to have shared value. So, if the farmer were to achieve, let's say improve carbon sequestration, we don't yet have a mechanism to reward him financially."
Performance management
- Part.11_Cat.1
"For sure when we do the forecasting at the beginning of the year it can be the business plan, we see the market is increasing in demand or maybe demand for Crop-A etc...so we know that at the end of the year we will need maybe 100 000 tonnes for instance. So, this is how we adjust the way also we plan for the sustainability of maybe the creation shared value project as well. So, there is a sustainability front or maybe something that should be put in place according to this forecast, or maybe this business plan, that go hand in hand with the program on the field so that we also adjust the way we pay the farmers."
Forecasting
- Part.11_Cat.1
"For sure when we do the forecasting at the beginning of the year it can be the business plan, we see the market is increasing in demand or maybe demand for Crop-A etc...so we know that at the end of the year we will need maybe 100 000 tonnes for instance. So, this is how we adjust the way also we plan for the sustainability of maybe the creation shared value project as well. So, there is a sustainability front or maybe something that should be put in place according to this forecast, or maybe this business plan, that go hand in hand with the program on the field so that we also adjust the way we pay the farmers."

Analysis and Interpretation

Summarising the description of the participants' responses, Org.Cat_1 placed emphasis on the management approach to CSV, this was the highest ranking first order category by frequency of mention, followed closely by the importance of linking performance management to CSV integration. The researcher noted the value placed on building momentum, through capturing and communicating demonstrable benefits associated with CSV. This formed part of the crucial education and communication process as well, which was aided by harnessing best practice, and getting in experts to advance CSV integration, through knowledge sharing. Forecasting proved to be an effective means of demonstrating performance, and delivery against expectations, this process helped the CSV initiative to take a larger and larger portion of the raw material supply chain requirements, and was aided by the firms in Org.Cat_1's annual forecasting processes, this formed part of the crucial institutionalisation process for CSV.

Org.Cat_1: C_2_Process enablers

Participants spoke of the importance of managing change towards a CSV approach. This process was facilitated by positioning the approach, as taking the risk from the competitive environment, that was over-traded and moving that risk onto the farm. Drawing reference to the highly competitive environment in which the firm competed, this offered a differentiating factor but in exchange for the risk being transferred to the farm as opposed to the shelves. It was noted that the CSV implementors, or the managers that need to deliver CSV integration need to educate all involved in the value chain, so they have an appreciation for the end goal. The way in which value is created and distributed was key, this related to the process of generating value. Value means different things to different levels along the value chain, it was important to demonstrate this in order to scale.

Org.Cat_2
C_2_Process enablers of CSV integration to achieve scale
Change management approach
- Part.7_Cat.2
"Well because what we initially did was to link success to CSV, there was risk embedded in the model, if the brand succeeded the risk taken from the shelves and put on the farm in the form of CSV meant it was worthwhile, these principles."
- Part.9_Cat.2
"I think the most important thing, in my experience, is before you even think about doing any production or anything like that, it's about the change management. It's about informing people, explaining, engaging, training."
- Part.13_Cat.2
"So it's kind of a change management, in any change management process there are some resistance to changes then different arguments, so we come across these things but we internally discuss, debate all of these things but it has helped us because of our open book with our management approach and our thinking, this has helped us to overcome all these barriers."
Value creation process
- Part.7_Cat.2
Yes, because they saw our model is a very effective one and a very sustainable thing for the farming as well as the entire value chain benefited. We have shown that good improvement on the value chain, the farmer, the producer the people and the business element along with the consumer. So, all these factors are going to get benefit through our CSV model."
Advance to scale
- Part.4_Cat.2
"And the other key side is marketing. So basically, they've introduced us to a ready market. So, we sold our first container of dry that was produced last year was sold through them and we've just contracted for another 50 tonnes, which I think will probably go out to more around the 70 – 80 tonnes within this year."
- Part.13_Cat.2
"So that is the difference for us because in order to grow and get to scale, the CSV should scale along with our growth."

The budgeting process proved to be a useful lever, along with the annual forecasting process, to advance CSV integration. This meant the managers could strive for a larger cut of the potential procurement spend, through presenting results and building on successes. This was further supported by the support to the CSV integration process, the annual pricing process provided. This ensured that each

participant in the value chain was able to understand what their annual pricing would look like, and ensure that this was able to be linked to the forecasting and subsequent budgets. Participants put emphasis on the importance of listening. Listening as a process gave managers good insights into the community needs and wants, it also enabled participants to decipher between the needs and the wants and to build this into their integration approach. This formed part of the communication process which was critical, in order to keep participants in the CSV system updated.

Org.Cat_2
C_2 Process enablers of CSV integration to achieve scale
Change management approach
Budgeting process
- <u>Part.4_Cat.2</u>
<i>"I mean for sure, so we obviously have an annual budget process, as part of that – as a management Crop-D we reviewed, so specifically this year, we went through a long review process to understand what went well last year now we're coming into this year it's going to be a much larger, well we're up scaling significantly."</i>
Pricing process
- <u>Part.7_Cat.2</u>
<i>"Well it's I would say making them – giving them a higher income base, or sort of a higher price for their product. That I see as one key step that we have taken through the primary producer, making a sort of a transparent pricing model to the farmer clusters."</i>
Contracting process
- <u>Part.13_Cat.2</u>
<i>"In our case, we have implemented minimum prices, the long-term contracts, then continuous engagement with the farmers, and dedicated Crop-D to CSV. And then financial investments and providing planting materials and farmer mechanisations. So investment in social empowerment projects. With those things we were able to engage more and build trust through this CSV approach. Trust and fairness have helped us to bind everyone together. So that's the secret behind our success in terms of overcoming external challenges."</i>
Forecasting
- <u>Part.7_Cat.2</u>
<i>"Then we started forecasting, what happened is like we normally are just forecasting for one year, then we started to share our forecast budget with the primary producers and the farmer clusters. So that helped them to prepare their crop accordingly."</i>
Listening
- <u>Part.9_Cat.2</u>
<i>"So it's about listening to what the community needs, about being able to filter the wants from the needs, the nice to haves and taking out the noise, because you'll always have those who will want to misappropriate funds. It's being able to understand who the real players are in the community are terms of what's critically needed and how it's going to be sustainable. And it mustn't be a constant hand-out, it must be a once off sort of investment to develop a sustainable financial engine."</i>
Educating stakeholders
- <u>Part.7_Cat.2</u>
<i>"Yes definitely, we always celebrate, and we frequently have gatherings. Thursday, we have our weekly huddle which involves 30 – 40 people, the supervisor and labour. So, we share the matrix and performance against budget. So they will monitor their own performance. "Okay, these are my contributions, these are my percentages and I have done better by 5.5% or I have gone over by 5%, these are my stock levels...", this is reviewed against the KPIs, each KPI of each department."</i>
Communication process
- <u>Part.9_Cat.2</u>
<i>"That's the biggest thing for people is something's changing so you've got to take them with you on the journey, let them understand that there's going to be a benefit."</i>

Supporting the importance of being able to demonstrate the benefits of CS, participants detailed the importance of capturing these benefits, along with the

supply demand data. The benefits enjoyed throughout the value chain, from the farmer to the customer were of paramount importance.

Org.Cat_2
C_2_Process enablers of CSV integration to achieve scale
Change management approach
Quality control processes
- <i>Part.7_Cat.2</i>
"Yes, because they saw our model is a very effective one and a very sustainable thing for the farming as well as the value chain. We have shown that good improvement on the value chain, the farmer, the producer the people and the business element along with the consumer. So, all these factors are going to get benefit through our CSV model."
Performance management
- <i>Part.7_Cat.2</i>
"It's like the open book management to our business. You want to be transparent. That helps like business, 400 people started believing what we do, because it was open and transparent. Everyone had access to our profit and loss accounts, and what was shared with the key employees, supervisors and above level find out how the company is doing. The open book management system is designed to share value to our people within the organisation as well."
- <i>Part.13_Cat.2</i>
"So that's a very important part of the business, I mean forecasting, knowing things in advance and working together is something necessary for the business."
Data capturing process
- <i>Part.13_Cat.2</i>
"We have different forecasting module, we have SAP set-up as a system, so there we have historical data, then we have lead time updated, we have our safety stock levels. All these parameters works together and we know from the beginning of the calendar year or the financial year what we demand will come to us and what kind of actions we need to secure production with our suppliers to make sure that they will supply that demand."

Analysis and Interpretation

Summarising the description of the participants' responses, Org.Cat_2 placed emphasis on the management approach to CSV, managing the transition to CSV as tied first by frequency of mention with the importance of building momentum, but also the need to capture and communicate the successes of the CSV developments, this can be seen on the heat map Table 18. Org.Cat_2 detailed the value in harnessing the value creation process, and how this facilitated advancement to scale. Org.Cat_2 (as a point of difference) placed a proportional significant weighting by frequency of mention on being able to capture and demonstrate the progress of CSV, this was facilitated by systems that aided the data capturing process.

Org.Cat_3: C_2_Process enablers

Org.Cat_3 participants placed value in the change management approach by frequency of mention. It was detailed how one of the most effective methods of managing this process, was to institutionalise it and not give the firm's employees and managers a choice. The manager spoke of taking a hard line on resistance to CSV integration. If the leadership of the business hesitated to commit to CSV, and

to make it a non-negotiable sum, it would receive resistance from the highest level of management as it would not make short-term business sense.

Org.Cat_3
C_2 Process enablers of CSV integration to achieve scale
Hard line on CSV change management
- Part.6_Cat.3
"Yes, I mean sometimes it falls into employees' key performance areas where indicated so they kind of they have to do it."
Institutionalization
- Part.6_Cat.3
"So that was the basis, and then we increasingly had specific situations where often senior level staff would question some of the sustainability and transformation commitment for the organisation and be very open about."
- Part.6_Cat.3
"I think within the Org.12 context the culture was more conducive because there was a general understanding that environmental issues were something that the business focussed on, so it made it easier to go into a specific conversation with people."
- Part.6_Cat.3
"So in terms of if it's going to be an effective CSV approach and as I said, institutionalised based on the product that you put out, how much value is shared, what is the value it adds to the business, to the customer, to the processes as well as to the people who you are sourcing from. And the structure and operational procedures and guidelines in place that commit you to that, which you can't necessarily jump out from."
Educating customers
- Part.6_Cat.3
"The problem is a lot of the way things are done it's not necessarily adding the value to the origin that's been communicated in the ad or the brand proposition, but they at least get the front end of it, if I can say that. They get the customer facing benefit of that proposition."

Participants spoke of the importance to educate customers of legitimate, and masquerading CSV projects. Participants from this business category recommended for firms to have a decentralised decision-making structure, for individuals to have the autonomy to operate, and make decisions they felt were correct within a given scope. This meant that the firm was able to rapidly implement solutions to contextual challenges. It was suggested that a good way to build this into the CSV integration approach, was for managers to structure their own budgets, and to ensure these were regimentally reported against to drive accountability. Participants emphasised the importance of financial commitment, if there was a financial commitment toward CSV from a leadership level, this was an indication of true organisational commitment to following the CSV integration process, and to committing to seeing it through to success.

Org.Cat_3
C_2 Process enablers of CSV integration to achieve scale
Decentralised management
- Part.12_Cat.3
<i>"And the other thing is the decision making has been decentralised into the key people and they have given the alternative to make their own decisions and we have given them the opportunity to come up with their own budget. And people on their own have tried to create savings for the company and tried to create more value to the business."</i>
Funding and leadership support
- Part.5_Cat.3
<i>"So basically, the better the funding is, the better the commitment to the change, in principle, like by strategy, top down, that simplifies a lot of these questions. Because many times when a strategy is taken the risk assessment has taken place already and then it's the execution. So there is the question – this is the same thing, for example, if you want to change your supply from traditional to organic you are not going to ask that question at every farm, you take that top down and that's it. And then you take all the budget and all the costs that are linked, and all the risks that are linked to it, you take them in your business model."</i>
Internal transition processes
- Part.12_Cat.3
<i>"If I think about it, like real examples, let me think. Yes, it goes back that CSV usually is in a large operation, in an almost commoditised operation, will always be a speciality. Or let's put it that way, it tends to be a speciality, and specialities are usually small in scale. And if I think back to Org.8, Org.8 makes its money, or used to make its money with Crop-A and Crop-E, and some major Crop-A brands. The more of your meat in the business that you expose to CSV, the bigger the risk and the bigger the aversity to take that risk is. So, you will always test your CSV approach probably with the smaller players in your portfolio."</i>

Participants placed emphasis on sharing knowledge, both within and outside of the organisation. A critical component of the CSV integration approach was to link performance to CSV KPIs. Harnessing the human resource (HR) management function was a critical element in the CSV integration approach. If HR was effectively wielded, this greatly advanced CSV. Forecasting also came across as a meaningful method of affecting integration towards a CSV model, participants indicated that this was crucial for ensuring the production was secured throughout the system, from farm to customer.

Org.Cat_3
C_2 Process enablers of CSV integration to achieve scale
Knowledge sharing
- Part.12_Cat.3
"We have started a new program, where we have started external programs with our farmers as well. So, in that program we share a lot, especially with the employees to improve their knowledge with knowledge sharing programs and through staff training."
Performance management
- Part.6_Cat.3
"Yes, I mean sometimes it falls into employees' key performance areas where indicated so they kind of they must do it."
- Part.6_Cat.3
"I suppose a little bit of what I was saying earlier. Some of it can be institutionalised through things like balance score card processes and key performance indicators and things like that, so you can at least hold people accountable to doing some basics even if they don't do it with major passion."
- Part.6_Cat.3
"I mean HR turned out to be quite a bit lever within the Org.12 space and using it cleverly in terms of things like what performance management processes look like and how they play out was quite important. And we managed to get quite a behavioural value-based component to those as well where people literally had to explain what they do around sustainability as one of the organisation's values."
- Part.6_Cat.3
"I had value added financial performance metrics/matrix as well as marketing related metrics, as well as sustainability specific metrics. In my role, my sustainability component was much higher weighting than maybe some colleagues. But that was a consistent score card, it was just about the weightings and the measurements that changed depending what your role in your department were."
- Part.12_Cat.3
"Like first we measure through KPI's in terms of if they say the land extension and the crop, growth in the crop, likewise we measure some numbers. So, at the same time they're providing planting materials and investment in well-being projects and investment on social empowerment. Likewise, we try to uplift our small farmer base continuously. So those are the key things considering the farmer end."
Forecasting
- Part.12_Cat.3
"At the same time the long term supply contracts, because based on our ordering forecast we provide them - at the start of the year we provide them with the volume forecast for each and every farmer so that gives them the guarantee of the purchases for that year which is a guaranteed income for them."
- Part.6_Cat.3
"It's up to you to commit to a year's worth of Crop-A, a season's Crop-A, and draw down as you need, but to say we'll buy an annual purchase of Crop-A. And this is something that's obviously very helpful, it's very important for us to be able to estimate through the sourcing partners as well what kind of Crop-A we can buy, and for the origin to be able to then gauge their production based on kind of pre-orders."

Analysis and Interpretation

Summarising the description of the participants' responses, Org.Cat_3 placed emphasis on the management approach to CSV, however there was less focus on the need to capture and build momentum on success in contrast to the other two categories. Participants also placed value on tracking and monitoring CSV, and measuring the progress, but did not find the importance of sharing these successes as pivotal.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 18) and working with the heat map to understand areas of commonality and difference. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

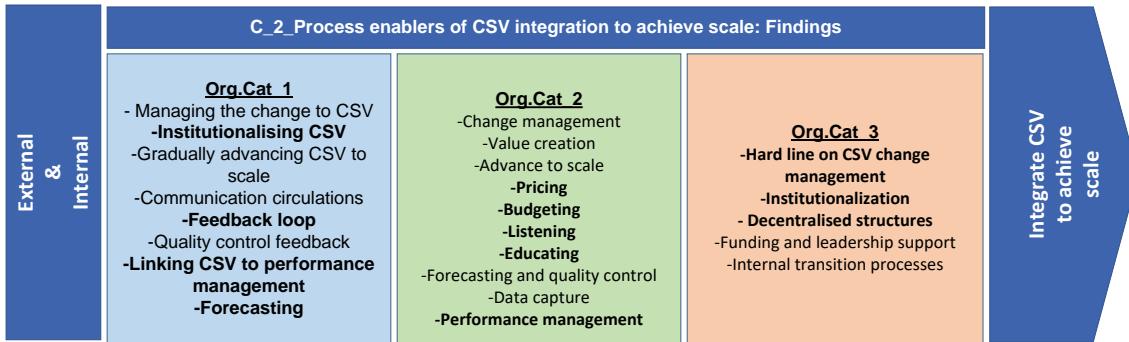


Figure 18: Triangulation of C_2 Factors to Consider

The researcher found participants to place a high focus on how their respective organisations approach to managing the change towards CSV. There was a variety of approaches to delivering this change, Org.Cat_3 spoke of (as an area of difference) about taking a hard line on integrating CSV, whereas Org.Cat_1 and Org.Cat_2 approached this in a more nuanced fashion. Org.Cat_1 detailed the social challenges that they had encountered in their integration and change management approach. In this instance, there were challenges noted pertaining to female entrepreneurs, and how this challenge established social conventions at a rural farm level. Org.Cat_2 and Org.Cat_1 were consistent in the significance these categories placed on the process of sharing CSV successes, and building on this momentum, Org.Cat_3 as a point of difference did not find this as important-a first order category in terms of frequency of mention. Internally annual processes proved to be a significant CSV integration driver, with the forecasting, pricing and budgeting facilitating the process across the sample. The ability for the firms to institutionalise CSV was of paramount importance, this enabled the manager to overcome any internal CSV challenges, this process does take time, and it needed to be a gradual transition but once CSV was established, and formed a part of the firm's annual cyclical process, it became much easier for managers to advance the concept. Org.Cat_1 and Org.Cat_2 placed strong emphasis on the importance of linking CSV to performance management processes, this greatly assisted in the advancement of CSV integration, and enabled managers to rapidly achieve scale in

the space. This ensured that the firm's resources and attention was drawn into delivering effective and successful integration.

5.4.4. D_2_External enablers of CSV integration to achieve scale

The third theme pertaining to the internal and external enablers that catalyse CSV integration to achieve scale, relates to the external enablers identified by the researcher through the analysis process. Participants were asked questions (Table 15) with the view to gain an understanding of what the key enablers were outside of their respective organisations. As seen in Table 19, the frequency of mention was highest across the sample with regards to the importance of building trust, followed closely by the importance of sharing knowledge externally and thirdly having alignment in terms of what success in the CSV space looked like. These measurements reflected the frequency of mention, the heat map generated was in related to this frequency (controlled for through averages to bring the participant numbers in line with parity).

Table 19: Heat Map of D_2 by Frequency of Mention

D_2_External enablers of CSV integration to achieve scale				
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3	
D_2_Building trust and commitment to staying true to the CSV course and vision	16	15	10	
D_2_Partnerships and sharing of knowledge	14	14	8	
D_2_Agreement in terms of what success looks like	2	6	6	
D_2_Markets putting pressure on the system to adopt a CSV approach	3	4	8	
D_2_Mitigating risk from a price, quality and ethics perspective	2	6	3	
D_2-Regular external communications	3	2	1	
D_2_Well organized and robust management structures to effectively communicate	0	1	1	
D_2_Consultants bringing in knowledge to overcome challenges	1	1	0	
D_2_University research in an absence of historic data	2	0	0	

To better understand the detail behind these first order categories of external CSV integration enablers, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the categories and unpack the various appropriate granular codes per organisation category (the drivers of the heat map) to facilitate triangulation.

Org.Cat_1: D_2_External enablers

Participants from this category found value in networking with organisations that adopted a similar line of thought in its approach to sustainable business, this category detailed the importance of forming meaningful partnerships within the different organisational divisions, and across the sector within which it operated. An impactful external enabler was communicated to be the organisation's approach to sharing knowledge, this facilitated important trust development. An effective

approach upon which the participants placed significant value on, was through bringing in external knowledge into the CSV stakeholder group. These external experts were able to provide case studies of successful projects, and successful CSV driven organisations. Bringing in best practice from CSV approaches that had effectively achieved scale meant that the firms were able to leverage this to get improved subscription from a farmer level, but also with the broader community. A separate external enabler, which supported the importance of partnerships, was able to pool all the spend with as many partners with the view to reduce the unit price. This meant that the organisation was able to generate savings for the entire group, through harnessing the scale of the entire ecosystem, and enabled CSV integration through improved scale and industry-wide collaborative partnerships.

Org.Cat 1
D_2_External enablers of CSV integration to achieve scale
Partnerships
- Part.3_Cat.1
<i>"There're various conferences for the various divisions within the sector, and ORG.4 has been successful in forming partnerships."</i>
Knowledge sharing
- Part.14_Cat.1
<i>"And then we spend a lot of time and money in terms of knowledge sharing. We in fact go to like rural areas in Country-D where we connect farmers with some professors who like some people in the agriculture sector or from NGOs whom can share expert knowledge with the farmers and also we are trying to bridge the generational gap in Country-D are major problems in second generation of farmers are not very motivated to do farming."</i>
Pooling spend to unlock value
- Part.3_Cat.1
<i>"The idea is to leverage, in this case it would be financial value at scale for our suppliers. So that has sort of a direct business benefit. So the more that Org.6 can leverage let's say good prices for its suppliers, the more resilient they are."</i>

Emphasis was placed on the value the participants felt they had enjoyed, through cross-sectoral partnerships. This involved developing collaborative relationships across public and private actors in the CSV space, but also working with NGOs to improve the business-specific integration. Participants indicated that the NGOs already had a presence in the communities they approached, as did the government, so it was crucial to engage them in order to move forward on a CSV approach. Value was placed on the academic realm's role in advancing CSV integration, in an area which is relatively new and novel, the firm's found the farmers that they were working with to place value of papers published in recognised platforms. These publications were generally adjusted to make for better reading, but their origin was from the academic arena and grounded or valid and verifiable information, this gave it credibility and allowed for the presentation of

success stories without necessarily exposing the business to adopting the approach.

Org.Cat 1
D_2_External enablers of CSV integration to achieve scale
Cross-sectoral partnerships
- Part.11_Cat.1
"We consider the expertise of a lot of people, a lot of companies, maybe the NGOs, maybe the government, because every partner has to play a role. Like the government, for instance, they put kind of institutional rules for the company, or maybe for the farmers, or maybe on the supply chain."
- Part.11_Cat.1
"Sometimes you work with NGOs going back maybe after the government you have all those stakeholders that are there but sometimes the cost is high compared to what they can change on the ground. Yes, we have to work with them as well."
Research enablers
- Part.3_Cat.1
"I think quite a lot of hinges around the orthodox approach to agriculture, so that normal way of farming is still quite deeply entrenched within let's say our learning institutions within the culture of our farmers. So, if we were to have more research from our private research institutions doing research and putting that knowledge out, I think that would go quite a long way towards advancing CSV in agriculture."
- Part.3_Cat.1
"What's quite difficult is having the evidence. So, the farmers want to see the evidence, so farmers won't read a research journal or article, but a research journal or article is still important for let's say the academic fraternity that provides support into the agricultural sector."

Analysis and Interpretation

Summarising the feedback from the participants in Org.Cat_1, the value and emphasis placed on building trust and meaningful partnerships was unequivocal. These partnerships could be with the NGO sector, or government. The crux of this was that the participants felt that the approach could not be effectively delivered in isolation, there needed to be cross-sectoral collaboration to effectively scale CSV. Aside to harnessing the established network in place, participants placed value on the possibilities of harnessing group spend to unlock value. Through building collaborative partnerships, and getting the network to dialogue over procurement opportunities, value was created as like-minded farmers were able to come together to negotiate with suppliers. Lastly, participants felt there was value in working closely with academic institutions to build credibility into the publications, to allay concerns from a farmer level with regards to the possibility of achieving integration, scale and success.

Org.Cat_2: D_2_External enablers

Participants in this category placed value on cross-sectoral partnerships as well, the benefits to this were twofold, however the NGOs were able to learn from the CSV approach in terms of economic sustainability. One participant detailed the various relationships as being critical to CSV success, if the right relationships and network were not in place, the approach would fail. It was discussed how auditing as an external enabler significantly aided CSV advancement, this was done through third parties, and offered the opportunity to get the various products produced certified. This supported the need for trust amongst the various participants along the value chain. One participant argued that a lack of trust was the default approach, trust needed to be built over time with demonstrations of commitment to the CSV approach.

Org.Cat_2
D_2_External enablers of CSV integration to achieve scale
Partnerships
- Part.7_Cat.2
<i>"Like we came across, I think Australian NGO and they want to help us with some of the projects. If we don't share our knowledge and I don't think they can go into next level. So now we have a thing with one NGO, especially mostly for knowledge sharing as well as some farming equipment, tools that they have."</i>
Relationships
- Part.2_Cat.2
<i>"So, this is where I think a lot of businesses fail because they know the right thing to do, they know that relationships matter, relationships is everything, right? From your producer network or the supply clusters, to internal Crop-D managers."</i>
Auditing and accreditation
- Part.7_Cat.2
<i>"We get third party to check the parameters of whether it's compliant in terms of organic. We get support from organic bodies, and they have started getting third party validation as well."</i>
- Part.7_Cat.2
<i>"They validate the suppliers, organic audits ensure suppliers are complying with the standards required, there's a validation point. Like whether the farm is risky, whether the farm is not so risky or whether farm is quite okay."</i>
Trust
- Part.7_Cat.2
<i>"Yes, trust is something that we can go and meet a farmer and say that okay, you grow organic, we will buy your production, but if they don't trust us, I mean I think this won't work."</i>
- Part.9_Cat.2
<i>"You've got to get rid of the mistrust, you know there's been so much of these, there's so much fear around land, loss of land, loss of rights, you've got to understand the cultural traditions in all the countries, they are all different where you operate in the different countries."</i>
- Part.9_Cat.2
<i>"People don't trust each other; people misappropriate money and it just becomes a recipe for disaster."</i>

Depending on what the route to market looked like, this too proved to be an external enabler too. Participants spoke of how agricultural produce would be sold to a market, if this market (external) was volatile, it presented an opportunity. If the route to market was lengthy, this too presented an opportunity as the more post-harvest handling the farmers were required to do to unlock markets, the higher the risk. Part of mitigating that risk involved working closely with the farmers to ensure quality and availability, it also required support and compromise from the organisations that were looking to deliver a CSV agenda. Sometimes, this compromise needed to come from the highest level of leadership in the business.

The last external enabler detailed related to the value of bringing in external consultants, this provided a similar form of enablement to the suggestion pertaining to academic cases, however consultants were harnessed to implement change or to bring in their technical expertise to drive CSV implementation.

Org.Cat_2
D_2_External enablers of CSV integration to achieve scale
Route to market
- Part.9_Cat.2 <i>"The other thing I think that makes us unique and lessens the risk is that Crop-F is a largely perishable good, once you've burnt it you want to try and process it within 48 plus or less hours. And it's expensive and bulky to move, so we essentially have a captive market in terms of our ability to buy from our suppliers. It's not like they could take an input loan from us and then push off and sell it to another processor, it would be very difficult for them."</i>
- Part.4_Cat.2 <i>"And obviously the final part of the chain for us is that once that crop is ready for harvest, we then support them during the harvest process but also give them a guaranteed market for them to sell their Crop-C back into."</i>
Risk mitigation
- Part.2_Cat.2 <i>"So, I think if you ask me the biggest hindrances, we didn't make enough compromises at the onset. The first three years we wanted to do this and that and everything to safeguard our position, to preserve what we had earned. But creating shared value is – you can't do both, you have to be CSV at the core, everything has to be that. You can't have a trading mentality; you can't have little bit of the other and build CSV into it. So my biggest threat was myself, as a senior manager, how much of risk are you going to take, and how are you going to define this risk, are you risking the entire business or are you looking into a totally different domain which is exciting for everyone?"</i>
Consultants
- Part.9_Cat.2 <i>"We get a consultant to come into the business to manage change, he's a change agent, he's very competent and capable and all about change management."</i>
- Part.4_Cat.2 <i>"We work with two key consultants now on both the agricultural, but then also the certification side of our business which has also brought some big benefits, particularly on the agricultural side of things."</i>

Analysis and Interpretation

Summarising Org.Cat_2 participants' feedback, this category showed strong commonality with Org.Cat_1. Emphasis placed on the importance of partnerships was detailed as a common theme. These partnerships could be cross-sectoral and needed a degree of trust between those involved. As an area of difference, Org.Cat_2 detailed how auditing and accreditation aided the establishment of trust in a trust deficit scenario. Org.Cat_2 also uniquely argued how the route to market and indeed the market itself could provide to serve as an external enabler. Org.Cat_2 also stated the importance to have the leadership of the business shift its mindset, and how consultants were able to meaningfully advance CSV integration, both on the strategic and technical fronts.

Org.Cat_3: D_2_External enablers

Participants emphasised the importance of building meaningful partnerships, right throughout the value-chain. Over time, investing in these partnerships proved to be a crucial external enabler, to CSV integration. The interviewees placed value on adopting this approach, in terms of conveying commitment to the supplier

relationships, which in turn yielded improved availability and quality of supply. These relationships needed to be underpinned by a strong sense of trust, Org.Cat_3 placed significant value on trust as the key component to ensuring the CSV approach was effectively integrated into the business. Trust could be built through a numbers of approaches, conveying a degree of transparency was a powerful method of doing this, if the system of interconnected relationships along the value chain had trust, it meant that suppliers were able to take comfort in the fact that what was being communicated at a customer level, was indeed in fact being delivered, and the CSV credentials would hold up to public scrutiny and rigorous auditing. Trust ensured a level of respect amongst the various businesses along the value chain, and it ensured the customers would get the quality they expect, based on the premium they were happy to pay for the product produced through a CSV approach. Trust helped firms to secure their supply, it meant that farmers were happy to join the CSV initiative as they felt that the market would pay once production came online. It was detailed that this trust was also built through sharing of knowledge, and effectively learning through failure. Learning together, through experiences, and adopting a resilient mindset proved to be a crucial enabler from an external perspective.

Org.Cat_3
D_2 External enablers of CSV integration to achieve scale
Ground level relationships
- Part.6_Cat.3
<i>"Having a relationship with the origin is crucial, developing on-going relationships with Crop-A that we source from specific origins over many years, 5 – 10 years some of these relationships. And we've seen the improvement of quality that comes through there, but it's obviously about having a relationship not only with the origin but with the sourcing partners as well to ensure that that's happening. So those are key for us."</i>
Educating customers of greenwashing
- Part.6_Cat.3
<i>"The problem is a lot of the way things are done it's not necessarily adding the value to the origin that's been communicated in the ad or the brand proposition, but they at least get the front end of it, if I can say that. They get the customer facing benefit of that proposition."</i>
- Part.6_Cat.3
<i>"And I think it puts the businesses that are doing things right and maybe don't even have the platform to talk about it as heavily where you're like I suppose as 13 store company, you're not doing massive scale for the TV ads and huge brand campaigns, and have celebrities to talk about farm origins and somebody that's put through school. But in terms of the scale of the buying and what they do they'll share a tiny percentage of value and talk that up as a massive brand story. I think the proposition is shared and people lap it up as easily as companies who are doing it the right way."</i>
- Part.12_Cat.3
<i>"We had to convince them that the long-term benefits will be more and the benefits that the customers will reap from organic products in terms of health and benefits are more."</i>

Participants felt, that one of the best ways for these partnerships driven by trust and knowledge-sharing, to be developed was indeed through getting employees of the firm to a ground level. This involved spending time with the farmers, and deeply understanding the quality of the product, and the challenges associated with the

operating environment, investing in this yielded improved quality over time as the market was able to convey what was required by customers and farmers were able to better adjust their production techniques to meet this demand. Ultimately, Org.Cat_3 emphasised the value in educating consumers on the risk of other brands communicating CSV as a core driver of their value proposition, but equipping consumers with the know-how they needed, to decipher between legitimate CSV and firms that were merely claiming to have had adopted a CSV approach.

Analysis and Interpretation

Summarising Org.Cat_3 and the participants' feedback and analysing the various interviewee's stance on external enablers. There was strong emphasis placed on the need to create meaningful partnerships throughout the value-chain, with a strong focus on getting all employees to a farm-level, to build up trust and an understanding of the external operating environment. This helped gain an understanding of the contextual challenges faced and aided the transition to CSV from an external perspective, as it meant that the participants were able to leverage this trust in time, when and if it was needed. It was emphasised, that the firms needed to educate customers on competing firms, who might profess to claim a CSV approach, whereas their actual exposure in terms of economic risk may be negligible.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 19), in relation to the external enablers of CSV integration to achieve scale. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

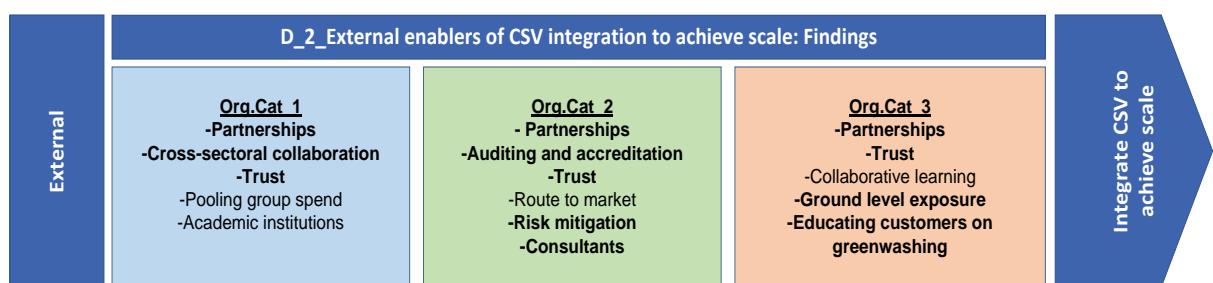


Figure 19:Triangulation of D_2 Factors to Consider

The various organisational categories conveyed a degree of consensus on a variety of the first order categories. The researcher identified several areas of

commonality, as well as difference, this aligns to the heat map in Table 19. The first order category areas of strong commonality by frequency of mention, proved to be trust. This was a strong theme to emerge amongst the interviewees with all three organisational categories placing strong value on this category, this was closely related to the importance of developing strong partnerships. These two external enablers of CSV integration were tantamount to successful CSV integration. Areas of difference presented interesting insights across the three organisational categories, with Org.Cat_1, Org.Cat_2 and Org.Cat_3 each detailing a unique first order category that they felt facilitated CSV integration. Org.Cat_1 suggested that adopting an approach of pooling external spend aided CSV through unlocking savings through scale and harnessing academic (external) institutions' information to build and communicate successful cases was an effective external enabler. Neither of these first order categories were detailed by the other organisational categories. Org.Cat_2 felt that the use of external consultants was a useful external enabler, adopting this approach meant that the participants were able to bring in expertise and best practice, to objectively affect change towards CSV, through external experience in the space. This bridge apprehension amongst the stakeholder group and helped allay concerns related to change. The last area of difference related to Org.Cat_3's emphasis on educating customers of potential greenwashing by competitors. This was a unique first order category, that promoted the upskilling and education of customers pertaining to illegitimate and legitimate CSV.

5.4.5. Concluding Comments on RQ2 Findings

This section looked at the enablers for effective CSV integration, considering both the internal and external factors that are crucial to enabling effective CSV integration. Figure 20 demonstrates the aggregate insights across all the second-order categories, with the bold text representing areas of focus for further discussion in Chapter 6.

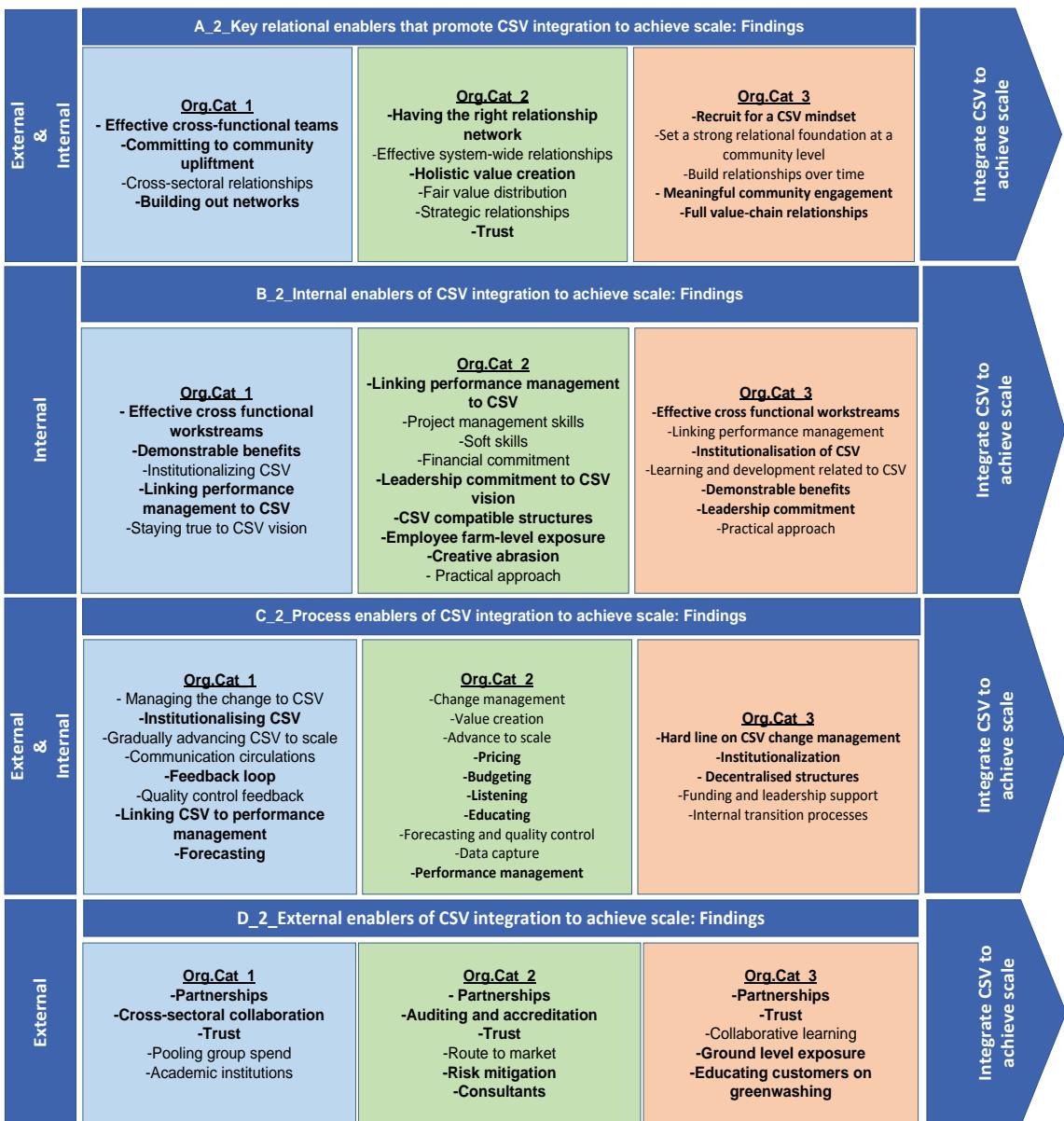


Figure 20: Aggregate Factors to Consider for RQ2

5.5. Results from Research Question 1

RQ1.) What are the internal and external barriers inhibiting CSV from effectively integrating to achieving scale?

This question was designed to gain a better understanding of what the participants felt were internal and external barriers to advancing CSV integration to achieve scale. This gave the researcher meaningful insights into some of the factors that hampered the CSV effort and allowed for the various hurdles one can anticipate in the CSV journey, to be captured and codified. Table 20 maps out the various questions titled “Interview Questions” put to the candidates, and how these questions reflected in the research instrument related to RQ1. The various secondary themes were informed by the responses the participants provided, titled “Derived Themes”.

Table 20: Research Instrument Questions for RQ1 and Themes Derived Thereof

RQ	Interview Questions	Derived Themes
RQ1 - What are the internal and external barriers inhibiting CSV from effectively integrating to achieve scale?	<p>1 Can you tell me about your understanding of CSV and your role in the organization's CSV initiatives?</p> <p>3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?</p> <p>5a Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?</p> <p>2 Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?</p> <p>6a Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?</p>	A1; B1; C1

5.5.1. A_1_Internal barriers of CSV integration to achieve scale

The first theme pertaining to the internal and external barriers inhibiting CSV integration to achieve scale, relates to the internal barriers. Participants were asked questions by the interviewer with the view to gain an understanding of what the key internal barriers were inside of their respective organisations. As seen in Table 21, the frequency of mention was highest across the sample with regards to the challenges associated with shifting mindsets, this was consistent across the group aside from Org.Cat_3 who had little few first order category mentions, related to the internal barriers they had encountered. The second highest first order category by frequency of mention related to a lack of senior leadership support and the

associated structural frustrations, this was thirdly followed by the barriers associated with risk and the firm's inability to compromise.

Table 21: Heat Map of A_1 by Frequency of Mention

A_1_Internal barriers of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
A_1_Challenges with shifting mindsets	6	8	2
A_1_Lack of senior leadership support structural frustrations	7	5	0
A_1_Risk and compromise challenges	5	4	2
A_1_Chasing short term wins in exchange for long-term benefits	5	5	0
A_1_No proof of concept, internal sceptics	0	1	0

To better understand the detail behind these first order categories of internal barriers to CSV integration, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the categories and unpack the various appropriate granular codes per organisation category (the drivers of the heat map) to facilitate triangulation.

Org.Cat_1: A_1_Internal barriers

Participants detailed the frustrations that they had encountered with regards to the financial hit the business needed to take in the short run, in relation to integrating the CSV approach into the firm's supply chain. Often, the cost was externalised and was not borne by the business, this meant that there was an inherent lack of commitment to seeing the CSV approach through to successful integration and subsequent scale. The barriers and frustrations detailed by the interviewees indicated that the funding that was available, came with a set of parameters that were not fit for purpose, and were not as easily accessible as they needed to be, to rapidly unlock the funding and progress with the CSV approach. It came down to the firm operating in a very competitive industry, and the anticipated cost (assuming there was indeed an expected cost) would not be accepted, on the grounds of integrating CSV translating into additional cost and subsequently reducing margin.

Org.Cat 1
A_1_Internal barriers of CSV integration to achieve scale
Financial
- Part.3_Cat.1
"It's the usual story, it's budget. In terms of how business tends to operate, you know, Org.6 Country-A they don't want to yet put a discreet budget to the initiatives, so they are preferring to try and source external funding for sort of projects, and we haven't yet been successful with that, so that is definitely holding us back. In time the business might be willing to fund it, but at this stage not. I think that's the biggest hurdle. Org.6, (even at the global group level) is trying to source external funding to support initiatives at the country level, with mixed results."
- Part.3_Cat.1
"The problem with the funds available internally, is that the rules around accessing those funds is not conducive to what we're trying to achieve, I don't think it's all encompassing in terms of the shared value agenda, quite narrow I would say."
- Part.3_Cat.1
"So rather than let's say, okay, it's going to cost us 1% on cost on our Crop-E, but where we can we save 1% somewhere to fund that, for example it will not be approved. The business is not at that level yet. But I think you've also got to see it within Org.6 bigger context. Like most businesses in Country-A and around the world are struggling to make a profit, or a decent profit, so it doesn't want to jeopardise its bottom-line."

Participants reflected on how the lack of financial commitment, was a side-effect of a more systemic issue, a barrier identified in the form of the firm's inability to shift its mindset away from the way things have always been done, and an inability to accept some of the economic impact that could be anticipated with adopting a CSV approach.

Org.Cat 1
A_1_Internal barriers of CSV integration to achieve scale
Shifting mindsets from the way things have always been done
- Part.3_Cat.1
"It's a bit of a standoff, so the business doesn't want to pay for the initial requirements to launch initiatives, I don't think they've quite made the realisation that it makes good business sense, although it's a cost. I think to some extent that there's this mentality that it's the farmer's responsibility if they want to sell their production, they must do it."

Participants felt that one of the biggest barriers, and indeed the route cause of the issues associated with the lack of funding and inability to change mindsets, was attributed to a deep lack of leadership support for CSV. This lack of leadership support was indicative of a small or missing appetite for risk, if the leadership of the business do not want to tarnish their reputation by taking on risky strategic moves (of which CSV would be one of), and if they are not comfortable compromising their margins, then the firm's structures and operating model struggles to adapt accordingly. This risk avoidance and lack of leadership support was conveyed as a crucial barrier to effective CSV integration. This translated into a lack of commitment and subsequently formed a barrier to CSV integration.

Org.Cat 1
A_1_Internal barriers of CSV integration to achieve scale
Lack of leadership support
- Part.3_Cat.1
"And more broadly, sort of from a philosophical point of view, the business hasn't yet made that transition into paying for the requirements to achieve, let's say shared value."
- Part.3_Cat.1
"So they are still wanting to externalise that cost, even though they pay lip service to the fact that they want to create shared value, they want to have a partnership with the farmer, for example, if I had to come to the business and say, we want to drive regenerative agriculture and it's going to add 1%, it's going to be an on cost of 1% of the Crop-E, it will not get approved."
Vertical structures
- Part.3_Cat.1
"The platforms to voice frustrations aren't accessible to the likes of myself, it would be at a much higher level. I work with the guys at the global level that co-ordinate all the various country initiatives, and then help them access that funding. So those people are the ones that would provide that feedback back into the funding structures."
Reluctance to take risks
- Part.3_Cat.1
"So, you are kind of in this standoff situation, where you just sort of don't really move forward."
Lack of commitment
- Part.3_Cat.1
"So they are still wanting to externalise that cost, even though they pay lip service to the fact that they want to create shared value, they want to have a partnership with the farmer, for example, but you know, if I had to come to the business and say, okay, we want to drive regenerative agriculture and it's going to add 1%, it's going to be an on cost of 1% of the Crop-E, it will not get approved."

Analysis and Interpretation

Summarising Org.Cat_1 participant's feedback and analysing the various interviewee's stance on internal barriers to CSV, the researcher found the predominating first order categories aligned to how the participants experienced their CSV journey, and the barriers they faced throughout the process of integrating the concept. Participants felt that the greatest barriers they had encountered in this process was several factors that were ultimately driven by a lack of leadership support. The symptoms of this support vacuum were detailed as a lack of financial commitment or funding, an inability for the firm to change its mindset towards a CSV approach, and a lack of appropriate structures to deliver CSV effectively. This was indicative of a lack of commitment from the highest level in the organisation.

Org.Cat_2: A_1_Internal barriers

Participants reflected on how they had battled to redefine internal processes, it was discussed how one of the greatest challenges encountered, involved getting internal subscription to the CSV approach. The importance getting internal buy-in was prioritised, it was important for each level of management across the various organisational functions to subscribe to the CSV approach. Changing the way, the various functions were used to operating proved to be a barrier to CSV integration,

the change towards an unknown, unproven concept that was perceived to directly impact conventional measurements of how to do business was met with some trepidation within the firms. Participants spoke of the challenges they had encountered in shifting mindsets away from the way things used to be done. In several cases, it was detailed how firms battled to view the CSV approach as a solution to sustainable business. Participants spoke of the challenges they had experienced in getting organisations to better engage with communities, to deeply understand their deepest needs, and to redirect spend away from purely cost saving, and more towards a constructive direction of building sustainable communities through reconceiving products, developing clusters and redefining productivity. This internal shift in mindset proved to be a big barrier for the participants interviewed in this category.

Org.Cat_2
A_1_Internal barriers of CSV integration to achieve scale
Cross-functional barriers
- Part.2_Cat.2
<i>"I think you've got to redefine your internal activities first, that is what we did. Yes, we started a small organic farming and completely broke away from the comfortable commodity auctions which provided us Crop-D every week, where we had to just go to the auction, raise our hands and buy the Crop-D and then we convert it to small farmers where nothing was guaranteed, no supply, no price guarantee, no yield guarantee, we have to carry all the burden. Yes, that is proper CSV, getting into that and empowering the farmers. But that wouldn't have been possible for just one or two people in the top to manage it unless all of your people embrace this concept."</i>
Shifting mindsets from the way things have always been done
- Part.9_Cat.2
<i>"And it's all about sustainability, we've got to stop this terrible thing in Africa of hand-outs and giving stuff, we've got to develop sustainable micro-enterprises that there is a need for. It's no good developing something that the community or business doesn't need, that's not going to make it sustainable. And I think that's the key."</i>
- Part.9_Cat.2
<i>"Yes. Well that's the thing, you know, people from outside come and in the blink of an eye they decide what the place needs and then they put something up and then they push off, six months later that all falls apart because no-one actually understood what was needed or required, and never developed the capability to make it sustainable."</i>

Interviewees (as much as they were in a leadership position themselves), felt that the challenge encountered, with getting themselves to subscribe to the CSV approach was a big barrier to effective CSV integration from an internal perspective. Shifting the leadership mindsets proved to be a significant enabler and a substantial barrier in its absence. Internally, key functions within the firm felt a real fear of the risk associated with adopting a CSV approach, the brand would come under public scrutiny if it professed to be adopting a CSV approach, and this made governance challenging, it precipitated fears of risk from a business continuity perspective which culminated into a barrier to effective CSV integration.

Org.Cat_2
A_1_Internal barriers of CSV integration to achieve scale
Lack of leadership support
- Part.2_Cat.2
<i>"Because I was kind of initially designing the solution, so before I could present it to other people I had to convince myself, and this sounded like the thing to do, it was so obvious, but I was probably struggling initially a year or two. It wasn't until about 2013 that I kind of fully accepted the challenge and then made compromises."</i>
Risk mitigation exercises
- Part.7_Cat.2
<i>"Yes. Quantity wise, I mean organic must be organic pure organic, we sell to 45 – 50 countries, your brand is always at a risk. Because one contamination could kill your entire brand, wipe-out our business."</i>
- Part.7_Cat.2
<i>"They validate the suppliers, organic audits ensure suppliers are complying with the standards required, there's a validation point. Like whether the farm is risky, whether the farm is not so risky or whether farm is quite okay."</i>

The last barrier to be detailed related to a lack of data and the ensuing pushback internally. Participants felt a resistance to take on the challenges associated with CSV, when the firm first ventured into the CSV space, there was a window period experienced before the CSV approach reached scale, and before the learnings from the initial years of production were captured and circulated within the value chain. This lack of information precipitated internal resistance to change, underpinned by fears of the unknown and the short term anticipated on cost, participants encountered a deep-seated resistance to integrating CSV as a result. This barrier related to short-term sightedness internally, and an inability to see the possibilities if the initial challenges could be overcome. Participants attributed this to a lack of information or data on the CSV approach, as it was new and novel, there was no success stories available, and because there was no information available on how to navigate the CSV integration, it was met with hesitation from crucial internal participants within the value-chain.

Org.Cat_2
A_1_Internal barriers of CSV integration to achieve scale
Shortage of data and case studies
- Part.7_Cat.2
<i>"We had to compromise the product quality initially, we saw quality decline, but gradually it comes up after five or six years. For the long term it is the best approach for product quality and consistency. So for the initial period, we came across some farmers who were reluctant to go for the organic approach, they were not getting the yields they were familiar with and cost-wise it didn't make sense initially either. So, when we realised that the farmers were reluctant to take this risk of reduced income, we initiated a subsidy to cover the gap between the market price for organic and the price paid until they were organically certified, this took up to three years."</i>

Analysis and Interpretation

Summarising Org.Cat_2 participant's feedback and analysing the various interviewee's stance on internal barriers to CSV, the researcher found the predominating first order categories detailed in the heat map (Table 21) came across strongly in the transcriptions from the interviewees. Org.Cat_2's greatest experienced barrier proved to be the challenges encountered with shifting mindsets internally, this was driven by a lack of information to overcome and allay initial internal reservations towards adopting the approach. These barriers were either cross-functional or from a leadership's standpoint. The interviewees reflected on the barriers they had encountered in terms of concerns related to risk, and the risk associated with adopting a CSV approach without concrete information.

Org.Cat_3: A_1_Internal barriers

The interviewees in Org.Cat_3 reflected on the barriers that they had encountered along their CSV journey, it was detailed that it was indeed difficult to find and recruit the right people, in terms of a CSV mindset. Barriers were encountered in the form of challenges (internally) related to getting like-minded people together, to move the CSV agenda forward. Finding people who genuinely subscribed towards a sustainability agenda was a rarity. The interviewees elaborated on this, detailing that often (in their experience), management internally would revert to short-term gains in exchange for perseverance with CSV integration. This meant that CSV would be met with resistance in tough trading conditions, when sales came under pressure it meant that CSV would be queried and sometimes put on hold altogether in exchange for delivery against financial metrics. This was symptomatic of a deeper absence of managers' support for the CSV approach.

Org.Cat_3
A_1_Internal barriers of CSV integration to achieve scale
Shifting mindsets from the way things have always been done
- Part.6_Cat.3
<i>"And some is just about figuring out the incentive that kind of reward or recognise the work they do and maybe that's a lever but it's very seldom that you almost find that genuine true great people on the other side of the partnership who are just willing to drive it very hard."</i>

The interviewees also encountered a lack of support, rooted in concerns pertaining to risk. There was an inherent fear of the unknown cited, in an environment where there was no available information, this precipitated concerns and fears of what risk was being taken on, and whether this was good for the business in the long-run. This internal apprehension related to the risk of the CSV approach proved to be a barrier to effective integration. Lastly, the interviewees spoke of the challenges they

had encountered in relation to the lack of resources. Often, the CSV approach required demonstration of commitment to the cause, in the form of resources. This was required to allay concerns related to the potential long-run detrimental impact on any of the parties, but there needed to be an initial commitment to the cause. It was detailed that this often was indeed a zero sum game, either you commit the resources entirely, or you do not, but one could not effectively deliver CSV integration with a half-measured commitment, whether this was financial or resource. If this financial and resource commitment was lacking, this proved to serve as an internal barrier to effective CSV integration.

Org.Cat_3	
A_1_Internal barriers of CSV integration to achieve scale	Risk mitigation exercises
- Part.6_Cat.3	
"So, from the ORG.4 perspective, sometimes it's having quite a conservative, quite scientific or academic based organisation makes it difficult to sometimes do more innovative things around marketing and fundraising, which is obviously critical for my Crop."	
	Lack of resources
- Part.5_Cat.3	
"The one's that work well is I would say where you have sufficient resources to make the change. Because most of those things require change and change requires effort and will and risk appetite. If you don't have sufficient resources, either in manpower or in money power, to give minimum level of assurance that this change will not leave any one of the parties worse off, if you don't have those resources the parties will struggle with taking the decision, because sometimes these decisions are one-way decisions, either you do it or you leave it."	

Analysis and Interpretation

Summarising Org.Cat_3 participant's feedback and analysing the various interviewee's stance on internal barriers to CSV, it was found that the interviewees in this category experienced internal barriers in the form of shifting mindsets albeit by lower frequency of mention in contrast to the other two organisational categories. This related to challenges experienced finding the right people to join the firms, employees, management and leadership with a genuine commitment to delivering CSV. It was found that sometimes, CSV would be halted due to tough trading conditions, when margins came under pressure. These barriers experienced by the interviewees were sometimes experienced as a fear associated with the risk. In closing, the interviewees felt that an indication for the commitment to a CSV approach was demonstrable by the commitment to the resources allocated to delivering CSV, this could be in the form of financial or resource capacity, this was underpinned by an inability to compromise in the short term.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 21), in relation to the internal barriers, the researcher identified several areas of commonality, as well as areas of meaningful difference across the various organisations. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

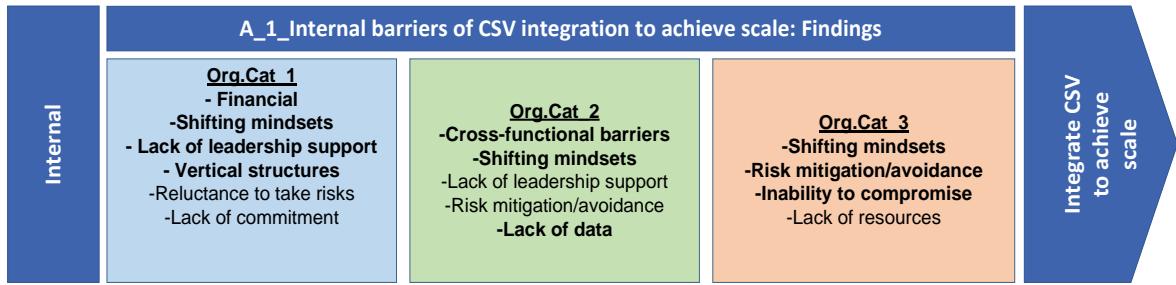


Figure 21: Triangulation of A_1 Factors to Consider

Considering the heat map (Table 21), the greatest area of commonality revealed the challenges associated with shifting mindsets to be the greatest barrier to effectively integrating CSV to achieve scale. There was consistent attention placed by the interviewees, on their frustrations related to the barriers encountered pertaining to a fear of taking risk. All three categories cited this as an area that they had encountered (internally), that proved to be a barrier to effective and successful CSV integration. This area of commonality embodied itself in the form of internal management, not willing to take on the challenges associated with CSV integration, and not willing to take on the risk, associated with exposing their respective functions to the inherent risk contained within a CSV approach. This risk reflected in a number of formats, whether it was financial, the risk of the unknown, or the risk of pursuing a CSV approach in tough trading conditions with short-term reduced margins, these all reflected an internal barrier related to risk, that rolled up into an internal barrier experienced by the candidates. The greatest area of difference related to the lack of senior leadership support, and the associated structural frustrations conveyed by the candidates, this was by frequency of mention. Org.Cat_1 and, Org.Cat_2 places notable emphasis on this area of concern whereas Org.Cat_3 did not identify a lack of leadership support as a significant internal barrier. Org.Cat_1 had flagged structural barriers as a unique comment, this related to an inability for the manager to escalate the conversation pertaining to their CSV frustrations, related to unlocking funding to the relevant level, due to

the corporate structures having a too steep-a gradient. This proved to be a unique frustration for Org.Cat_1. The unique barrier encountered by Org.Cat_2 related to the lack of data, and the lack of information available of success examples, this precipitated a discomfort relating to this which presented a barrier internally.

5.5.2. B_1_External barriers of CSV integration to achieve scale

The second theme pertaining to the internal and external barriers inhibiting CSV integration to achieve scale, relates to the external barriers experienced by the interviewees. Participants were asked questions by the interviewer with the view to gain an understanding of what the key external barriers were inside of their respective organisations. As seen in Table 22, the frequency of mention was highest across the sample with regards to the barriers associated with the markets being disconnected from the reality of the farm-level operating context, followed by frustrations related to the government and thirdly the lack of information on the CSV approach. The greatest contrast (difference) between the categories reflected in the resistance to changing the way things were currently done. This was measured by frequency of mention related to the various first order categories.

Table 22: Heat Map of B_1 by Frequency of Mention

B_1_External barriers of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
B_1_Disconnect between the export markets and the farming reality	6	5	3
B_1_Slow and unreliable government	4	3	7
B_1_No proof on concept or data demonstrating it can be achieved	2	3	4
B_1_Resistance to changing the way things are currently done	2	2	8
B_1_Geographical and infrastructural challenges	1	2	3
B_1_Excessive certification costs	1	1	1

To better understand the detail behind these first order categories of external barriers to CSV integration, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the various first order categories, and unpack the appropriate granular codes per organisation category (the drivers of the heat map) to facilitate triangulation.

Org.Cat_1: B_1_External barriers

Participants reflected on the frustrations experienced in relation to the inability for the firm's management to compromise, this external barrier was argued as the flipside to an internal barrier, in that neither party was willing to compromise to advance a broader CSV agenda. This meant that CSV integration ended up being caught in a deadlock. The situation could not progress without either party giving a

little, to achieve progress. The interviewees felt that the external funding they required, to advance CSV as a concept was inaccessible, due to the rules governing the requirements to unlock this funding. As much as the firm has provided a mandate to deliver CSV, they had not committed the necessary funding to effectively execute this, and the external funding was not accessible given the guidelines governing access to this funding. In the end, this proved to embody itself in the form of an external barrier.

Org.Cat 1
B_1_External barriers of CSV integration to achieve scale
Inability to compromise
- Part.3_Cat.1
"So, you are kind of in this standoff situation, where you just sort of don't really move forward."
Incompatible rules governing funding applications
- Part.3_Cat.1
"But for Country-A, for our purposes the fund rules don't really match what our needs are, so generally the fund it's very much focused on livelihoods first. So for example, it will fund micro business enterprises, for a previously unemployed person to go and sell yoghurt out of a cooler box in a township, for example, it will fund that type of initiative but it won't fund - for example, in Country-A, the problem that we have is that 99% of our Crop-E farmers are white, wealthy people, so it's very difficult to harness or mobilise external funding because they're not previously disadvantaged, there's no empowerment element in it."
Government rules and regulation
- Part.3_Cat.1
"So you could also think in terms of a broader handbrake is the broader political kind of situation in Country-A, where your white farmers obviously are not wanting to invest a huge amount of money in their fixed assets or their infrastructure, because of the risk of land claims. So, the guys are not willing to invest big money, or they're very cautious about investing it, and it's difficult to mobilise external funding into that type of context, so things generally are not moving forward"

The interviewees expressed frustration towards the government's role in advancing the CSV agenda, or lack thereof. A contrast was drawn between cases in North America in contrast to the experience of the interviewee in Southern Africa, where government-funded experts were able to provide expertise, and best-practice in the CSV space to effectively allay concerns pertaining to how best to navigate the CSV landscape, and how best to execute the approach. Whereas the candidate felt this support was not available in Southern Africa, and this proved to form a barrier as external consultants were costly, and generally were not able to provide objective and constructive guidance on how best to approach CSV integration, as these consultants had an agenda of their own, and had to protect their contract with the farmer, and this meant that the information that was provided might not have been in the best interest of the long-run CSV approach. Participants expressed frustration towards an inability of the government to deliver basic infrastructural requirements, this proved to be an external barrier to advancing CSV integration, and the roads and subsequently the route to market was physically challenging to

navigate. There was an expectation at a farm-level (a legacy of the conventional CSR and CSI approach) that business would come in and do the job of what the interviewees felt was the government's responsibility. This entailed building roads, establish schools and healthcare facilities, but this was noted not to be core business for the firm, and subsequently would not be sustainably managed by the firm once it had been set up.

Org.Cat 1
B_1_External barriers of CSV integration to achieve scale
Lack of government technical support
- Part.3_Cat.1
<i>"A problem that we have in Country-A with most of the Crop-E farmers, a lot of that process is hosted by the research and government institutions in different countries. That's why we arranged to get the guy out from America, he worked for the US department of agriculture, and his job is to engage and with farmers on regenerative agriculture. He's paid by government to do that and he runs these extension programmes and research programmes. But in Country-A we don't have that for your commercial farmer anymore. So that's a big hindrance. And then your Country-A farmer relies on private consultants and their knowledge-base. So, it's really difficult for a private consultant to push, regenerative agriculture or a shared value agenda, if the farmer cannot see the value in it, because he's then risking his contract with the farmer, so that's also difficult. So, I think that's not very conducive to innovation."</i>
Lack of infrastructure
- Part.11_Cat.1
<i>"So this is at the community level and if you go to another level, like the government, the government is not like playing the right game because if you go to a community you need to find the basics, the basics in terms of community development, systems like schools, health centres, the roads. So, these are the things that we are not coming directly from the company. Building roads is not core business, this is the role of the government. And sometimes the roads are bad, you cannot access the farmers, and the farmers even when they produce, they don't know how to transport their produce. So, these are kind of obstacles that you see on the ground and it's not easy."</i>

The interviewees experienced hesitation from the farmer-base with which they were working in some instances, this reluctance to commit to adopting a CSV approach was driven by a mentality of uncertainty, and a lack of surety in terms of what the benefits would be for the farmer in the long run. Without a guarantee and clear-cut set of benefits for the farmer, and a mentality from the firm that it should be up to the farmer to make the necessary changes to sell their crop or produce, it resulted in a barrier to CSV integration and subsequent scale. To overcome this, firms needed to work closer with the farmers to emphasise the importance of quality, and to convey the opportunity and long-term improvements in profitability, but in the absence of this engagement and mutual understanding, it proved to be an external barrier to CSV integration.

Org.Cat 1
B_1_External barriers of CSV integration to achieve scale
Hesistant farmer-base
- Part.3_Cat.1
<i>"And the farmer, from his perspective is saying, well, if I was to achieve, let's say improve carbon sequestration, it's going to cost me money and it's going to benefit Org.6, and what do I get for that?"</i>
Overcoming conventional mindsets towards quality standards
- Part.14_Cat.1
<i>"We are closer to the farmers to improve product quality. That obviously means that we get good quality ingredients if we stay close to the production. So, doing CSV has helped us to do organic farming in an attractive and a profitable way."</i>

Analysis and Interpretation

Summarising Org.Cat_1 participant's feedback and analysing the various interviewee's stance on external barriers to CSV, the researcher found Org.Cat_1 to experience resistance through several external avenues. These avenues included an inability for external members of the value chain to compromise. This compromise could be in the form of financial compromise, it could also be in the form of product risk or production risk. Government was communicated to be a significant source of frustration, with the various government funded entities driving incompatible rules and regulations and rendering critical funding inaccessible through incompatible criteria for what the CSV approach was trying to achieve. There was a sense that the government failed to provide the necessary technical support to the CSV approach, and that the inability for government to provide the relevant basic infrastructure and basic human needs to the farming regions.

Org.Cat_2: B_1_External barriers

Interviewees detailed the challenges they had encountered in unlocking reliable funding, this proved to be an external barrier as institutional investors battled to see clear prerequisite returns on their capital. This meant that the participants felt it challenging to budget and strategize for the long term, as the CSV approach was novel, and the candidates felt that this precipitated an external barrier. Participants reflected on the frustrations they had experienced, in the form of markets, and the speed at which these markets took to committing to production through a CSV context. This compounded the challenges associated to putting robust budgets together and made it difficult to engage with institutional investors on a financial level that put their concerns to rest, regarding anticipated returns. This due to the interviewee not having a committed market, and subsequently not being able to put a volume-driven forecast budget together. This emphasises the importance of having a committed market who is aligned to a CSV vision.

Org.Cat_2
B_1_External barriers of CSV integration to achieve scale
Challenges with accessing funding
- Part.4_Cat.2
<i>"I think it's probably a mix of formal and informal. So exactly is – it's better to be completely frank with you, it's been a challenging couple of years where we effectively were managing a turnaround and with very limited funding, we're fortunately coming out of the other side of it, and probably going into our first proper commercial production that will get ourselves back on the map. So within that context it's been quite difficult to formalise the budgeting and reporting process. I mean even to the point of a formal budget has been a challenge because the funding has been so on and off."</i>
Slow uptake from the market
- Part.4_Cat.2
<i>"The market was a challenge, but I think we're starting to see coming into this year that it's getting much better, it's becoming less challenging. So for example one of the key markets that we approached and had access to was India, we gained access into the Indian market last year and in our first year of export there were definitely some challenges in terms of the pace at which the market was accepting new product."</i>

A noteworthy theme the interviewees expressed frustrations with the local government, this formed an external barrier due to frustrations related to the speed at which the government would operate. The pace at which the firm was able to complete seemingly remedial public processes proved to be a significant hindrance (from an external perspective) to CSV integration. Government was also cited for not intervening in certain processes (particularly related to accreditation and certification). Participants identified requirements to unlock markets interested in CSV production, they would then proceed to the certification stage only to find that the costs were prohibitively high, the interviewees would approach the government to facilitate this process, and in some instances subsidise the cost only to be met with slow deliverance if any at all. This external barrier proved to stagger CSV integration as uptake from markets dwindled in the absence of recognised certification.

Org.Cat_2
B_1_External barriers of CSV integration to achieve scale
Slow governemnt
- Part.4_Cat.2
"Yes, I think the pace at which things are done in Country-B can sometimes be a real challenge."
- Part.8_Cat.2
"We know the government takes long to respond. So that hinders our purpose."
Dysfunctional political processes
- Part.4_Cat.2
"I mean the situation we find ourselves in now, if they don't fix this political situation soon it's going to set the country back. But I'll give you a specific example. We've started the acquisition of a new piece of land to continue to develop the commercial farming side of the business in 2013/14. We didn't close to that until February 2018, and it's those examples, you know the government support but also the mechanisms they have to get things moving quickly. I could probably give you another 10 or 15 in day to day life of working with government agencies here. Things that are just not done at pace."
Unsupportive governement
- Part.2_Cat.2
"So, that I think is our biggest challenge in creating shared value in the organic domain because they insist some support systems now the government of Country-D pays certification costs for the first year, for any business or agriculture entity that converts from conventional to organic. Look, I think it's a great movement which is very rare in the world, but it stops there."

Participants encountered external barriers at a farm level as well. If their respective firms were not willing to provide the initial funding for the CSV approach and expected the farmers to absorb the initial on-cost, this was met with resistance by the farmers. The firm's stance was rooted in a mentality, that argued that if the farmers wanted to sell their produce, then they need to comply with the standards. Whereas the farmers felt that the markets were taking most of the margin, and if they wanted to enforce a change that came with associated reduced yields or increased costs, and subsequently reduced margins, then the markets should pay a premium for the product. The farmers felt they should be compensated for having changed their production practices to deliver a higher value product to the market. This stalemate proved to be an external barrier for CSV integration. Unless the firm was open to coming to the table with an initial subsidy, it became challenging for CSV to get meaningful traction amongst the same members within the value chain.

Org.Cat_2
B_1_External barriers of CSV integration to achieve scale
Opaque benefits for value chain participants
- Part.9_Cat.2
"It doesn't mean you don't have to check but if people know there's going to be a value add or benefit, for example Fairtrade will pay a premium for any Crop-F, if the farmer realises there's value and that there's benefit they'll do it. If there's no benefit people won't do it."
Sceptical farming communities
- Part.2_Cat.2
"One of the biggest challenges is how you keep farmers motivated, because you have that three-year conversion period and then you have investments. Now we learnt, because of our close association, we fund these things out of our previous CSI budget."

The interviewees detailed the challenges that they had encountered when trying to reshape the value chain and restructure it towards a CSV model. Traditionally, value chains ended (from a market perspective) at the aggregation site. These traditional models were very established, and the interviewees experienced some resistance when this value chain configuration was changed towards a CSV approach. In order to secure availability, price stability and compliance in terms of standards and quality, the interviewees reflected on how they needed to work closely with the farming communities to achieve these key procurement prerequisites.

Org.Cat_2
B_1 External barriers of CSV integration to achieve scale
Shifting to a CSV value-chain structure
- Part.7_Cat.2
<i>"We used to deal with the brokers, we used to get to the auction every week, twice a day and we used to buy from the brokers. And that is coming from like 700 – 800 places located in and around County-D."</i>
Overcoming conventional mindsets towards quality standards
- Part.7_Cat.2
<i>"So, to overcome the quality issues like we are facing heavy challenges from conventional markets, we had to work with the farmers. It's the primary job of mine to work with farmers to enhance the product quality. And product authenticity as well, because when we work with the farmers, you win their trust and in return they will produce the best quality product."</i>
- Part.7_Cat.2
<i>"We had to compromise the product quality initially, we saw quality decline, but gradually it comes up after five or six years. For the long term it is the best approach for product quality and consistency."</i>

Analysis and Interpretation

Summarising Org.Cat_2 participant's feedback and analysing the various interviewee's stance on the various external barriers that they had encountered in their experience in integrating and scaling CSV, the researcher found the category placed emphasis on barriers related to accessing the necessary funding required for an effective CSV approach. This frustration was followed by a barrier experienced in the form of slow uptake from the market. The government was earmarked as a key external barrier as well, and government interference or lack thereof, proved to be a source of major frustration and hindrance. It was detailed how the scepticism from the farmer-base presented a barrier as well, as the farmers were reluctant to adopt a CSV approach without any clear information or success stories to work from. An unwillingness to take the first step, or to take the leap of faith without the market offering a subsidy in the short term proved to be a barrier to CSV integration. These frustrations also driven by a reluctance from

various members within the value-chain to change the way things had been done, or to change the established status quo norms.

Org.Cat_3: B_1_External barriers

Participants in this organisational category felt an acute barrier from the farming communities they initially engaged on their CSV journey. The farmers were sceptical of the promises made by the market, and they were reluctant to adopt the CSV practices required by the market as they were expected to take the initial risk, and accept the initial financial hit and risk without the market contributing to the transition in financial terms. Org.Cat_3 interviewees experienced this as a barrier to CSV integration as they were unable to advance the agenda at a meaningful speed without the parties coming to a compromise in the short-term.

Org.Cat_3
B_1_External barriers of CSV integration to achieve scale
Hesitant farmer-base
- <u>Part.6_Cat.3</u>
<i>"But again, it does mean that the primary supplier needs to commit more of their time and effort to farmer engagement, many primary suppliers are very willing to do this because they understand the realities of it. But sometimes it is a bit of a mission to get farmers to really get on board and commit."</i>
Sceptical farming communities
- <u>Part.12_Cat.3</u>
<i>"The major question that we received from our farmers at the beginning of the program was why we need to go for organic cultivation because they just get a very marginal price increase in exchange for this. This was a huge challenge for the farmers, because to earn that small premium in exchange for the reduced yield as a result of organic farming. So, we had to convince them that the long-term benefits will be more and the benefits that the customers will reap from organic products in terms of health and benefits are more in the long-run."</i>

Interviewees reflected on how they experienced other forms of resistance, not just from a farmer level but also from other participants within the value-chain. Interviewees experienced resistance from traders who felt that their businesses would come under threat if the firm effectively delivered a CSV approach, this meant that the organisation experienced active resistance from external sources within the value chain. As crucial as these members within the value chain were, they were superfluous through a CSV lens, and were capturing value that could in fact be captured and transferred to the farmers and the farming communities. This would deliver greatly value to the farmers and would enable the firms to develop a greater understanding of the conditions in which their key raw materials were being produced. Without this understanding of the farming context, the interviewees explained how this impacted the CSV commitment level, and the level of engagement from the farmers.

Org.Cat_3
B_1_External barriers of CSV integration to achieve scale
Shifting to a CSV value-chain structure
- Part.6_Cat.3
<i>"There are some great Crop-A producers who we pay top dollar for per kilo on specialty Crop-A, small lot Crop-A, but the majority of that you just find that the farmers aren't getting much more than the other origins we buy from, sometimes less, because it's mainly going to the people who operate the business end of the trading company."</i>
- Part.5_Cat.3
<i>"And then the element where we also see the social responsibility, you must change something in the current value chain setup. And we have sort of realised that the current normal agri-value chain setup is either you trade commodities in the global commodity market, and then it doesn't matter who you are, you trade in huge quantities, or if you are smallholders then you depend very much on intermediaries. And usually in the value chain you will have between 1 – 10 intermediaries that buy the Crop-A from the farm, bring it to the washing station, maybe aggregate twice in the meantime and so on. And evidently each one of these people, they take a margin. And at the end the market value for Crop-A is a fixed number and the more people that need to eat from that number leads to less left for the farmer."</i>
Overcoming conventional mindsets towards quality standards
- Part.6_Cat.3
<i>"I think as with anything it often comes down to price, but that for us it is uncompromisable. African Crop-A as a region are just more expensive than alternative Crop-A out there. A lot of places will go "geez, okay cool, let's cut together our main blend and take margin", we can still make great profits and have a great and authentic cup of Crop-A too."</i>

Analysis and Interpretation

Summarising Org.Cat_3 participant's feedback and analysing the various interviewee's stance on external barriers that they encountered and reflected on along their CSV journey, it was detailed how a hesitation from the farmer-base to take the risk, and adopt CSV practices in their production processes was a major source of frustration for Org.Cat_3. Scepticism was rooted in concerns associated with the risk of adopting CSV practices, and concerns related to the anticipated reduced yields and margins in the short run with no guarantees from the market, or any stories of success through adopting this approach. Additional barriers experienced themselves in the form of a reluctance for key participants in the value-chain to change the established ways of doing things. These changes generally involved a change in the structure of the route to market, and this meant more value being captured at a farming community level, this meant that certain participants in the value chain stood to lose and would actively sabotage the CSV drive. It was found that the system conveyed a reluctance to compromise on quality initially, but also found a temptation to trade on the premise of having produced the crop through a CSV approach, and to charge customers a premium when the fundamentals were not in place as of yet. This greenwashing from certain players in

the industry gave rise to scepticism from a customer level, making it challenging for legitimate CSV producers to fetch the premium prices due, and which were necessitated by the economic model which in turn also proved to be an external barrier.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants (Figure 22), in relation to the external barriers the interviewees had encountered along their CSV journey to date, the researcher identified several areas of commonality, as well as areas of difference across the various organisation categories. Considering the heat map (Table 22), and the summary in Figure 22. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.

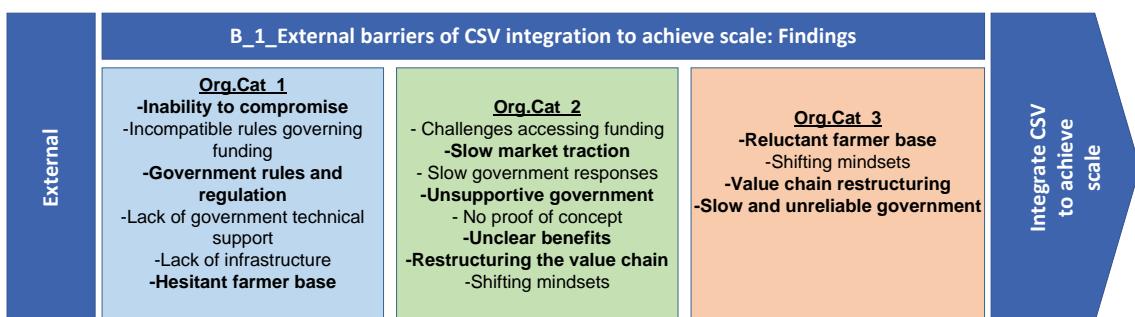


Figure 22: Triangulation of B_1 Factors to Consider

The areas of commonality communicated were experienced in the form of poor government support. The frustrations with the government came across in various forms, this reflected in the form of a lack of support and poor infrastructure at a community level. This rendered accessing the farming regions difficulties and added practical challenges to getting in and out of the various production sites. Additionally, the interviewees felt that the government was not fulfilling its role, in as far as its ability to provide technical support to the various CSV initiatives. This lack of support meant that there was little way for firms to allay concerns pertaining to adopting a CSV approach, this delayed the integration and precipitated an external barrier to CSV. Interviewees detailed frustrations associated with an inability to access funding, and frustrations related to changing the status quo, and shifting mindsets. The final area of commonality to be discussed, related to the frustrations encountered when attempting to restructure the value chain, participants experienced active resistance from intermediaries who stood to lose if the CSV

approach was successfully implemented. In contrast, a major area of difference identified related to the challenges communicated by the interviewees, in relations to farmers pushing back on adopting a CSV approach, due to unclear benefits, and shifting away from the way things have been traditionally done. This aligns to the frustrations experienced in the heat map (Table 22) by frequency of mention, as Org.Cat_3 experienced this more acutely than some of the other categories.

5.5.3. C_1_Relational barriers of CSV integration to achieve scale

The third theme pertaining to the internal and external barriers inhibiting CSV integration to achieve scale, relates to the relational barriers to scaling CSV experienced by the interviewees. As seen in Table 23 the frequency of mention was highest across the sample with regards to the barriers associated with the participants experiencing conflicting interpretations of what CSV success looked like. This was followed by the sense of participants in the value chain being too distant from the supplier base. The last first order construct to be detailed related to the challenges associated with side-selling.

Table 23: Heat Map of C_1 by Frequency of Mention

C_1_Relational barriers of CSV integration to achieve scale			
First Order Category	Org.Cat_1	Org.Cat_2	Org.Cat_3
C_1_Conflicting interpretations of what success looks like	12	5	6
C_1_Being too distant from supplier base	6	7	8
C_1_Challenges relating to side-selling of crop	2	5	5
C_1_Next generation of farmers want to get educated and move to the city	2	0	1

To better understand the detail behind these first order categories of relational barriers to CSV integration, the researcher will drill down on the codes to decipher what the prevailing thoughts and opinions were behind the various first order categories, and unpack the appropriate granular codes per organisation category (the drivers of the heat map) to facilitate triangulation.

Org.Cat_1: C_1_Relational barriers

Participants detailed the challenges they felt they had experienced in the form of relationships. It was highlighted, that when the crop in question was core to the business, it meant that various employees of the organisation had an expressed interest in how the CSV approach was delivered. The procurement team indicated an interest in the impact of the commerciality of the production. Whereas the logistics team conveyed concerns related to the availability and timings, the marketing team was concerned around the legitimacy of the CSV claims and how

honestly, they could overtly communicate the CSV claims at a customer facing level. Collectively, there was an apprehension internally regarding the ability of the firm to effectively deliver against these expectations, subsequently internal relationships took strain. There was a misalignment in terms of what success looked like, this strained relations too, as the various organisational divisions pushed to drive their respective agendas in the absence of a coherent overarching understanding of what the strategic direction for the CSV approach was.

Org.Cat 1
C_1_Relational barriers of CSV integration to achieve scale
Conflicted interpretation of what CSV is
- Part.14_Cat.1
<i>"The simple reason was connecting with farmers and we wanted to invest in farmers more."</i>
Disconnect between functional relationships
- Part.3_Cat.1
<i>"Well, the key relationships is internal, although there are many important relationships. The one with the farmer, the individual, and then there would be the relationships within the various divisions within Org.6. So, the thing is Crop-E touches many parts of the supply chain. The planners, the purchasers, so the whole purchasing department, and then there's the marketing department. So, Org.6 must make sense of and tell the story obviously of what it's trying to achieve, so matching what's happening on the ground to its goals and objectives, and then communicating that in the public space."</i>

There was a marked impact on a relational level detailed by the interviewees, when the firms lacked the initial commitment required to advance CSV. The interviewees spoke of the challenges they had experienced, when the firm adopted a mindset along the lines of the effective CSV implementation, was an expectation of the farmers, as they had to sell their crop or produce at the end of the day. This stance was met with resistance from the farmer-base, who were not comfortable compromising their margins or their yields in exchange for a market that imposed CSV standards. It was also cited that that one of the external relational barriers encountered, was generated through a lack of understanding and respect for established cultural norms. If firms designed a model that delivered CSV in theory but did not effectively engage the farming community in the development of such a design, it can prove to serve as a relational barrier. The example cited referred to respect for gender stereotypes in the community, where certain candidates had experienced resistance to change as established norms in relation to gender came under question.

Org.Cat 1
C_1_Relational barriers of CSV integration to achieve scale
Disconnect between farmers and firm
- Part.3_Cat.1
<i>"It's a bit of a standoff, so the business doesn't want to pay for the initial requirements to launch initiatives, I don't think they've quite made the realisation that it makes good business sense, although it's a cost. I think to some extent that there's this mentality that it's the farmer's responsibility if they want to sell their production, they must do it."</i>
Firm's lack of understanding of the farm-level social norms
<i>"It's an innovative business model, but sometimes the farmers are not ready for it. It's at a social level, at the community level, where you have the traditional barriers. Social barriers like gender issues. You go to the farmers and you say, "men and women are equal", and they can't accept this, they can't do that, but sometimes it's not what we want, they're just not ready. We need the mindset change. It's a similar case with child labour, we are working a lot on that as well."</i>

Analysis and Interpretation

Summarising Org.Cat_1 participant's feedback and analysing the various interviewee's stance on relational barriers that they encountered and reflected on along their CSV journey, it was detailed how a conflicted opinions of what CSV success looked like precipitated relational barriers, the category found that there were internal relationship barriers across functions as the CSV approach took roots. If the firms and the farming communities could not come to a happy medium on the initial compromise, this precipitated a relational barrier. And lastly Org.Cat_1 emphasises the importance for the firm to have a good farm-level understanding of what the established social norms were. If this was lacking, it could also develop into a relational barrier, inhibiting effective CSV integration.

Org.Cat_2: C_1_Relational barriers

Participants detailed the importance they had placed on relationships. These relationships were crucial to CSV success. The interviewees discussed the importance they placed on the relationship, in as far as it being crucial to developing a functioning CSV approach. These relationships were bound together through robust contracts, this was highlighted as a crucial element, and if it was lacking proved to be a relational barrier. Poor relationships between the farmers and the firms also precipitated side-selling. This was a major issue in the CSV space, if there was a breakdown in trust, or the relationship in a broader sense between the firm and the farmers, it precipitated a barrier to effective CSV integration. Brokers and other vendors would approach the farmers and offer to buy their crop, in some instances the crop had been produced using inputs in credit from the firms to facilitate the CSV approach to production, however the farmer

would sell this crop to the broker and this proved to be a product of a poor relationship, this also threatened the availability of stock for the firm.

Org.Cat_2
C_1_Relational barriers of CSV integration to achieve scale
Ineffective working relationships
- Part.9_Cat.2
<i>"It's all about the relationship, and that relationship I'm not just talking about the courteous relationship around the table or under a tree, I'm talking about the mechanism in which we contract."</i>
Side-selling and farmer relationships
- Part.9_Cat.2
<i>"The other thing I think that makes us unique and lessens the risk is that Crop-F is a largely perishable good, once you've burnt it you want to try and process it within 48 plus or less hours. And it's expensive and bulky to move, so we essentially have a captive market in terms of our ability to buy from our suppliers. It's not like they could take an input loan from us and then push off and sell it to another processor, it would be very difficult for them."</i>

The interviewees detailed the importance for the firm to establish relationships that the farmers had a trust in, this underpinned the CSV approach and gave the farmers confidence in the market. If the farmers felt like the market might fall through when the production came online, this proved to be a relational barrier as the farmers would snatch at the first market that came available, instead of selling to the contracted offtake partner. It was emphasised that the CSV approach needed to be deeply integrated to the firm's strategy. If CSV was in fact not closely linked to the strategy, it was difficult for all the key internal relationships to work constructively around delivering CSV. This cascaded outside of the business as well. These relationships were crucial to delivering CSV, if the firm was effectively committed to CSV, then it would actively work to bridge the gap between the farmers and the employees of the firm. If there was in fact a divide between the farmers and the firm's employees, this generated a disconnect and precipitated a relational barrier.

Org.Cat_2
C_1_Relational barriers of CSV integration to achieve scale
Inability to provide farmers with market security
- Part.4_Cat.2
<i>"And obviously the final part of the chain for us is that once that crop is ready for harvest, we then support them during the harvest process but also give them a guaranteed market for them to sell their Crop-C back into."</i>
Disconnect between farmers and firm
- Part.13_Cat.2
<i>"All the employees are linked to the business strategy, in the meantime all the employees are also linked to the farmers as well, not only a commitment to CSV and to growing the Crop-D under CSV conditions, but those throughout the value chain of Crop-D also get a chance to go to visit the farms and experience the agricultural side of things. So that way we can build a better relationship with both internal people as well as external people. "</i>
- Part.13_Cat.2
<i>"We also do some knowledge sharing at least once a month, there will be a case study discussed with the staff, there is practical training sessions as well. We also visit our farms, we witness how farmers are working in the fields and we spend 1% of management time with the farmers, we are committed to building relationships."</i>

Analysis and Interpretation

Summarising Org.Cat_2's thoughts and feelings on relational barriers to CSV integration, participants detailed the importance of having effective working relationships between the farmers and the firm. If this was lacking, and robust contracts were absent, it corroded trust amongst the stakeholder group, and this proved to be a relational barrier. The interviewees also detailed the importance of trust, and if this was lacking it formed a relational barrier and embodied itself in several ways, including side-selling which compromised the effectiveness of the CSV approach. If the firm would not provide market security for the farmers, this proved to be a key driver for effective CSV integration. If the farmers felt that the market would fall through, it proved to be an indicator of a broader systemic issue related to the trust and effectiveness of the relationship, this could be negated through increased time invested in bridging the gap between the firm and the farming communities. Interviewees detailed the challenges they had experienced from a relational perspective when there was no effort made to get employees to better understand farm-level challenges, and the operating environment. These factors collectively represented the relational challenges encountered by Summarising Org.Cat_2.

Org.Cat_3: C_1_Relational barriers

Participants reflected on the challenges they had encountered along their CSV journey, with regards to finding it difficult to get like-minded people around the table. It was detailed how challenging it was to build healthy relationships with a conformed sense of direction and understanding in terms of what was trying to be achieved through a CSV lens. Participants reproduced the scenarios they had encountered on their CSV journey, and the relational challenges they had experienced with regards to having conflicting opinions, in terms of the overarching CSV goal.

Org.Cat_3
C_1_Relational barriers of CSV integration to achieve scale
Conflicted interpretation of what CSV is
- Part.6_Cat.3
<p><i>"On the relationship manager side, each partner or each organisation is important, and having good passionate people who work well together and bring together all the range of people within the organisations who are also equally passionate about what they are trying to achieve. And that surprisingly doesn't happen that often."</i></p>
- Part.6_Cat.3
<p><i>"Simplistically it's about creating benefits for multiple stakeholders who are involved in the project. Ideally the true collaboration where there's joint strategy setting, joint understanding of what the contributions are and of what the benefits are."</i></p>
- Part.5_Cat.3
<p><i>"Creating shared value is where the activities of the company adds value in the environment in which they operate, and positively impacts the communities or the environment, country, whatever, economics, where they operate. So wherever you operate as a company, you also give back to the society that you're working with and from. That would be sort of my definition."</i></p>

The interviewees detailed the relational challenges they had experienced, with regards to the firm being too distant from the farming reality. Before they had embarked on a CSV approach, they were not aware of the disparity in pricing and conditions along the value chain, this disconnect became a key relational barrier in its absence, as the disconnect was not conducive to effective CSV integration. If the time was not taken to understand the full value chain in a deep and meaningful way, it created a potentially damaging medium to take CSV decisions in, as it meant that these decisions were taken without a thorough full-system appreciation of what the impact would be. It also meant that the firm struggled to foster the necessary relational buy-in from the key stakeholders.

Org.Cat_3
C_1_Relational barriers of CSV integration to achieve scale
Being disconnected from the farming reality
- Part.12_Cat.3
<i>"We were practising CSV unknowingly because we had – from the beginning we relate to our small farmers, so that is the sourcing base for us. So, we had very close relationships, so over the time we have developed a good relationship with them, and they have grown with us together."</i>
Firm not engaging at a farmer level
- Part.12_Cat.3
<i>"So, in terms of creating relationships yes, I have been involved in the activities to visit the farmers and checking the issues they have, and to get them on board with us. It's been a long journey."</i>
- Part.6_Cat.3
<i>"I think for us it's through our sourcing partners as well as relationship with Crop-A origin, the co-operatives and the farmers that allow us to do it."</i>
Not investing in a full value-chain understanding
- Part.6_Cat.3
<i>"Our model is we've kind of got a Crop-A sourcing partner, very transparent and they have in the past processed for us as well, we have taken on a lot of the roasting ourselves, but essentially the relationship that they hold as almost a check in terms of holding accountability to both origin and if I can call us, like a front end of Crop-A, the sharp end, the retail, the café end of Crop-A, to kind of hold those relationships true."</i>
Disconnect between farmers and firm
- Part.12_Cat.3
<i>"We used to go visit the farmers and identify their issues, and talk to them and become closer to them, and understand their challenges in terms of organic farming, generational and continuation challenges. The sustainability aspect of the farming and what actions can be taken. Likewise, we tend to understand better as a result."</i>

Analysis and Interpretation

Summarising Org.Cat_3's sentiment towards relational barriers to CSV integration, participants detailed the importance of having a meeting of the minds, both internally and externally. If there was a lack of understanding on what success looked like, or a lack of subscription from any of the parties, it made CSV integration challenging and formed a barrier to advancing the CSV agenda. In the experience of the interviewees, it was important to fully understand the value chain, and the impact that decisions would have throughout this value chain. This was concluded with a need for the firms to invest in getting employees and stakeholders to a farm-level, if this commitment was lacking, it meant that there was a lack of understanding in terms of contextual challenges, and this precipitated a relational barrier.

Conclusion

Triangulating the data captured from Org.Cat_1, Org.Cat_2 and Org.Cat_3 participants in relation to the relational barriers the interviewees had encountered along their CSV journey to date, the researcher identified several areas of commonality, as well as areas of difference across the various organisation categories. Considering the heat map (Table 23), and the summary in Figure 23. Bold type represents insights that will be pulled through to Chapter 6 for further analysis based on the insights being new or showing strong consistency across the various organisational categories.



Figure 23: *Triangulation of C_1 Factors to Consider*

The areas of commonality reflected upon were conflicting interpretations of what success looked like, Org.Cat_1 in particular placed strong emphasis on this first order category by frequency of mention, with Org.Cat_3 detailing how this conflict was precipitated by a more systemic issue, related to employees and members of the value chain not fully subscribing to the CSV vision. This first order category was followed by a strong area of consistent issue. This related to the relational barrier caused by a disconnect between the farming communities and the business, if the firm did not take the time to invest in getting employees to a ground level, it became difficult to affect change towards a CSV approach. In as far as the areas of difference identified by the researcher through the analysis of the data, the relational issue pertaining to side-selling proved to be a unique first order category Org.Cat_2 reflected upon. This problem was not registered by the other categories as a key relational barrier; however, it was indicated that this was a product of a broader lack of trust in the market being committed to its word.

5.5.4. Concluding Comments on RQ1 Findings

This section looked at the barriers for effective CSV integration, considering both the internal and external factors that inhibit effective CSV integration. Figure 24 demonstrates the aggregate insights across all the second-order categories, with the bold text representing areas of focus for further discussion in Chapter 6.



Figure 24: Aggregate Factors to Consider for RQ1

5.6. Conclusion of Results

This chapter detailed the findings and insights gleaned through the 14 in-depth, semi-structured interviews conducted and presented in Chapter 5. The conceptual leap (detailed in section 4.8) is shown in Figure 25, with the progression from descriptive codes and first order categories to second-order themes and theoretical constructs (Klag & Langley, 2013).

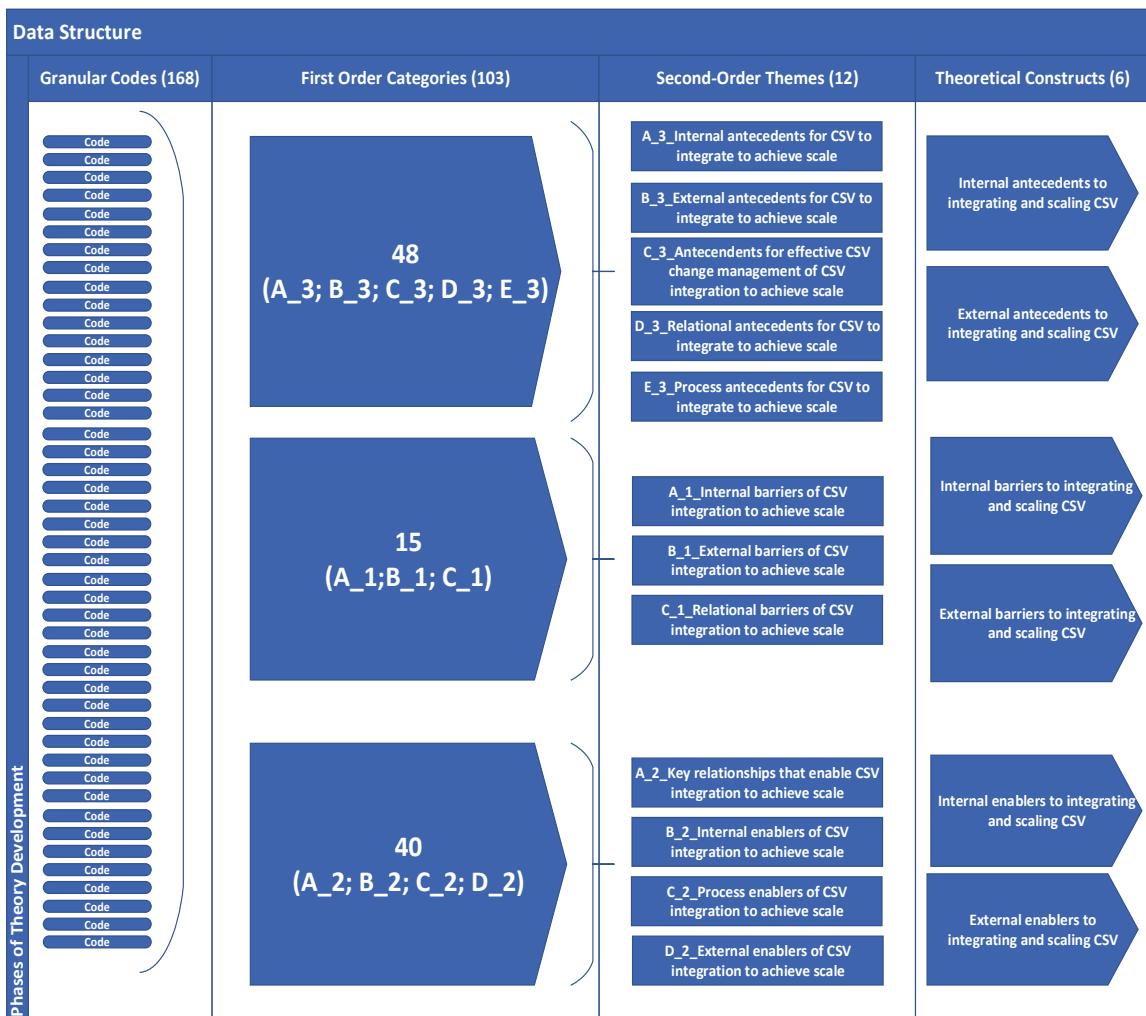


Figure 25: Data structure. From codes to constructs

Source: Farny, Kibler, & Down, 2019

New insights were developed in the findings, linking the theoretical constructs to the research questions found in Chapter 3. The researcher found areas of commonality (refinements) as well as difference (extensions) between the three organisational categories and theory. These focal areas have been distilled for further discussion in Chapter 6 as per Figure 26.

A_3_Int.	Org.Cat_1 - Differentiating factor -Leadership support - Continuity	Org.Cat_2 -Differentiating factor -Clear vision -Flat organisational structure	Org.Cat_3 -Differentiating factor -Simultaneous exploratory and established business -Persistence	Integrate CSV to achieve scale
B_3_Ext.	Org.Cat_1 - Partnerships -Strong community relations -Knowledge sharing	Org.Cat_2 -Markets interested in CSV -Partnerships -Strong community relations	Org.Cat_3 -Partnerships -M and E -Trust	
C_3_Ext/Int.	Org.Cat_1 - Building networks -Commitment, resources and leadership support -Ground-level experience	Org.Cat_2 -Stakeholder communication -Leadership support -Transparency	Org.Cat_3 -Linking CSV to KPIs -Linking CSV to strategy -Leadership support	
D_3_Ext/Int.	Org.Cat_1 - Trust and trust building -Knowledge sharing -External communications	Org.Cat_2 -Trust and trust building -An appreciation for contextual challenges -Feedback mechanisms/platforms	Org.Cat_3 -Trust and trust building - Having the crucial relationships in place -Selecting the right partners	
E_3_Ext/Int.	Org.Cat_1 -Learning from failure -Communication	Org.Cat_2 -Iteration -Performance management -Listening	Org.Cat_3 -Iteration -Risk mitigation -Stakeholder CSV exposure	
A_2_Ext/Int.	Org.Cat_1 -Cross functional teams -Committing to community -Building out networks	Org.Cat_2 -Right relationship network -Holistic value creation -Trust	Org.Cat_3 -Recruit for a CSV mindset - Meaningful community engagement -Full value-chain relationships	Integrate CSV to achieve scale
B_2_Ext.	Org.Cat_1 - Effective cross functional workstreams -Demonstrable benefits -Linking performance management to CSV	Org.Cat_2 -Linking KPIs to CSV -Leadership commitment to vision -CSV compatible structures -Employee farm-level exposure -Creative abrasion	Org.Cat_3 -Effective cross functional workstreams -Institutionalisation of CSV -Demonstrable benefits -Leadership commitment	
C_2_Ext/Int.	Org.Cat_1 -Institutionalising CSV -Feedback loop -Linking CSV to performance management -Forecasting	Org.Cat_2 -Pricing -Budgeting -Listening -Educating -Performance management	Org.Cat_3 -Hard line on CSV change management -Institutionalization - Decentralised structures	
D_2_Ext.	Org.Cat_1 -Partnerships -Cross-sectoral collaboration -Trust	Org.Cat_2 - Partnerships -Auditing and accreditation -Trust -Risk mitigation -Consultants	Org.Cat_3 -Partnerships -Trust -Ground level exposure -Educating customers on greenwashing	
A_1_Ext.	Org.Cat_1 - Financial -Shifting mindsets - Lack of leadership support - Vertical structures	Org.Cat_2 -Cross-functional barriers -Shifting mindsets -Lack of data	Org.Cat_3 -Shifting mindsets -Risk mitigation/avoidance -Inability to compromise	
B_1_Ext.	Org.Cat_1 -Inability to compromise -Government rules and regulation -Hesitant farmer base	Org.Cat_2 -Slow market traction -Unsupportive government -Unclear benefits -Restructuring the value chain	Org.Cat_3 -Reluctant farmer base -Value chain restructuring -Slow and unreliable government	Integrate CSV to achieve scale
C_1_Ext/Int.	Org.Cat_1 -Conflicted interpretation of what CSV success looks like -Disconnect between farming communities and the firm -Disrespect for established community cultural norms	Org.Cat_2 -Ineffective working relationships -Disconnect between farming communities and the firm -Inability to provide guaranteed market	Org.Cat_3 -Conflicted interpretation of what CSV success looks like -Disconnect between farming communities and the firm -Lack of full value chain understanding	

Figure 26: All Factors to Consider (RQ1; RQ2 and RQ3)-Potential Refinements and Extensions on Literature Reviewed

CHAPTER 6: DISCUSSION OF RESULTS

6.1. Introduction

This chapter will discuss the findings from Chapter 5 in relation to literature reviewed in Chapter 2. The structure of the chapter will align to that of Chapter 5, this will follow the same triangulation technique adopted in Chapter 5, reviewing the findings through each of the 12 second-order themes against the adapted framework (Figure 27) generated through the literature review. This chapter will seek to provide deeper insights into the problem identified in Chapter 1.

This chapter will look to delineate between what has already been detailed in the reviewed literature in Chapter 2, and the new insights from Chapter 5. It will also answer the three research questions presented in the in Chapter 3, highlight areas of commonality and differences between the findings and literature, and culminates in a consolidated framework, embodying the refinements (areas of commonality) and extensions (areas of difference) found by the researcher.

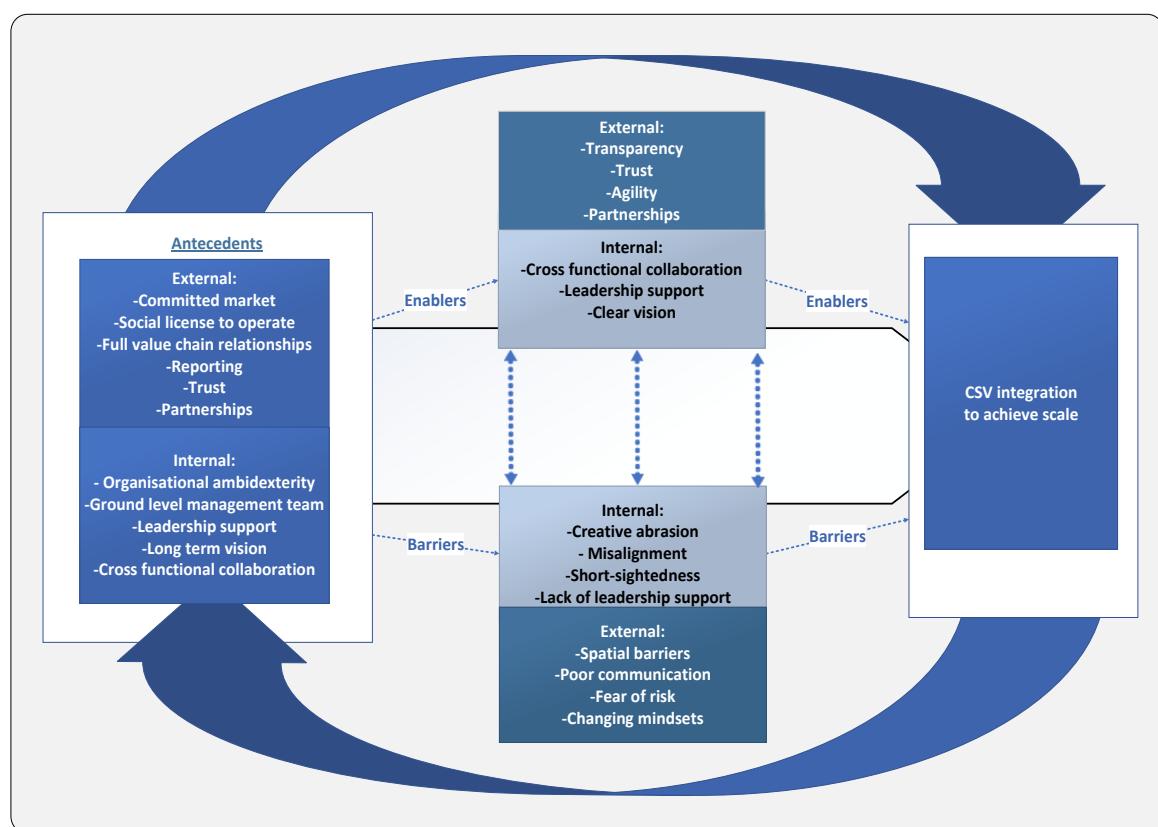


Figure 27: Relationship Between Antecedents, Enablers and Barriers and CSV Integration
Source: Derived from Long & Young, 2016, p.20

6.2. General Understanding of CSV

The findings yielded meaningful insights into how CSV is understood, and how this compared to definitions from the literature reviewed in Chapter 2. This section looks to capture these areas of commonality and difference.

6.2.1. Areas of Commonality and Difference Between Findings and Literature

It was found that Org.Cat_1, Org.Cat_2 and Org.Cat_3 recognised the importance of the CSV approach to hold environmental and societal value in the highest regard, this in combination with economic value with the exception of Org.Cat_3 which had indicated more of a CSR approach to CSV. This was embodied in the line of thought, that societal and environmental needs should be addressed only once economic value had been generated. It was found that there was less of a focus on CSV being a strategic lever, and that CSV presented an opportunity to generate a unique differentiating factor for organisations. Porter and Kramer (2011) argue that CSV should be integral to strategy and should present an opportunity to generate a competitive advantage. Arora and Puranik (2004) support this, contradicting Org.Cat_3's notion, detailing how the CSR approach is externally driven as opposed to CSV which is internally driven. Critique offered by De los Reyes and Scholtz (2019) was echoed by Org.Cat_3, supporting the concerns pertaining to CSV not being core business, but more of a 'greenwashing' approach to CSR, and supported the theoretical argument that CSV operates on the periphery of business. Org.Cat_1 and Org.Cat_2 counterargued this view from De los Reyes (2019), stating that it was core to the business' competitive approach. Org.Cat_1 and Org.Cat_2 contradicted Sauer and Seuring (2018), arguing that businesses do not act ethically consistently, and that business needs to be forced to act in the best interests of all stakeholders, whereas the findings indicated that the approach to CSV was deeply ingrained in the business' sustainability in a competitive market. There was little emphasis on unlocking the communication and positioning benefits in the findings, which was put forward as a key driver by Dembek et al. (2016).

6.2.2. Concluding Remarks from Introductory Questions

The researcher identified that each organisation category type, did understand what adopting a CSV approach meant, and that the concept looked to generate

and distribute value holistically, ensuring all stakeholders enjoyed a portion of the value generated through business. Org.Cat_1 and Org.Cat_2 aligned to the supporting literature for CSV and contradicted much of the criticism put to the concept of CSV. This was done through deeply aligning the business to holistic value creation and ensuring that CSV was core to the business' competitive edge in the market. Org.Cat_3 demonstrated an understanding of what adopting a CSV approach was looking to achieve by its design but contradicted the core theory to the approach. No new debates were noted in the findings in this regard.

6.3. Discussion of Results from Research Question 3

RQ3.) What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?

Each organisational category provided meaningful insights into the key requirements for CSV to effectively integrate to achieve scale. Figure 28 captures the prevailing categories discussed in Chapter 5, and how this links to each of the second-order themes that emerged through the data analysis process.

A_3_Internal antecedents for CSV to integrate to achieve scale: Findings			Integrate CSV to achieve scale
Int.	Org.Cat_1 - Differentiating factor -Leadership support - Continuity	Org.Cat_2 -Differentiating factor -Clear vision -Flat organisational structure	Org.Cat_3 -Differentiating factor -Simultaneous exploratory and established business -Persistence
B_3_External antecedents for CSV to integrate to achieve scale: Findings			
Ext.	Org.Cat_1 - Partnerships -Strong community relations -Knowledge sharing	Org.Cat_2 -Markets interested in CSV -Partnerships -Strong community relations	Org.Cat_3 -Partnerships -M and E -Trust
C_3_Antecedents for effective CSV change management of integration to achieve scale: Findings			
Ext./Int.	Org.Cat_1 - Building networks -Commitment, resources and leadership support -Ground-level experience	Org.Cat_2 -Stakeholder communication -Leadership support -Transparency	Org.Cat_3 -Linking CSV to KPIs -Linking CSV to strategy -Leadership support
D_3_Relational antecedents for CSV to integrate to achieve scale: Findings			
Ext./Int.	Org.Cat_1 - Trust and trust building -Knowledge sharing -External communications	Org.Cat_2 -Trust and trust building -An appreciation for contextual challenges -Feedback mechanisms/platforms	Org.Cat_3 -Trust and trust building - Having the crucial relationships in place -Selecting the right partners
E_3_Process antecedents for CSV to integrate to achieve scale: Findings			
Ext./Int.	Org.Cat_1 -Learning from failure -Communication	Org.Cat_2 -Iteration -Performance management and remuneration -Listening	Org.Cat_3 -Iteration -Risk mitigation -Stakeholder CSV exposure

Figure 28: Aggregate New Insights to Consider for RQ3

6.3.1. A_3_Internal antecedents for CSV to integrate to achieve scale

This second-order theme looked to isolate what the key internal factors were, that needed to be in place for organisations to effectively integrate CSV to achieve scale. This section will refer to the general findings from, and then discuss areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.3.1.1. Areas of Commonality and Difference Between Findings and Literature

Figure 29 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions (refinement and extensions) to the framework presented in Chapter 2.

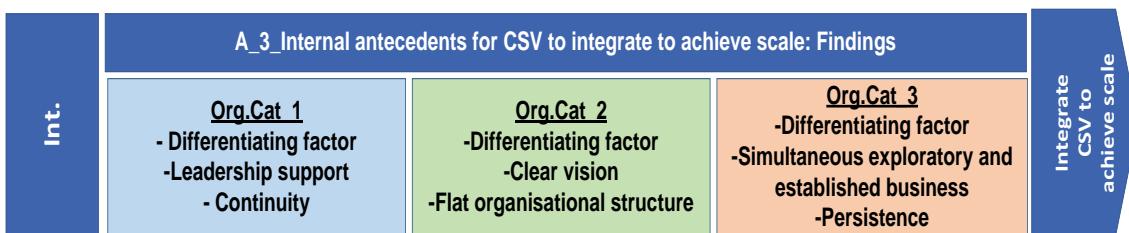


Figure 29: Triangulation of New Insights for A_3 to Consider

According to Thoyib et al. (2019), change towards a sustainable business takes time and requires persistence, this argument was supported by Org.Cat_3, who detailed the challenges they had experienced keeping stakeholders (both internal and external) focused on the long term benefits of CSV versus the short term cost. An antecedent supported with a notable level of commonality amongst all three organisational categories, and one which helped support the necessitated persistence, was detailed by Flammer and Kacperczy (2015) who placed weight on the need for the approach to offer a differentiating factor to the firm. There was a strong area of commonality between Gualandris et al. (2014) and Org.Cat_3, in relation to the need for firms to effectively exercise organisational ambidexterity, the refinement of this factor being the need for firms to be able to explore new business strategies whilst exploiting their current and established business. In this instance, adopting a CSV approach, and maximising profits with core business gave the firms a foothold in the market. According to Gualandris et al. (2014), this ability for firms to be able to exercise ambidexterity is crucial and requires application to resources and knowledge in the firm.

An important internal antecedent echoed by both De los Reyes and Scholz (2019) as well as Dembek et al. (2016) was the need for leadership support along the CSV integration process. This particularly resonated across Org.Cat_1 and Org.Cat_3 who found the need for leadership support essential, if the firm was to effectively integrate CSV to achieve scale. The researcher included this under the persistence finding for Org.Cat_3 which reflected as a refinement to the literature theory. In literature, this support was best embodied through resource allocation, so that if there was an isolated set of resources allocated to deliver the change, then this would be regarded as a demonstration of this internal leadership support, a crucial antecedent supported across the three organisational categories. According to De los Reyes and Scholz (2019), the resource allocation process is a clear sign of this commitment, if there is a lack of commitment from a resource allocation, then this could be assumed that there is not a full subscription from the leadership of the business, this came across strongly in the interviews conducted with Org.Cat_1. This was the case, particularly if the firm reduced its resource allocation in exchange for short term gains.

Tansakul et al. (2018) emphasised the need for the firm to have a culture to pivot towards market demand in order to effectively adopt sustainable business practices but did not place emphasis on this with regards to CSV specifically. This proved to be an area of difference as there was no emphasis placed on culture, as a key driver amongst the various organisational categories. Tansakul et al. (2018) and Anastasiadis and Poole (2015) indicated a need for trust to be a critical internal antecedent, but this was not emphasised as much across the organisational category groups and proved to be an area of difference from an internal perspective. Tansakul et al. (2018) emphasised the importance of monitoring and evaluation which was not emphasised as an internal antecedent as robustly in the findings, but did offer an extension to the theory, through linking CSV to KPIs. New insights were highlighted in the findings which placed emphasis on the need for firms to consider adopting a flat organisational structure. Mehera (2017) and Thoyib et al. (2019) do emphasise the need for structure to be considered in the firm's approach to CSV, however, Mehera (2017) does not provide recommendations for how to structure the business to effectively cater for the approach. There was weight placed on the need for effective cross functional workstreams from Govindan et al. (2016) and Thoyib et al. (2019), but this did not prove to be a focal point in the findings.

6.3.1.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of internal antecedents for CSV to integrate to achieve scale. In comparing the findings and the literature, there was a strong support and commonality for the firm to demonstrate perseverance, and this needed to be supported by the leadership of the business, which reflected in the resource allocation process. This meant business needed to demonstrate ambidexterity, this finding was a refinement of the current theory. An area of difference, and areas that were not explicitly supported by the participants was a need for trust internally, along with an indifference in terms of the monitoring and evaluation of the CSV approach, this too reflected as a refinement to theory. New insights, not overtly covered in the literature reviewed, included a recommendation for firms to consider adopting a flat organisational structure, but as much as structure was identified as a key antecedent, there were scant recommendations as to how to navigate this, thus the study identified this as a potential extension to theory.

6.3.2. B_3_External antecedents for CSV to integrate to achieve scale

This second-order theme looked to isolate what the key external factors were, that needed to be in place for organisations to effectively integrate CSV and achieve scale. This section will refer to the findings per organisational category, and then draw on reference to areas of commonality and difference between the respective organisational categories, and literature detailed in Chapter 2 of this report.

6.3.2.1. Areas of Commonality and Difference Between Findings and Literature

Figure 30 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.



Figure 30: Triangulation of New Insights for B_3 to Consider

Reviewing the insights, from the findings, there was alignment from Org.Cat_2 in terms of the need for firms to secure markets interested in walking the CSV journey with the business, this proved to be an area of commonality between Dembek et al. (2016), Tansakul et al. (2018) and Org.Cat_2. This related to the need for committed markets, supporting the CSV approach, and remaining committed to overcoming the challenges adopting a CSV approach entails. Anastasiadis and Poole (2015), detailed the need for strong partnerships and relationships which proved to be an area of strong support across all three organisational categories. These partnerships needed to be between the various supply chain actors, right through to customers, and how this antecedent facilitated information exchange and catered for improved agility across the stakeholder group.

Tansakul et al. (2018) and Anastasiadis and Poole (2015) placed trust in high regard, as far as external antecedents were concerned, and this was supported by Org.Cat_3 who valued trust as a crucial component to relationships, and found commonality in the need for trusting relationships to be in place, to achieve effective CSV integration. Anastasiadis and Poole (2015) detailed that trust between the supply chain network is of pivotal importance to advancing the sustainable business agenda. Org.Cat_2 found commonality with Busse et al. (2015), Thoyib et al. (2019) and Darkow et al. (2015), in terms of the need for there to be a clear understanding of what was trying to be achieved through adopting a CSV approach, this antecedent was grouped with markets that were interested in CSV, and by implication this would suggest the market and businesses are trying to achieve the same outcome. This was also related to the internal and external stakeholders having consensus on what success looked like, this was argued as a key external antecedent, reflected in the statement from Thoyib et al. (2019), arguing that conflicting goals represent one of the five aspects of inhibitors.

As an area of difference, the findings offered new insights on the need for M and E as an external factor and this was detailed by Org.Cat_3 and represented a development in terms of what was required externally to advance CSV integration. Another new insight, which was consistent across Org.Cat_1 and Org.Cat_2, was the emphasis placed on the need for strong community relations, as a key external antecedent. This constituted an extension of the need to have strong partnerships, however this focus on the community level relations, represented new findings in contrast to reviewed literature.

6.3.2.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of external antecedents for CSV to integrate to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2, there was a strong support and commonality for having a secure market that is interested in supporting the CSV approach, and walking the CSV journey with the firm, with the extension to this reflected in the finding that firm's should consider partnerships throughout the value chain. Trust was emphasised in both literature as well as the findings from the participants, and this trust was crucial to the partnerships and for setting up effective ways of working externally. Emphasis and alignment were found between the findings and the literature, in relation to the need to have a coherent and aligned interpretation of what success looked like, no new insights were gleaned in this regard.

6.3.3. C_3_Antecedents for effective CSV change management of CSV integration to achieve scale

This second-order theme looked to isolate what the crucial antecedents were in order to effectively manage the change to a CSV approach. The section reviews what the key findings from Chapter 5 per organisational category, and then draws on areas of commonality and difference between the respective organisational categories, and literature detailed in Chapter 2 of this report.

6.3.3.1. Areas of Commonality and Difference Between Findings and Literature

Figure 31 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

Ext./Int.	C_3_Antecedents for effective CSV change management of integration to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Building networks -Commitment, resources and leadership support -Ground-level experience	Org.Cat_2 -Stakeholder communication -Leadership support -Transparency	Org.Cat_3 -Linking CSV to KPIs -Linking CSV to strategy -Leadership support	

Figure 31: Triangulation of New Insights for C_3 to Consider

Comparing the insights from the findings against the literature reviewed, the second order theme elicited areas of strong commonality as well as difference. Org.Cat_1's focus on having a strong network was prominent, and this was also detailed in the literature from Anastasiadis and Poole (2015), who argued relationships are key in the change management process. Org.Cat_1 felt that a strong network was a key antecedent to effective change management, and it needed to be underpinned with a strong sense of trust between the various stakeholders. This proved to be an area of commonality with Anastasiadis and Poole (2015) as well and this sentiment was echoed by Thomas et al. (2015), who argued that trusting relationships in a strong network, and the development thereof, significantly helped advance CSV by building a competitive advantage through trusting and transparency. This was further elaborated on by Thoyib et al. (2019), who detailed that the lack of trust and strong networks can prove to be a change management barrier. These two areas of having a robust network and a strong sense of trust proved to be an area of difference for Org.Cat_2 and Org.Cat_3, who did not indicate the same level of importance in relation to these factors in the CSV change management approach.

A strong area of commonality across the three organisational categories and the literature reviewed, referred to the need to have leadership support for the change towards a CSV orientation. De los Reyes and Scholz (2019) and Dembek et al. (2016) detailed how leadership support was important for effective CSV change management. They concluded that without leadership support, it became difficult to overcome internal as well as external resistance to adopting the CSV change. Varchenko et al. (2019) detailed the need for change to be actively managed in general, and this related to the importance of managing the change process, which was echoed by each organisational category in the findings.

Org.Cat_3 offered insights into the effective approach of linking variable pay and performance (KPIs) to CSV integration, and in the literature reviewed, this was detailed as an effective method of getting internal traction for sustainable business practice implementation. The literature did not draw specific reference to CSV in this regard, however Org.Cat_3 did. As detailed by Thoyib et al. (2019), this could be implemented from a human resource management perspective and could be linked to the incentive programmes. However, Org.Cat_2 and Org.Cat_1 did not have this as an area of commonality with the literature. Rather, Org.Cat_1 offered new insights into the antecedents for effective change management, with the value placed on getting stakeholders to a ground level, to experience the farming and operating context. This proved to be a meaningful antecedent, as it gave

stakeholders an understanding of the challenges, and the impact from a social and environmental perspective, and facilitated the change towards CSV integration. A strong area of difference which was offered by all three organisational categories, was embodied in the need to capture and communicate benefits to stakeholders. This came across as an effective change management tool, as stakeholders were able to celebrate the wins, and rally behind the future intent of the CSV approach.

6.3.3.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of the antecedents for effective CSV change management of CSV integration to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2, there was a strong area of commonality for having a robust network in place, with a strong sense of trust between stakeholders reflecting a potential refinement to theory. The most overt requirement, that was consistent across each organisational category as well as the literature, was reflected in the need for leadership support. This support needed to reflect through persistence to CSV integration, offering a refinement on current theory. There was a minor area of commonality between the need to link variable pay to CSV KPIs, and how this facilitated the change to CSV internally, this represented an extension to theory. An overt area of difference and an extension to theory, was the need to communicate the benefits of adopting a CSV approach throughout the stakeholder group.

6.3.4. D_3_Relational antecedents for CSV to integrate to achieve scale

This second-order theme looked to isolate what the key relational factors were, that needed to be in place for organisations to effectively integrate CSV to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.3.4.1. Areas of Commonality and Difference Between Findings and Literature

Figure 32 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

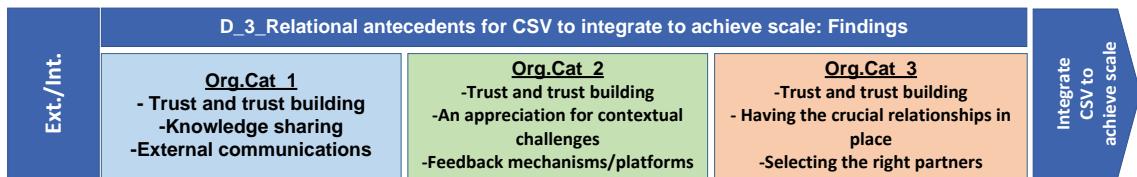


Figure 32: *Triangulation of New Insights for D_3 to Consider*

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the interviews against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. There was a notable consistency with regards to the need to have trust from a relational perspective. This antecedent was echoed by Tansakul et al. (2018) and Anastasiadis and Poole (2015) who placed trust as a key priority in healthy, effective relationships, and subsequently a key antecedent from a relational perspective to integrating CSV effectively.

As an area of difference, Org.Cat_1 valued knowledge sharing and Org.Cat_2 found it critical to have a feedback mechanism from a relational perspective. This facilitated learning as a collective stakeholder group and kept everyone up to speed with the progress of the approach. As an area of difference, Org.Cat_1's emphasis on communicating progress across the stakeholder group proved to be development on the current literature reviewed. Thoyib et al. (2019) detail the need for increased research into improved understanding between upstream and downstream actors in value chains, this was highlighted by Org.Cat_2, who offered new insights into the need for an improved understanding of farm-level challenges amongst the stakeholder group. The last area of unique insight, offered by Org.Cat_3, was related to the need to select the right partners, and this significantly facilitated CSV integration, as it created a meeting of minds, and a common direction of travel. Both Tansakul et al. (2018) and Anastasiadis and Poole (2015) supported Org.Cat_3's emphasis on the need to have the right relationships in place, to effectively integrate CSV to achieve scale.

6.3.4.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of relational antecedents for CSV to integrate to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2, there was a strong support and commonality for trust across the organisational categories, as well as the literature. As an area of difference and

extension to theory, this was found in the findings on having feedback mechanisms in place to celebrate progress, and for selecting the right partners from the onset, to avoid conflicting agendas. The last notable area of difference related to the need for an improved understanding of contextual challenges, this related to exposing downstream stakeholders to upstream realities, this finding demonstrated a potential extension to theory.

6.3.5. E_3_Process antecedents for CSV to integrate to achieve scale

This second-order theme looked to isolate what the key process antecedents that were needed to effectively integrate CSV to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.3.5.1. Areas of Commonality and Difference Between Findings and Literature

Figure 33 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

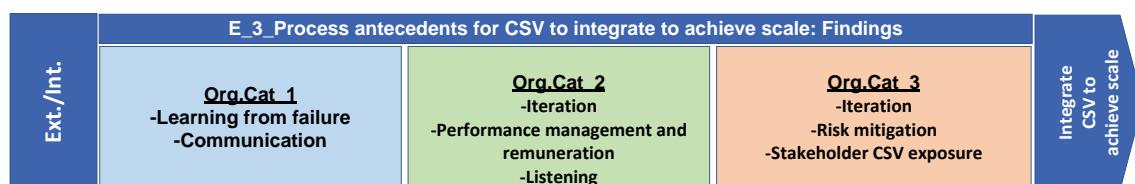


Figure 33: Triangulation of New Insights for E_3 to Consider

Considering the key insights from the findings pulled through from Chapter 5 against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. A significant area of difference between the findings and the literature was reflected across all three organisational categories, which indicated that failure was potentially a good thing. Failure meant that knowledge was created as a part of the learning process, and this enabled CSV integration to progress. The literature reviewed did not cover this in such detail, however Dembek et al. (2016) did discuss the need to capture the failures and circulate this information amongst the stakeholder group; to consider these failures as knowledge assets, and to build them into the iterative process. In contrast, in the findings, each organisational category embraced failure, they recognised that they

were charting new territory and that it was inevitable. This iterative approach is reflected in the initial adapted framework in the literature at Figure 5. However, it is not as strongly recognised as it was in the findings. As an area of difference between the findings and the literature, Org.Cat_1 felt it was important to establish a communications process. This involved committing (as a part of the annual cycle) to stakeholder engagement, and communication covering a multitude of topics from progress, to challenges, and reiteration of the vision. Committing to this action, as a part of the annual process proved to be an effective antecedent for CSV integration based on the findings. As an area of commonality, building in CSV into the remuneration package was found both in Org.Cat_2 and Thoyib et al. (2019). It was a key annual process that allowed for CSV to be institutionalised within the firm and proved to be an effective method of advancing CSV integration. There was however no specific focus on the listening process in the literature reviewed, whereas Org.Cat_2 found this to be a critical process, to ensure gripes were heard and understood and listened to deeply. Org.Cat_3 found the annual risk mitigation process to be crucial to CSV integration, and this went a long way to appeasing internal and external concerns pertaining to adopting a CSV approach. Rueda et al. (2017) supported the need for risk mitigation, however this was detailed as a barrier in literature and was not viewed as a process antecedent. However, the difference between the two was subtle, as Org.Cat_3 viewed this process as crucial to progressing the CSV agenda and viewed the antecedent as more of an opportunity to progress against risk metrics, and to demonstrate progress amongst the stakeholder group. The concluding area of difference related to the need to expose stakeholders to farm-level experiences, as a part of the annual process. In the literature reviewed, this was not overtly covered. Org.Cat_3 felt that building this into the annual process, offered stakeholders an opportunity to experience meaningful impact, to build an understanding of contextual challenges and to improve full value chain understanding amongst the stakeholder group.

6.3.5.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of process antecedents for CSV to integrate to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2, areas of differences included the process of generating knowledge through failing, and iterating the approach through this process of failing, this demonstrated possible extension to theory. This was followed by the potential

extension to theory, through the finding of a need to build a robust communication and listening approach into the annual cycle, along with exposing stakeholders to a farm-level experience annually. Areas of commonality related to building in CSV KPIs into the annual remuneration process and advancing CSV integration through progressive risk mitigation processes, this represented a potential extension to the theory.

6.3.6. Conclusive Findings for Research Pertaining to Research Question 3

As seen in Figure 34, the Chapter 2 framework has now been refined and extended to include the possible new findings highlighted in Chapter 6. These are represented by the bold text and an “**” next to the potential framework extension, and a “*” next to the potential refinement on the framework. Conclusive research findings pulled through to Chapter 7 included:

- Refinements in relation to increased ground-level exposure across the stakeholder group. This meant building in farm-level visits amongst by the downstream stakeholder group. Firms needed to demonstrate ambidexterity, specifically with regards to resource allocation and budgets (an indicator for leadership support for the concept). Adopting a transparent approach to CSV integration, this meant that the firms looking to engage in a CSV approach would look to do so with a high degree of trust and transparency with the stakeholder group.
- Extensions included linking CSV to variable pay, and KPIs as a part of the annual incentive program, and performance management process, coupled with a flat organisational structure. Accept that failure as a part of the knowledge development process, CSV would be iterative in its advancement to scale. Ensuring risk mitigation processes were in place, this formed part of the annual cycle and addressed stakeholder concerns pertaining to risk. The last potential extension to be included in Chapter 7 related to the need for effective communication processes to celebrate progress and table concerns.

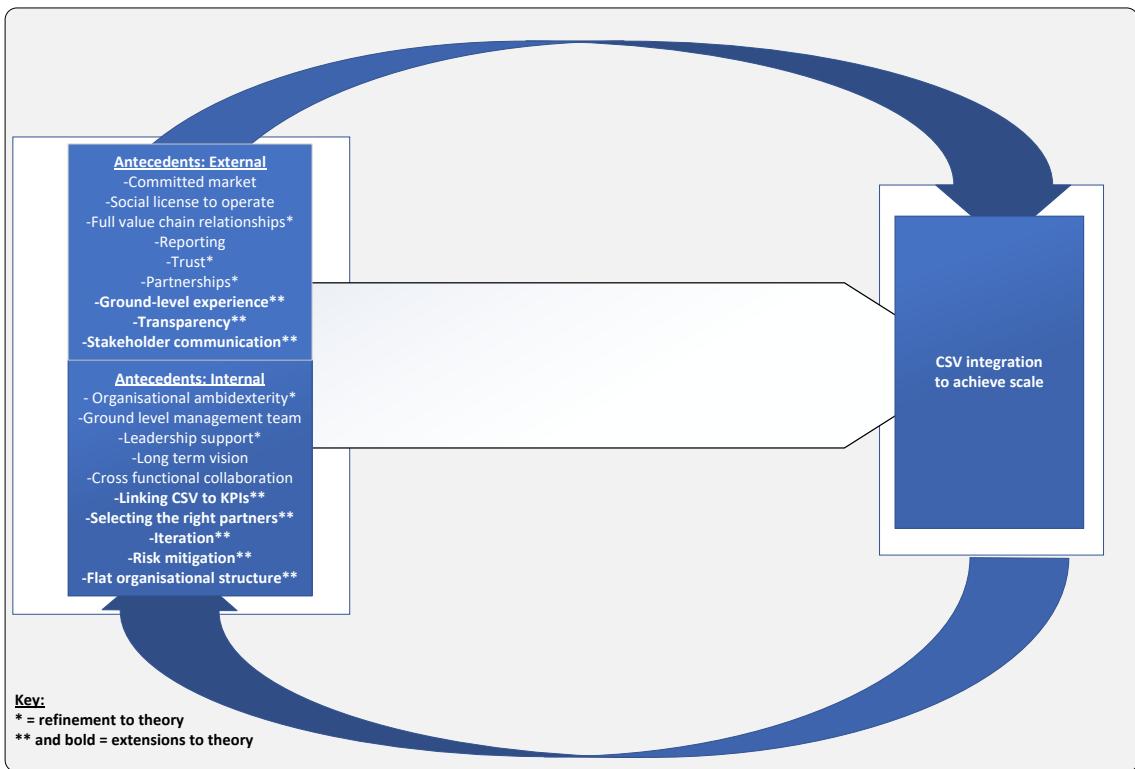


Figure 34: Relationship Between Antecedents and CSV

Source: Extended from Long & Young, 2016, p.20

6.4. Discussion of Results from Research Question 2

RQ2.) What are the internal and external enablers that catalyse CSV integration to achieve scale?

The findings provided meaningful insights into the factors that facilitate CSV to effectively integrate to achieve scale. Figure 35 captures the prevailing categories discussed in Chapter 5, and how this linked to each of the second-order themes that emerged through the analysis process.

Ext./Int.	A_2_Key relational enablers that promote CSV integration to achieve scale: Findings			Integrate CSV to achieve scale
	Org.Cat_1 - Effective cross-functional teams -Committing to community upliftment -Building out networks	Org.Cat_2 -Having the right relationship network -Holistic value creation -Trust	Org.Cat_3 -Recruit for a CSV mindset - Meaningful community engagement -Full value-chain relationships	
Int.	B_2_Internal enablers of CSV integration to achieve scale: Findings			
	Org.Cat_1 - Effective cross functional workstreams -Demonstrable benefits -Linking performance management to CSV	Org.Cat_2 -Linking performance management to CSV -Leadership commitment to CSV vision -CSV compatible structures -Employee farm-level exposure -Creative abrasion	Org.Cat_3 -Effective cross functional workstreams -Institutionalisation of CSV -Demonstrable benefits -Leadership commitment	
Ext./Int.	C_2_Process enablers of CSV integration to achieve scale: Findings			
	Org.Cat_1 -Institutionalising CSV -Feedback loop -Linking CSV to performance management -Forecasting	Org.Cat_2 -Pricing -Budgeting -Listening -Educating -Performance management	Org.Cat_3 -Hard line on CSV change management -Institutionalization - Decentralised structures	
Ext.	D_2_External enablers of CSV integration to achieve scale: Findings			
	Org.Cat_1 -Partnerships -Cross-sectoral collaboration -Trust	Org.Cat_2 - Partnerships -Auditing and accreditation -Trust -Risk mitigation -Consultants	Org.Cat_3 -Partnerships -Trust -Ground level exposure -Educating customers on greenwashing	

Figure 35:Aggregate New Insights to Consider for RQ2

6.4.1. A_2_Key relational enablers that promote CSV integration to achieve scale

This second-order theme looked to isolate what the key relational enablers were, that facilitated CSV integration to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.4.1.1. Areas of Commonality and Difference Between Findings and Literature

Figure 36 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.



Figure 36: *Triangulation of New Insights for A_2 to Consider*

Considering the key insights from the findings pulled through from Chapter 5, against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. Aboah et al. (2019) and Thoyib et al. (2019) supported the need for effective cross functional internal working teams, these relationships proved to be key to Org.Cat_1 as well, who experienced the same enabler, with the potential refinement to theory reflecting in the need to have integrated business processes to effectively unlock the indirect benefits to CSV. As a strong area of commonality, the need to have a strong network in place, proved to be an effective enabler for CSV integration and this need was echoed by all three organisational categories, no new extensions or refinements were identified here. It was also supported by Anastasiadis and Poole, (2015) and Govindan et al. (2016), who detailed that the relationships between supply chain actors was one of the most central enablers to delivering and advancing sustainable business practices. These relationships were not limited to supplier buyer relationships, but cross sectoral relationships, as well as business to customer relationships. Govindan et al. (2015) speaks to a need for increased farm level understanding and research, whereas Org.Cat_3 supported the value it experienced in this regard, in relation to meaningful community engagement. Org.Cat_3 did offer an important and unique insight into relational enablers, detailing that they recruit for a CSV mindset, but if the applicant is not compatible with the approach, it becomes difficult to try to convince them of the CSV approach. Trust proved to be an important relational enabler as explained by Tansakul et al. (2018) and Anastasiadis and Poole (2015) (and as detailed in the antecedent section of this chapter). Trust can

act as both an enabler, and as a crucial as an antecedent, this was echoed by Org.Cat_2. As an area of difference Org.Cat_1 and Org.Cat_2 found that when the firm adopted a holistic value creation approach, and created value that meaningfully uplifted the communities crucial for an effective CSV operation, this created a self-perpetuating effect where the relationship developed, and CSV integrated efficiently to achieve scale.

6.4.1.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of key relational enablers that facilitate CSV integration to achieve scale. There was commonality with regards to the enabler of effective cross functional workstreams and having the right network in place representing potential areas of refinement to theory. Areas of difference reflected in the approach of recruiting for a CSV mindset and creating holistic value for all stakeholders, this proved to be a potential extension to theory. Additionally, the area of difference was experienced by Org.Cat_3, further supporting the need for additional research detailed by Govindan et al. (2015), who felt a need for increased ground level experiences, and research into how these farm level experiences facilitate CSV integration from a relational perspective, this too proved to be a potential area of extension for the study.

6.4.2. B_2_Internal enablers of CSV integration to achieve scale

This second-order theme looked to isolate what the key internal factors were, that facilitated CSV integration to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.4.2.1. Areas of Commonality and Difference Between Findings and Literature

Figure 37 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

B_2_Internal enablers of CSV integration to achieve scale: Findings			
Int.	Org.Cat_1 - Effective cross functional workstreams - Demonstrable benefits - Linking performance management to CSV	Org.Cat_2 - Linking performance management to CSV - Leadership commitment to CSV vision - CSV compatible structures - Employee farm-level exposure - Creative abrasion	Org.Cat_3 - Effective cross functional workstreams - Institutionalisation of CSV - Demonstrable benefits - Leadership commitment
			Integrate CSV to achieve scale

Figure 37: Triangulation of New Insights for B_2 to Consider

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the interviews against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. The participants experienced internal enablers in relation to having effective internal cross functional workstreams. This related to the effectiveness with which each division within the business was able to drive the CSV agenda and work collaboratively to achieve a common goal. This proved to be an area of commonality between Org.Cat_1, Org.Cat_3, and the literature, Aboah et al. (2019) as well as Thoyib et al. (2019) also concluded that internal integration was important for driving the sustainable business agenda. Thoyib et al. (2019), elaborated on this enabler detailing that integrated business planning could both hinder and harm progress unless there was a high level on integration between the various organisational divisions. This proved to be both a relational and an internal enabler. As an area of difference between all three organisational categories, and the literature reviewed, linking performance management to delivery of CSV proved to be a new insight into how best to enable CSV integration. This topic was touched on by Thoyib et al. (2019), however the literature only alluded to CSV. In the findings, Org.Cat_2 placed specific emphasis on driving this through an open book management system approach and allowing employees to take better ownership of their respective performance metrics against the CSV vision. Govindan et al. (2015) detailed the need for increased research into the value of getting farm level exposure from an internal perspective, and the value this bought to the integration process. This proved to be an area of difference for Org.Cat_2 who emphasised the value they had experienced, in getting internal stakeholders to a farm level to better understand contextual challenges experienced. Flammer and Kacperczyk (2015), along with Org.Cat_1 and Org.Cat_3 agreed that CSV could offer demonstrable benefits, and this went a long way to improving the enablement of CSV integration. Flammer and Kacperczyk (2015) detailed that the value chain ecosystem and

external parties gravitate towards firms that have long-run sustainable business practice intentions, if the benefits are apparent. The organisational categories experienced similar forces as an area of commonality, yet from an internal perspective. If there were demonstrable benefits, that employees understood, it went a long way to getting subscription and this proved to be a powerful enabler to CSV integration. Busse et al. (2015) and Org.Cat_2 and Org.Cat_3 found commonality on the need for leadership support to effectively integrate sustainable business practices, having this support (according to literature) facilitated integration. Org.Cat_2 and Org.Cat_3 offered additional insights into this enabler arguing that it allowed for the CSV approach to be insulated from conventional organisational reporting, it was noted that CSV was openly challenged in its absence and that it precipitated a frustration and barriers if leadership support was not resolute. Org.Cat_2 offered new insights into the need for having flat autonomous structures to advance CSV integration, as detailed in the A_3 antecedents' section of this chapter, Mehera (2017) and Thoyib et al. (2019) did place emphasis on the need to have compatible structures however the new insights was embodied in the recommendation to having flat structures, according to the participants' experience, and with specific reference to CSV integration to achieve scale.

6.4.2.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of internal enablers to CSV integration to achieve scale in Chapter 5 and the literature reviewed in Chapter 2, there was commonality for having effective internal cross functional workstreams and leadership support, this proved to be a possible refinement to theory on leadership support and effective cross functional workstreams. There was commonality between the findings and literature, in relation to the need to ensure that the CSV approach offered demonstrable benefits as well, no significant new extensions or refinements were made here. Linking CSV to performance management processes proved to be an internal enabler area of difference, with the need to getting employees farm level exposure also offering a new insight from an internal enabler perspective, these two components constituted potential extensions to theory.

6.4.3. C_2 Process enablers of CSV integration to achieve scale

This second-order theme looked to isolate what the process enablers were to assist in CSV integration to achieve scale. This section will refer to the findings, and then

draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.4.3.1. Areas of Commonality and Difference Between Findings and Literature

Figure 38 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

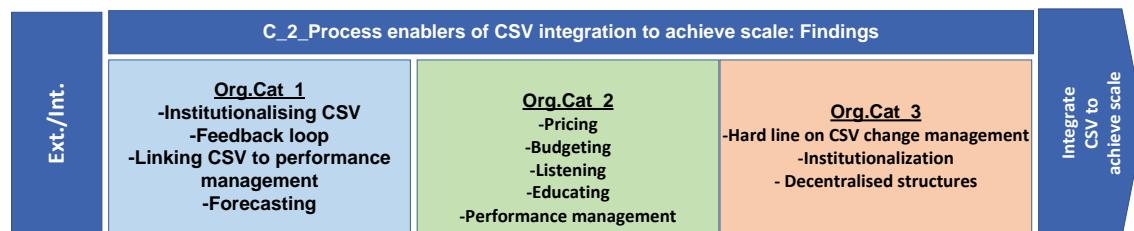


Figure 38: *Triangulation of New Insights for C_2 to Consider*

Considering the key insights from the findings, pulled through from Chapter 5, against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. As a notable area of difference, all organisational categories found value in linking the performance management process to CSV and institutionalising the approach. This proved to be a meaningful insight, in relation to processes that enable CSV integration.

De los Reyes and Scholz (2019) discussed the enablers highlighted by Org.Cat_1 and Org.Cat_2, in that the extent to which resources were allocated to advancing CSV was an indication of the level of leadership support. This allocation process as described by De los Reyes and Scholz (2019) was an enabler, however new insights from the findings, reflected across two organisational categories, detailed the facilitative effect that forecasting, pricing and budgeting enabled for CSV integration and offered new insights into processes that enhanced CSV integration. Mehera (2017) and Thoyib et al. (2019) emphasised the need for the organisational structuring process to adopt a structure that is appropriate for sustainable business practices. However, an area of difference, and new insights from Org.Cat_3, who argued that the process of structuring a business with flat hierarchies proved to be an enabler for CSV integration.

Dembek et al. (2016) detailed the importance of capturing and communicating learnings in the form of a feedback loop which proved to be an area of commonality for Org.Cat_1, however Org.Cat_2 provided more detail on the communication process (as an enabler) and emphasised the need to adopt a robust listening process. Org.Cat_2 also placed significant emphasis on educating stakeholders in relation to contextual challenges and operating model, and this drew reference to the importance placed on getting stakeholders exposed to ground level experiences. The last area of difference, and a noteworthy enabler, was detailed by Org.Cat_3 who felt that adopting a hard line on a transition towards CSV was in fact the most effective approach. This spoke to the same effect of linking the change to CSV KPIs and institutionalising the approach through the performance management process.

6.4.3.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of process enablers to CSV integration to achieve scale in Chapter 5 and the literature reviewed in Chapter 2, it was found that areas of difference included taking a hard line on a transition to CSV, and linking CSV to performance management processes, these two findings showed potential for extension to theory. An additional extension to theory, involved the finding of adopting a flat organisational structure in the structuring process, this proved to have an enabling effect on the CSV approach. The penultimate area of difference was the need to initiate an education process for stakeholders on the CSV approach. Areas of commonality related to the annual budgeting process with the nuanced difference reflecting in the suggestion that forecasting was found to provide an enabling effect towards a CSV approach, this proved to be a potential refinement as well as an extension to theory respectively.

6.4.4. D_2_External enablers of CSV integration to achieve scale

This second-order theme looked to isolate what the crucial external factors were to assist in CSV integration to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.4.4.1. Areas of Commonality and Difference Between Findings and Literature

Figure 39 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.



Figure 39: *Triangulation of New Insights for D_2 to Consider*

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the interviews against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. A strong area of commonality between the literature reviewed, as well as each organisational category was the external enabler experienced in the form of strong partnerships. Anastasiadis and Poole (2015) detailed the importance of partnerships arguing that these partnerships needed to be underpinned by a deep sense of trust between the actors, this was supported by Tansakul et al. (2018) and both external factors echoed by all three organisational categories.

Anastasiadis and Poole, (2015) and Govindan et al. (2015) elaborated on the importance of establishing and developing cross sectoral partnerships as was echoed by Org.Cat_1. These partnerships needed to be with both NGOs, government and private sector, and proved to offer significant external enablement towards a CSV model. Org.Cat_2 placed value on mitigating risk, as much as this was an inside out approach, showing intent to reduce risk across the supply chain aided external scepticism towards the CSV approach, and demonstrated gains against high risk scenarios. This enabler was supported in literature by Rueda et al. (2017), who highlighted the multitude of risks associated with the food and beverage industry supply chains, and how challenging it was to change mindsets given these risks.

Org.Cat_2 brought two interesting external enablers through the feedback, arguing that auditing and obtaining accreditation aided CSV integration, as this gave

external parties peace of mind that the credentials had in fact been audited by an objective third party. It was found that consultants offered a meaningful catalytic effect on the CSV integration approach, as they represented an objective and expert opinion which could cut through the internal politics. Org.Cat_3 (as an area of difference) found value in educating stakeholders around the ground level operating environment and getting downstream stakeholders to the farm offered an enabling effect. Closing external enablers, Org.Cat_3 found that there was value in equipping consumers with the knowledge they needed to scrutinise CSV claims, this external enabler involved progressively educating consumers around false claims and greenwashing by firms claiming to have CSV credentials.

6.4.4.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of external factors that facilitate CSV integration to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2, there was a strong support and commonality for having robust partnerships underpinned by a sense of trust, collectively these enabled CSV integration from an external perspective. It was noted that these partnerships could be cross-sectoral which confirmed the stance found in the literature in Chapter 2, no new potential extensions or refinements to theory were identified in this regard.

Risk mitigation also proved to be an area of commonality with the literature, with the potential extension to theory reflecting in the need to compromise on the firm's risk appetite in the initial phases of CSV. Areas of difference between the findings and the literature related to the use of external consultants, and auditing and accreditation to advance CSV integration, this proved to be a potential extension to theory considered in the study. The concluding areas of difference involved the education of consumers pertaining to greenwashing, and the enabling effect experienced when stakeholders were exposed to ground level operations on the farm, these too offered potential extensions to theory as a product of a findings on Chapter 5.

6.4.5. Conclusive Findings for Research Pertaining to Research Question 2

As seen in Figure 40, the Chapter 2 framework has now been refined and extended to include the differences highlighted in Chapter 6. These are represented by the bold text and an “**” next to the potential framework extension, and a “*” next to the

potential refinement on the framework. Conclusive research findings pulled through to Chapter 7 included:

- Refinements with regards to the need to develop and actively sought out cross-sectoral partnerships. It was found that leadership support in specific relation to resource allocation and perseverance proved to be a refinement to the literature reviewed.
- Extensions in relation to forecasting, as a part of the annual budgeting process. This was detailed as a useful enabler as it supported the incremental increase of supply chain exposure to the CSV approach and offered a gradual transition to CSV coupled with effective risk mitigation processes. As a part of the annual communication processes, it was found that listening and adopting an annual feedback loop went a long way to enabling CSV integration and facilitated the speed at which the transition took place. A need to educate consumers of greenwashing, and to equip consumers with the tools they need to effectively scrutinise masquerading CSV brands. It was found that the CSV territory involved breaking new ground for the participants and their respective organisations, harnessing consultants and their expertise in the field went a long way to enabling CSV integration, as the consultants were able to allay internal scepticism towards CSV. Objectivity was a strong driver of CSV, this reflected not only in the support for consultants, but also in support for getting in external auditors to review the CSV claims, but also to get recognised certification for the efforts. Actively recruiting for a CSV mindset, as well as adopting a hard line on CSV, through integrating the approach into the firm's performance management processes. This needed to be supported by a structure that was fit for a CSV approach, it was found that the best approach in this regard was a flat organisational structure with successful firms having adopted an open-book management system approach. The concluding extension related to the finding of having meaningful community engagement through exposing crucial stakeholders to ground-level context. This significantly enhanced the traction of CSV integration, and gave stakeholders an understanding of the context, and informed their decisions promoting a long-run mindset for their decisions.

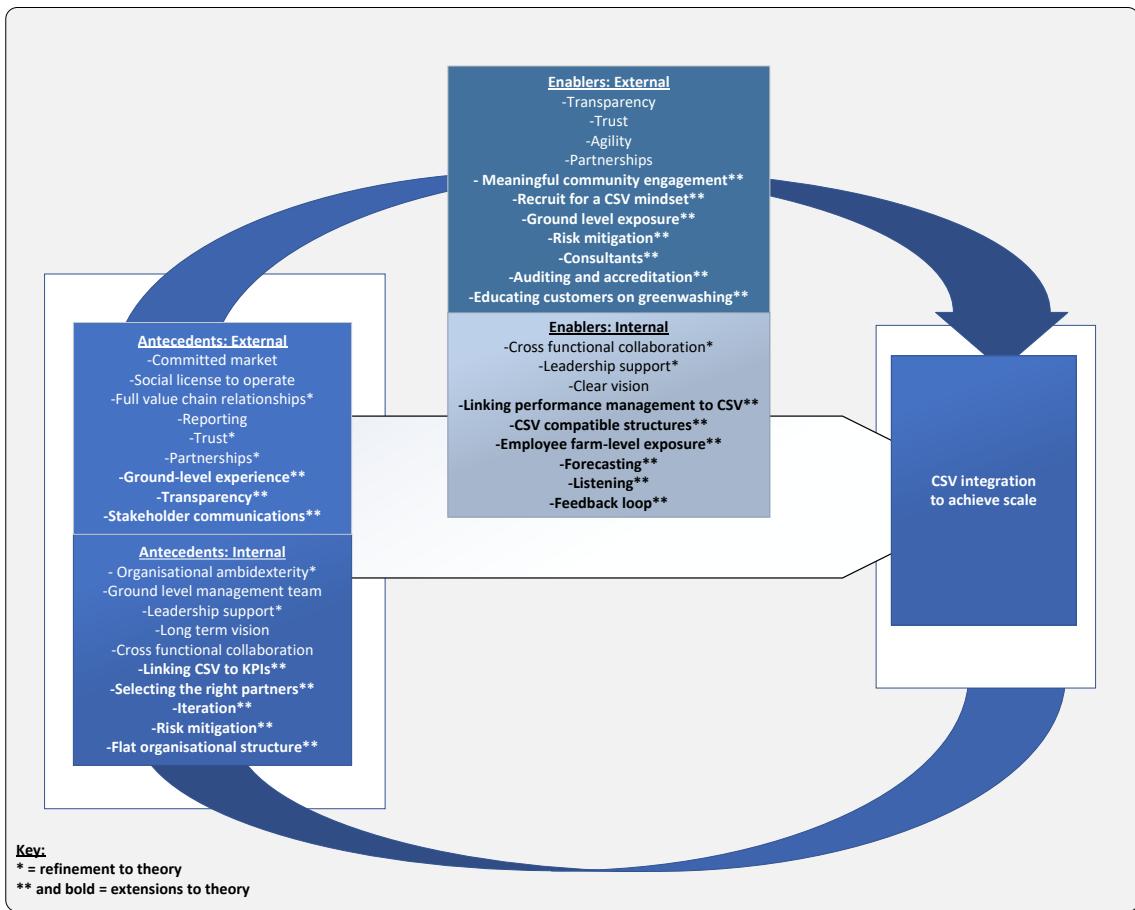


Figure 40: Relationship Between Antecedents, Enablers and CSV

Source: Extended from Long & Young, 2016, p.20

6.5. Discussion of Results from Research Question 1

RQ1.) What are the internal and external barriers inhibiting CSV from effectively integrating to achieve scale?

Each organisational category provided meaningful insights into the factors that prevent CSV from effectively integrate to achieve scale. Figure 41 captures the prevailing categories discussed in Chapter 5, and how this linked to each of the second-order themes that emerged through the analysis process.

A_1_Internal barriers of CSV integration to achieve scale: Findings			
Int.	Org.Cat_1 - Financial -Shifting mindsets - Lack of leadership support - Vertical structures	Org.Cat_2 -Cross-functional barriers -Shifting mindsets -Lack of data	Org.Cat_3 -Shifting mindsets -Risk mitigation/avoidance -Inability to compromise
B_1_External barriers of CSV integration to achieve scale: Findings			
Ext.	Org.Cat_1 -Inability to compromise -Government rules and regulation -Hesitant farmer base	Org.Cat_2 -Slow market traction -Unsupportive government -Unclear benefits -Restructuring the value chain	Org.Cat_3 -Reluctant farmer base -Value chain restructuring -Slow and unreliable government
C_1_Relational barriers of CSV integration to achieve scale: Findings			
Ext./Int.	Org.Cat_1 -Conflicted interpretation of what CSV success looks like -Disconnect between farming communities and the firm -Disrespect for established community cultural norms	Org.Cat_2 -Ineffective working relationships -Disconnect between farming communities and the firm -Inability to provide guaranteed market	Org.Cat_3 -Conflicted interpretation of what CSV success looks like -Disconnect between farming communities and the firm -Lack of full value chain understanding

Figure 41: Aggregate New Insights to Consider for RQ1

6.5.1. A_1_Internal barriers of CSV integration to achieve scale

This second-order theme looked to isolate what the internal factors were, that hindered CSV integration to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.5.1.1. Areas of Commonality and Difference Between Findings and Literature

Figure 42 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

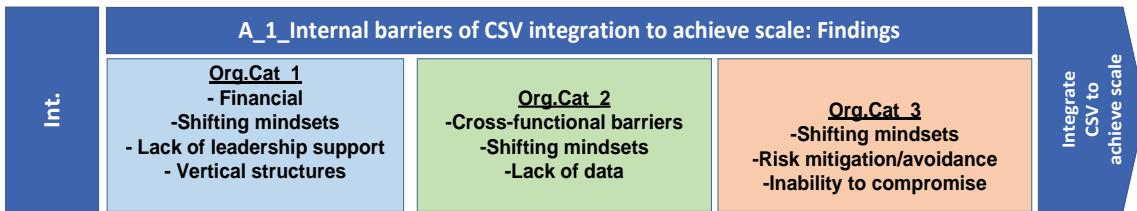


Figure 42: *Triangulation of New Insights for A_1 to Consider*

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the findings against the reviewed literature in Chapter 2, the researcher identified multiple areas of commonality as well as difference. An area of commonality across all organisational categories was embodied in the form of the challenges experienced in shifting mindsets away from traditional and institutionalised practices. This challenge of shifting mindsets was detailed in literature from Darkow et al. (2015) who details the challenges experienced with shifting mindsets away from the dominant logic of the firm, and Zulfiqar and Thapa (2018) who detail the discomfort experienced as a product of change within an organisation.

Org.Cat_1 experienced frustration in relation to resource allocation, and found consistent hindrances to integrating CSV effectively, related to financial constraints. This corresponded and proved to be an area of commonality with the literature from Busse et al. (2015) and De los Reyes and Scholz (2019) who argued that an indication of leadership support is reflected in the resource allocation process. If resources were not committed to a sustainable business approach, then this would be an indication of a lack of leadership support and a short-term approach to business. In the findings it was noted that this issue precipitated a barrier to advancing CSV integration if there was not a concrete commitment to the required resources to deliver CSV.

Thoyib et al. (2019) speak to the barrier that can develop internally, if the various functional teams within the firm are not working effectively on the CSV approach. This was echoed by Org.Cat_2 who also experienced challenges in this regard. Zulfiqar and Thapa (2018) and Tansakul et al. (2018) detail the importance of capturing and sharing information amongst stakeholders, if data was lacking or there was no proof of concept, and in its absence, data was seen as a barrier. This was evident in the findings and experienced by Org.Cat_2. Risk avoidance was noted as an area of commonality between literature from Rueda et al. (2017) and Org.Cat_3. Firms face a multitude of risks according to Rueda et al. (2017), and these risks could be a product of changing regulations and standards, availability,

microeconomic volatility and uncertain macroeconomic factors. These factors all represent a form of risk to firms embarking on any venture, and in a CSV approach they are amplified, so that this developed a barrier in the form of firms avoiding additional unnecessary short-term risk.

As an area of difference, it was found that Org.Cat_1, who had experienced CSV integration frustrations, related to the firm's structures being too vertical. The findings indicated that this made it difficult for people to escalate their needs and concerns up the corporate hierarchy and subsequently they could not get their short-run issues addressed. This proved to be a barrier along with an inability for the firm to compromise. This was experienced by Org.Cat_3, who explained the barriers related to the firm embarking on a CSV approach, if one tried to push all economic costs up the supply chain, rather than being willing to take the short-term cost for the long-run gain associated with effective CSV integration.

6.5.1.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of internal factors that inhibit CSV integration to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2. Internal barriers experienced in relation to shifting mindsets proved to be a major factor, and this was an area of commonality for all organisational categories, the potential refinement to theory related to the challenges of shifting mindsets at a farmer level. And to rectify the mentality associated with historic CSR activity. Common barriers documented in literature and found through the research process related to a lack of commitment and leadership support, the potential refinement with this factor reflecting in the form of poor or inadequate resource allocation. Dysfunctional internal cross functional workstreams, a lack of information and a fear of risk associated with CSV integration proved to be potential extensions to theory. Areas of difference and new insights offered by the organisations were embodied in the challenges experienced by vertical structures in the firm and an inability of some firms to compromise, these too represented potential extensions to theory.

6.5.2. B_1_External barriers of CSV integration to achieve scale

This second-order theme looked to isolate what the external factors were, that hindered CSV integration to achieve scale. This section will refer to the findings,

and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.5.2.1. Areas of Commonality and Difference Between Findings and Literature

Figure 43 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.

B_1_External barriers of CSV integration to achieve scale: Findings				
Ext.	<u>Org.Cat 1</u> -Inability to compromise -Government rules and regulation -Hesitant farmer base	<u>Org.Cat 2</u> -Slow market traction -Unsupportive government -Unclear benefits -Restructuring the value chain	<u>Org.Cat 3</u> -Reluctant farmer base -Value chain restructuring -Slow and unreliable government	Integrate CSV to achieve scale

Figure 43: Triangulation of New Insights for B_1 to Consider

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the findings against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. The barriers related to external parties not willing to compromise proved to be an area of difference with the literature and was consistent across the three organisational categories. This was experienced in a nuanced fashion across the three categories, with Org.Cat_1 experiencing this barrier at an intermediary level within the value chain, whereas Org.Cat_2 experienced this barrier in the form of delayed market traction due to the market being reluctant to compromise on quality and or price in the short term.

Org.Cat_3 and Org.Cat_1 experienced the same effect at a farmer level and this insight demonstrated a reluctance amongst the farming communities to compromise their already marginal production, which proved to be a barrier to CSV integration as it compromised availability. As an area of commonality with the literature, it was found that each organisational category had experienced frustrations related to government and this was conveyed in different and nuanced formats. It appeared that government (in a cross-sectoral capacity) was unable to catalyse CSV principles, and subsequently hindered CSV integration by not being able to implement appropriate policies or offer the right structural support to

effectively advance CSV. These frustrations aligned to the literature from Rueda et al. (2017), who echoed this sentiment detailing the barrier generated by poor government regulations, and short-run policies that appeal to the electorate.

In the last two areas of difference between the findings and the literature, Org.Cat_2 experienced frustrations related to external parties not seeing the benefits of adopting a CSV approach. This in turn spoke to the concluding area of difference related to the restructuring of the value chain. This was experienced by Org.Cat_2 and Org.Cat_3, who detailed the opportunity and subsequent barrier, associated with restructuring the value chain to unlock value through a CSV lens. This involved removing unnecessary intermediaries, and adding value closer to the farm wherever possible, to remove double marginalisation. This was met with some trepidation by value chain intermediaries as it stood to render them redundant in exchange for greater value capture amongst the farming communities.

6.5.2.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to the second order theme of external factors that inhibit CSV integration to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2. External barriers experienced in relation to an inability for the various actors in the value chain to compromise proved to be a major source of friction along the CSV integration approach. This proved to be an area of difference and potential extension to theory, along with the organisational categories experiencing resistance rooted in the restructuring of the value chain, and external parties not seeing clear benefits in adopting a CSV approach. As an area of commonality found in the study, unsupportive government, with the refinement in this regard found to be a lack of technical support, and a shortfall in accreditation facilitation. Inept CSV regulatory frameworks proved to be a source of significant friction to the advancement of CSV integration to achieve scale, which further added weight to the refinement to theory.

6.5.3. C_1_Relational barriers of CSV integration to achieve scale

This second-order theme looked to isolate what the relational factors were, that hindered CSV integration to achieve scale. This section will refer to the findings, and then draw on reference to areas of commonality and difference between the findings, and literature detailed in Chapter 2 of this report.

6.5.3.1. Areas of Commonality and Difference Between Findings and Literature

Figure 44 captures the areas of commonality and difference found in Chapter 5. This section proceeds to evaluate how these findings relate to literature reviewed in Chapter 2, and highlights potential extensions and refinements of theory, which is carried through to Chapter 7 for the contributions to the framework presented in Chapter 2.



Figure 44: *Triangulation of New Insights for C_1 to Consider*

Considering the key findings pulled through from Chapter 5, and the insights gleaned from the findings against the reviewed literature, the researcher identified multiple areas of commonality as well as difference. An area of commonality between Org.Cat_1 and Org.Cat_3 was found in the form of conflicted interpretations of what success looked like, and this was comprehensively covered in the literature reviewed with Busse et al. (2015), Thoyib et al. (2019) and Darkow et al. (2015) drawing reference to this relational barrier. All of the organisational categories experienced this barrier, as their respective CSV approaches took root, and advanced to scale.

Darkow et al. (2015) argues that conflicting interpretations of what the course of direction should be, can generate positive outcomes when the dissent is harnessed, however if the appropriate platforms for constructive dialogue are not catered for, this can precipitate relational barriers as was experienced by the organisational categories. Busse et al. (2015) confirm this barrier, by furthering the emphasis on having specific goals in place that have been developed and shaped collectively amongst the stakeholder group. This then proactively removes ambiguity in relation to conflicted opinions of success. As an extension of this barrier regarding conflicting interpretations of what success looked like, an area of commonality between Busse et al. (2015), Thoyib et al. (2019) and Darkow et al. (2015) and Org.Cat_2 related to the inability for firms to secure a guaranteed market. In the absence of a reliable market, a barrier to CSV integration developed

as one party was required to produce or procure on speculation, sometimes at a premium and often at a short-run compromise on quality.

Commonality in relation to spatial distances were extensively discussed as a relational barrier in the literature reviewed, and this was corroborated in the findings with all three organisational categories experiencing a disconnect between the farming communities and the firm. This related to the firms not having an appreciation for contextual challenges. Gualandris et al. (2014) and Busse et al. (2015) echoed these challenges, with Busse et al. (2015) finding the barrier counterintuitive. They placed emphasis on the need to build meaningful relationships with a physical presence, and they further argued that electronic correspondence would not resolve this barrier so that a ground-level presence was required to overcome this barrier. The barrier and area of commonality experienced by Org.Cat_2 related to ineffective working relationships, and this spoke to the need for effective internal cross functional workstreams as described by Thoyib et al. (2019), who argued that adopting sustainable business practices can and does develop internal divisions, and fractures related to internal relationships.

6.5.3.2. Conclusion, Potential Refinements of and Extensions to Theory

Summarising the areas of commonality (refinement) and difference (extensions) in relation to second order theme of relational factors that inhibit CSV integration to achieve scale, the findings presented in Chapter 5 and the literature reviewed in Chapter 2. Relational barriers experienced regarding conflicted interpretations of what success looked like, proved to be a robust area of commonality between the findings and the literature, this finding offering a potential refinement to theory. Coupled with the relational barriers experienced with regards to spatial distances, an inability to secure guaranteed markets and lowered expectation proved to be refinements to theory.

6.5.4. Conclusive Findings for Research Pertaining to Research Question 1

As seen in Figure 45, the Chapter 2 framework has now been refined and extended to include the differences highlighted in Chapter 6. These are represented by the bold text and an “**” next to the potential framework extension, and a “*” next to the potential refinement on the framework. Conclusive research findings pulled through to Chapter 7 included:

- Refinements related to spatial distances experienced by firms adopting a CSV approach proved to be a conclusive finding in the study. This barrier was

extensively documented in literature; however, it speaks to the need for increased ground-level exposure amongst key value chain stakeholders. It was found that misalignment in relation to what success looked like amongst stakeholders, proved to be a refinement to theory, coupled with the barrier experienced by poor leadership support through inept resource allocation. The concluding refinement related to the barrier found in relation to changing mindsets at a farmer level and rectify the misconceptions of handouts.

- Extensions included barriers related to vertical structures. This related to firms adopting a CSV approach but maintaining conventional vertical organisational reporting structures, and a conventional operating model which proved to be incompatible with a nascent CSV approach. It was concluded that an inability for value chain actors to compromise (whether it be price or quality) created a barrier to effectively integrating CSV to achieve scale. There was invariably a short-term need for compromise in order to advance CSV to achieve scale. This compromise was experienced in several forms, whether it be pricing, quality or the associated market risk. If no party was willing to compromise, it proved to be a barrier. It was found that if external parties could not readily understand or identify with the benefits associated with CSV, this developed a barrier to advancing the approach as it became difficult to secure buy-in from key external stakeholders to walking the CSV journey with the initiator firm. If the CSV approach involved a restructuring of the value chain, this proved to be a barrier as the approach seeks to increase value retention at a farm level and remove unnecessary double marginalisation along the value chain, this generated a fear of risk amongst incumbent supply chain actors, who subsequently sought to thwart CSV integration.

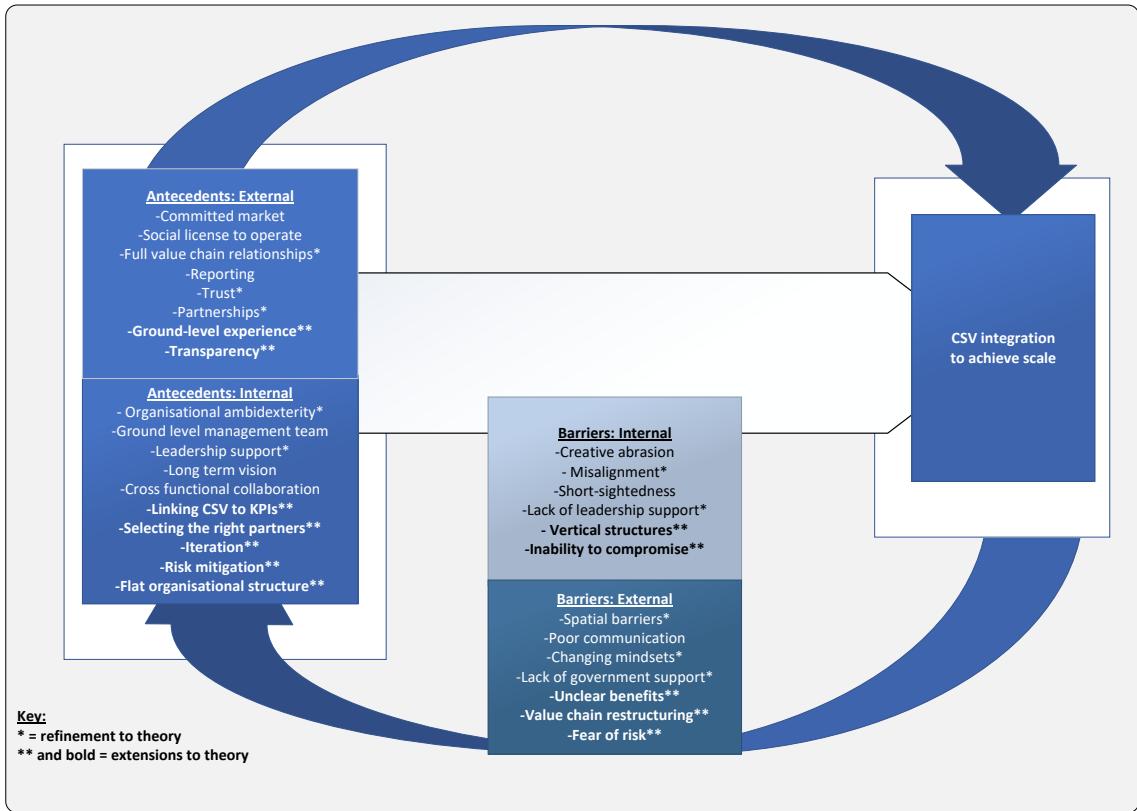


Figure 45: Visual Relationship Between Antecedents, Barriers and CSV Integration

Source: Extended from Long & Young, 2016, p.20

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1. Introduction

In this chapter, the CSV Integration Framework is presented, detailing the various components of the framework. The framework has been informed by the discussion in Chapter 6 from the findings in Chapter 5 against literature reviewed in Chapter 2. The chapter then presents key findings identified through the research process, embodied by the potential extensions and refinements to the original adapted framework from Chapter 2. The chapter proceeds to detail the implications for managers, and the limitations experienced through the research process. The chapter's penultimate section covers recommendations for future research, with the chapter concluding with an overview of the scope of the research project, and the link to the original research problem presented in Chapter 1.

7.2. The Development of the 'CSV Integration Framework'

The CSV integration framework was developed from the initial adapted framework from Chapter 2. The Chapter 2 framework has been extended from the Long and Young (2016, p.20) "Emission Reduction Intervention Options" framework (Appendix 6), which mapped out the various forces at play when organisations look to reduce greenhouse gas emissions through supply chain activities. The CSV Integration Framework focused on the factors to consider from an internal and external perspective and was solely researching private sector actors. From the initial adapted framework, the CSV Integration Framework was then developed through the analysis in Chapter 6, with the refinements and extensions pulled through to Chapter 7. The final CSV Integration Framework is shown in Figure 46.

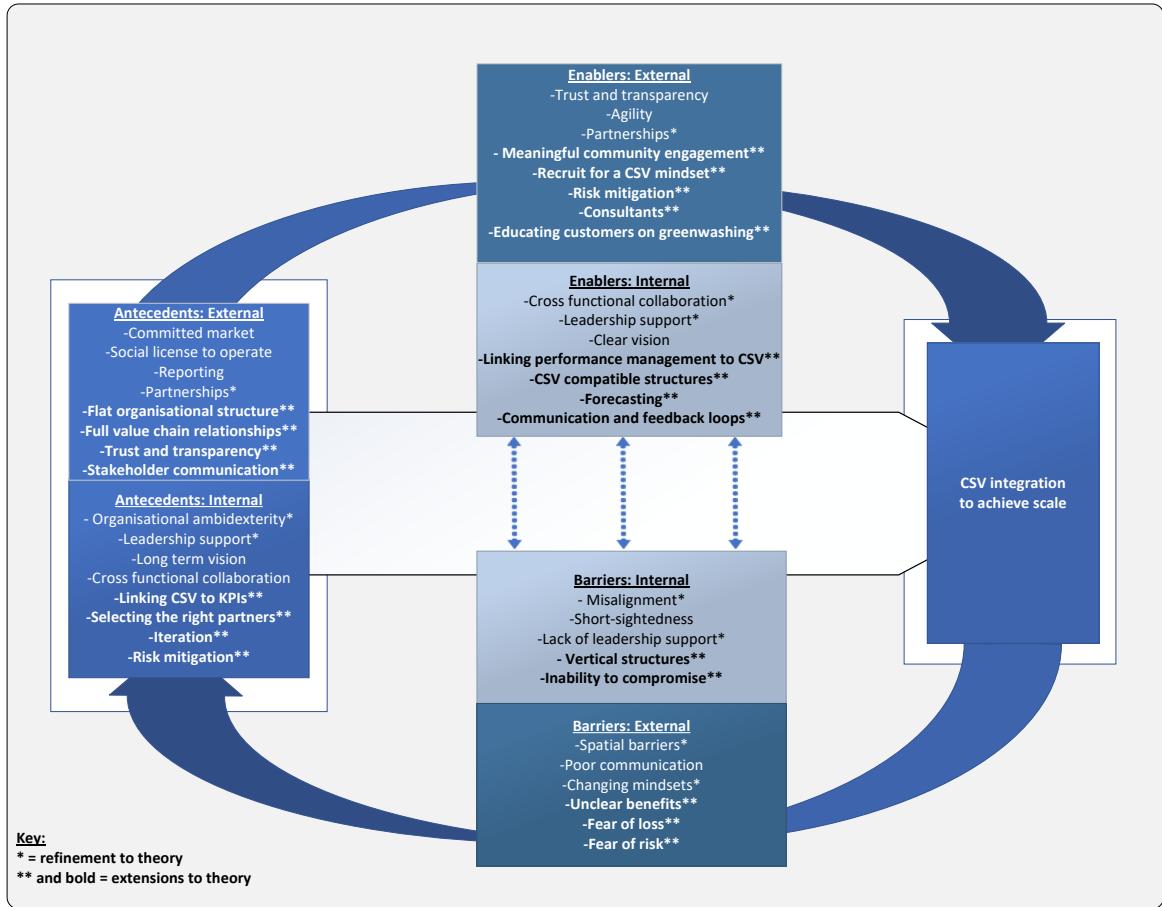


Figure 46: The CSV Integration Framework

Source: Author's Own

7.3. Explanation of The CSV Integration Framework

The CSV Integration Framework incorporates three constructs that impact CSV integration to achieve scale. These constructs include antecedents, enablers and barriers. The framework reads from left to right commencing with the antecedents, it moves along towards CSV integration to achieve scale through the opposing force arrows represented by the enablers and barriers. Each of the three theoretical constructs has both internal and external factors, with the potential refinements and extensions for each theoretical construct clearly shown. The possible extensions are emboldened with two asterisks and the potential refinements are highlighted by means of a single asterisk. The large cyclical arrows rotating around the theoretical constructs, indicate the iterative nature one needs to adopt when looking to integrate CSV into the firm's supply chain. The cyclical arrows also demonstrate how the approach generates momentum as failures and learnings happen, and knowledge is generated.

7.4. Key Findings

The following section looks to consolidate the key potential refinements and extensions to theory, generated from Chapter 6 per construct. The section details the motivation behind why the potential refinements and extensions were pulled through to CSV Integration Framework in Figure 46.

7.4.1. Antecedents

This section consolidates the potential refinements and extensions reflected in the CSV Integration Framework, found through the research process. The section brings forward crucial elements that firms need to consider having in place, if they are to effectively integrate CSV to achieve scale. The potential extensions and possible refinements to theory are split into external and internal factors. The possible extensions are emboldened with two asterisks and the potential refinements are highlighted by means of a single asterisk.

7.4.1.1. External Extensions

It was found that firms might consider a **flat organisational structure****, this potential extension greatly facilitated CSV integration. The indirect benefits of adopting a flat organisational structure, were not secluded to effective CSV integration. This structure facilitated sharing of new ideas and gave employees a greater sense of ownership and accountability for their work. **Full value chain relationships**** proved to be a meaningful potential extension to theory. This regularly reflected in the need to increase the understanding of upstream contextual challenges, and the importance of getting employees to a farm-level, to meaningfully engage with the farming communities, that are key to the security of the firm's raw material supply chain.

7.4.1.2. External Refinements

The analysis showed that partnerships* were found to be a potential area of refinement to theory, with the research revealing value in cross sectoral partnerships, this greatly improved CSV integration to achieve scale.

7.4.1.3. Internal Extensions

The study identified that **linking CSV to KPIs**** was key to driving CSV through the multiple divisions and structures of the business. CSV as a strategic approach

needs to be underpinned by the right support for the concept, if the approach is linked to the variable pay of employees, it was found to drive the integration process and effectively achieves scale. It was found that failure allowed for **iteration****, accepting that the process will not be linear proved to be a key antecedent for effective CSV integration, this proved to be an area of potential extension to theory. **Risk mitigation**** proved to be a non-negotiable insight and potential extension to theory. If there was an intention demonstrated to reduce risk, it translated into allayed concerns from an internal perspective. This meant that the business became more and more comfortable to expose progressively more of the core business to the CSV approach.

7.4.1.4. Internal Refinements

The analysis showed that organisational ambidexterity* was an important antecedent, with the refinement reflecting in the demonstration of a need for firms to allocate resources to CSV, but also to accept that these resources needed to be excluded from established short run business success metrics.

7.4.2. Enablers

This section considers the extensions revealed to the CSV Integration Framework, with a specific focus on the factors that enable CSV integration to achieve scale. The potential extensions and possible refinements to theory are split into external and internal factors. The possible extensions are emboldened with two asterisks and the potential refinements are highlighted by means of a single asterisk.

7.4.2.1. External Extensions

The analysis showed that firms that actively **recruit for a CSV mindset**** found this to meaningfully catalyse CSV integration. It was found to be difficult to get like-minded people together to drive a consistent agenda, so actively seeking the sought-after CSV mindset throughout the recruitment process, proved to be a valuable enabler to advancing CSV integration. The study showed that firms who actively implement **risk mitigation**** processes reduced risk against defined risk parameters. This proved to catalyse CSV integration, as stakeholders became more comfortable to expose more of their business to the CSV approach. The findings demonstrated that **consultants**** proved to offer valuable external and objective expertise to what is generally an unknown territory in an organisational context, this proved to be a potential extension to theory.

7.4.2.2. External Refinements

The study demonstrated and refined theory detailed in relation to *partnerships. It was found that the refinement in this regard related to cross-sectoral partnerships, and how this helped CSV integration to achieve scale through cross-sectoral collaborative working relationships.

7.4.2.3. Internal Extensions

The study found that **forecasting**** offered incremental CSV integration and provided firms with the opportunity to perform against a forecast, and deliver tangible results in terms of cost, availability and quality. Having delivered against this, it offered a degree of comfort for the various stakeholders within the value chain and allowed for CSV integration to build momentum from the successes from one year onto the other. The analysis further showed that having a robust **communication and feedback loops**** proved to be a multi-faceted enabler and an area of potential extension to theory. Overtly communicating the social and environmental benefits of a CSV approach, greatly advanced the unlocking of the emotional benefits and subsequently economic benefits. This was found to have best been done through cyclical reporting which was circulated through established channels along the value chain.

7.4.2.4. Internal Refinements

It was found that cross functional collaboration* offered an enabling effect on CSV integration to achieve scale. This offered a potential refinement to theory, in that the findings detailed the enabling effect of cross functional working teams working towards a common vision of CSV success, greatly enhanced the approach.

7.4.3. Barriers

This section considers the extensions revealed to the CSV Integration Framework, with a specific focus on the factors that inhibit CSV integration to achieve scale. The potential extensions and possible refinements to theory are split into external and internal factors. The possible extensions are emboldened with two asterisks and the potential refinements are highlighted by means of a single asterisk.

7.4.3.1. External Extensions

The study found that **unclear benefits**** to external stakeholders precipitated scepticism for a CSV approach along the value chain. These actors were subsequently reluctant to engage with and deliver the CSV approach. This proved

to be a potential area of extension to theory. The analysis also showed that a **fear of loss**^{**}, driven by the restructuring of the value chain proved to be a powerful barrier to effective CSV integration, and an area of potential extension to theory. The reduction of double marginalisation necessitated a restructuring to unlock value and ensure more value flowed back to the farming communities. This improved the benefits at a farmer level, but made it challenging to affect change, because the fear translated into a barrier as actors who stood to lose out actively sought to thwart the CSV approach.

7.4.3.2. External Refinements

It was found (as a refinement to theory) that changing mindsets* at a farmer level proved to be a barrier to effective CSV integration and scale. This insight was derived from the challenges experienced in relation to changing community's mindsets away from a conventional CSR handout approach, to more of a symbiotic approach associated with CSV.

7.4.3.3. Internal Extensions

The study found that **vertical structures**^{**} proved to be a source of significant frustration for managers looking to advance CSV integration. It was revealed that this (particularly working across multiple geographies) proved to be a noteworthy barrier to CSV, as managers were unable to easily voice their frustrations and concerns, or have their ideas heard. It was found that the **inability to compromise**^{**} between the various actors in the value chain proved to be a barrier to advancing CSV, if none of the actors were able to compromise, then the CSV approach stagnated and did not advance to achieve scale, this proved to be a potential extension to theory.

7.4.3.4. Internal Refinements

It was found that misalignment* between stakeholders proved to be a significant barrier. This was documented in literature, however the new insight related to misalignment, in terms of what CSV success looked like. This proved to be a refinement on the current literature on CSV integration to achieve scale.

7.5. Contribution to the CSV Integration Framework

The CSV Integration Framework is an adaptation from the literature reviewed in Chapter 2, in relation to the antecedents, enablers and barriers identified pertaining to sustainable business approaches, and how to integrate them to achieve scale. The crystallised findings from the research process, has been humbly included as potential extensions and refinements to this framework. Specifically, these potential refinements related to cross-sectoral partnerships, the need to exercise organisational ambidexterity, the need to work towards a common vision from an internal cross functional perspective, and the potential refinement in relation to changing mindsets at a farming community level.

The possible extensions were found to be firms adopting a flat organisational structure, building out full value chain relationships and ensuring there was an understanding that the CSV approach would be iterative. It was found that linking CSV to performance metrics and variable pay helped drive the CSV agenda and subsequent integration, possible extensions also emerged in relation to mitigating risk, harnessing consultants and actively recruiting for a CSV mindset. The study offered potential contributions in relation to forecasting, and instilling feedback loops as a part of the CSV integration process. The analysis offered potential extensions in relation to allaying the fear of loss amongst stakeholders, and revealed the need for benefits to be clearly captured and articulated along with a need for the various actors in the value chain to accept that compromise would be needed in the initial phases of the CSV integration approach.

The framework offers a lens through which managers and firms can navigate the CSV integration landscape, to effectively integrate the concept into the firm's supply chain and drive the approach through to meaningful scale. The framework has built in the concession, that the integration approach is iterative and requires several cycles, and resilience to overcome opposing forces experienced by barriers and enablers to advance the CSV approach.

7.6. Recommendations for Managers and Business Leaders

To effectively integrate CSV and achieve scale, managers and business leaders might consider cataloguing and prioritising the antecedents that are crucial to progressing the integration of the concept, they might also consider the anticipated enablers and barriers and how these forces work in an opposing fashion. The constructs are further detailed below, offering considerations from an internal and external perspective:

7.6.1. External Antecedents

- Ensure the market is committed to walking the CSV journey with the stakeholders involved.
- Secure social license to operate through full value chain relationships and operating with trust and transparency always.
- Actively nurture and develop partnerships to advance CSV integration, and report on progress and challenges periodically.
- Consider adopting a flat organisational structure to improve organisational agility. Create platforms to have frustrations and ideas heard.

7.6.2. Internal Antecedents

- Secure leadership support with the CSV approach, and have resources allocated and protected from conventional performance metrics systems.
- Ensure key stakeholders contribute to the CSV vision.
- Actively establish cross functional working groups to facilitate the breaking down of silos.
- Proactively select partners that will align to the CSV vision and support the approach. This will require an acceptance that the CSV approach will be iterative and will not be linear.
- Initiate risk mitigation processes to allay internal concerns pertaining to the adoption of a CSV approach.

7.6.3. External Enablers

- Harness partnerships to advance CSV and demonstrate organisational agility, these partnerships need to be underpinned by a conduct of trust and transparency.
- Actively recruit for a mindset that aligns to a CSV approach and engage the full value chain with the farming communities to ensure they comprehend contextual challenges.
- Build momentum on risk mitigation exercises, celebrate progress as risk is reduced.
- Harness the expertise and objectivity of consultants to advance CSV integration.
- Equip customers with the information they need to effectively scrutinise brands and products that profess to have adopted a CSV approach but lack the legitimacy or commitment to genuine CSV products.

7.6.4. Internal Enablers

- Establish CSV compatible structures within the organisation.
- Consider linking CSV to performance metrics.
- Consider forecasting as a part of the annual budgeting process an opportunity to progressively capture more product cost of sales spend, and direct this spend towards the CSV approach.
- Establish and commit to cyclical communication and feedback processes, this ensures learnings are captured, successes are communicated, and frustrations heard to iteratively deliver an optimised CSV model.

7.6.5. External Barriers

- Have a robust communication process with stakeholders.
- Be cognisant of spatial challenges, and actively seek to bridge the geographical gaps within the value chain.
- Ensure that a change management plan is effectively structured and articulate the anticipated benefits to the various stakeholders.

7.6.6. Internal Barriers

- Hazard caution in relation to adopting vertical organisational structures.
- Be wary of misalignment internally in terms of what the firm is looking to achieve through adopting a CSV approach.
- It is key to concede that there will need to be compromise exercised in order to deliver CSV in the short to medium term. If firms are looking to integrate a CSV approach into their supply chain but are not willing to accept a potential short-term cost, this will stagnate the process.

7.7. Research Limitations

Every caution was taken by the researcher, to exercise the necessary academic rigor required to ensure the study delivered meaningful results, that contained conformability, dependability, credibility and critically transferability. It was noted however that the researcher did have limitations which are further itemised and detailed below:

- The researcher recognises that there are smallholder farmers throughout the globe, it is thus recognised that the study had a limitation in relation to having only considered firms looking to integrate smallholder farmers into their supply chain through a Southern Africa and an Asian lens.

- The study focused broadly on the antecedents, enablers and challenges for CSV to integrate to achieve scale. Due to the scope of the study, there was a limitation identified in relation to delving deeper into the various constructs that emerged through the research. This with specific reference to organisational structure and linking performance metrics with CSV.
- Individual actors in the supply chain were interviewed and not the aggregate value chain. This will impact the generalisability of the proposed framework across the full value chain.
- Not all literature pertaining to the topic was considered, new publications may have taken place during the research process which were also potentially not considered as a part of the literature review.

7.8. Recommendations for Future Research

Through the research process, it was noted by the researcher and in the literature reviewed that there is a need for further research into the antecedents, enablers and barriers associated with CSV integration. The below topics represent opportunities for future research:

- An opportunity for further insight was identified, with regards to the appropriate performance management system that was most suitable for a CSV approach, and how to capture and incentivise shared value across economic, social and environmental metrics.
- The study revealed the need for additional insights into the effectiveness of supporting a CSV approach with a flat organisational structure.
- There was a need for greater insight into farm-level research, and the impact that getting downstream stakeholders to a farm-level has on the speed at which CSV is effectively integrated into a firm's supply chain.
- A need for a greater understanding of the indirect benefits to adopting a CSV approach for organisations. This research would involve understanding how customer-facing brands benefit from adopting a CSV approach, in relation to improved staff retention, stable pricing, consistent quality standards and increased market share.

7.9. Conclusion

Literature revealed that adopting sustainable business practices is accompanied by several established and recognised antecedents, enablers and barriers. The researcher sought to identify areas of possible refinement and extension to this framework through the analysis conducted. It was found that these established factors pertaining to sustainable business practices, were largely applicable to adopting a CSV approach. The CSV Integration Framework was developed to refine and extend the original framework in Chapter 2 and consolidate the various factors identified that had an application to CSV.

Possible extensions to the framework were made, applicable to firms considering adopting a CSV approach. These possible extensions and refinements related to the need for organisations to consider adopting a flat organisational structure and to show caution on maintaining vertical structures. It was found that partnerships coupled with trust and transparency were crucial to CSV integration. CSV integration was best delivered through recruiting employees and partners who had a leaning towards a CSV approach, having a full value chain understanding with strong stakeholder engagement, communication and feedback processes.

The study found that CSV needed to be linked to performance metrics and KPIs with a strong focus on addressing risk along the value chain, inherent with a CSV approach. Consultants prove to be a powerful method of objectively advancing the CSV approach, forecasting aided the demonstration of performance against commitments and educating consumers of greenwashing proved valuable. It was found that firms needed to accept that the CSV integration process would be iterative, compromise will be required. Concluding, the study found that opposing enabler and barriers forces are a part of the process and potential benefits needed to be clearly articulated along the journey to effectively integrate CSV to achieve scale.

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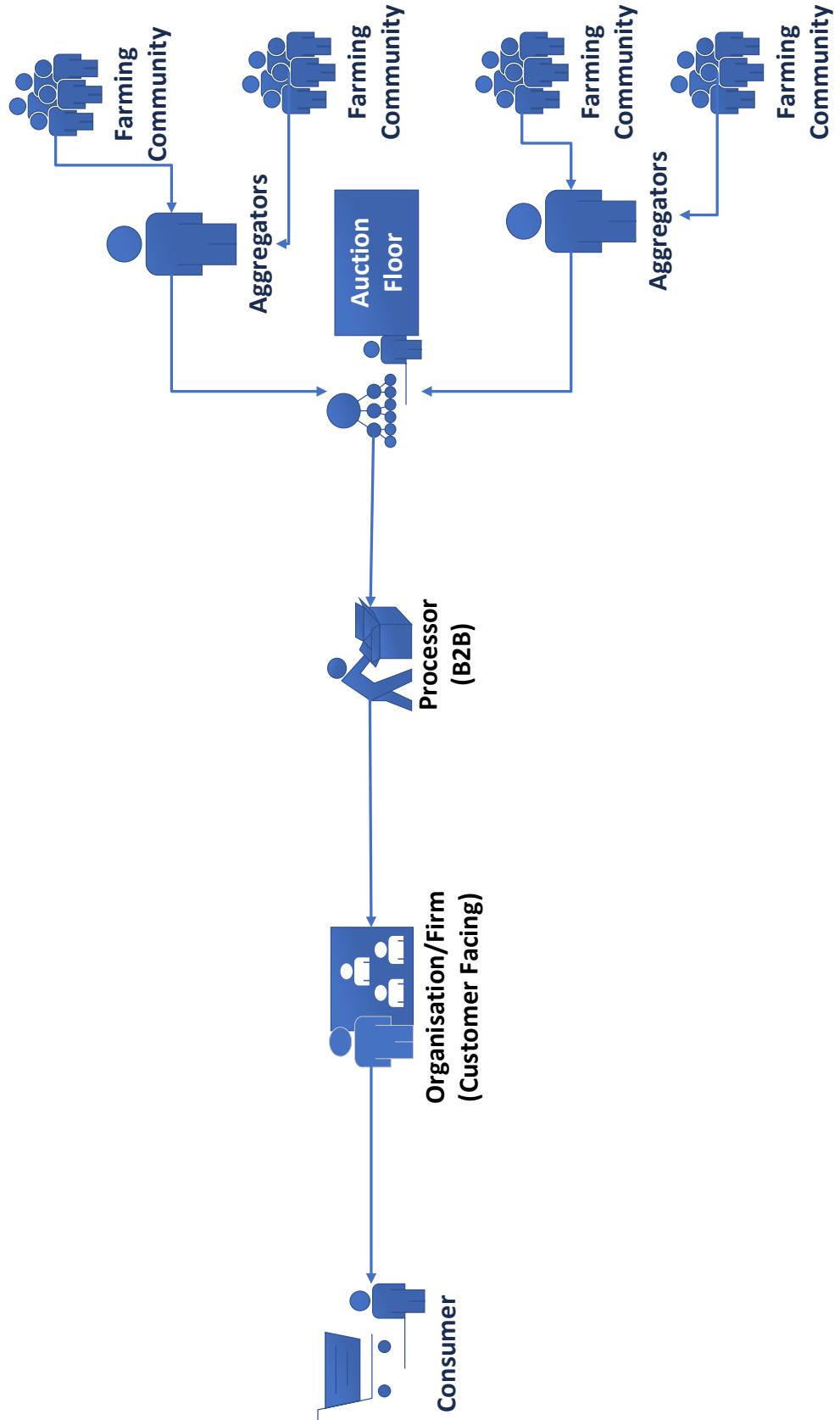
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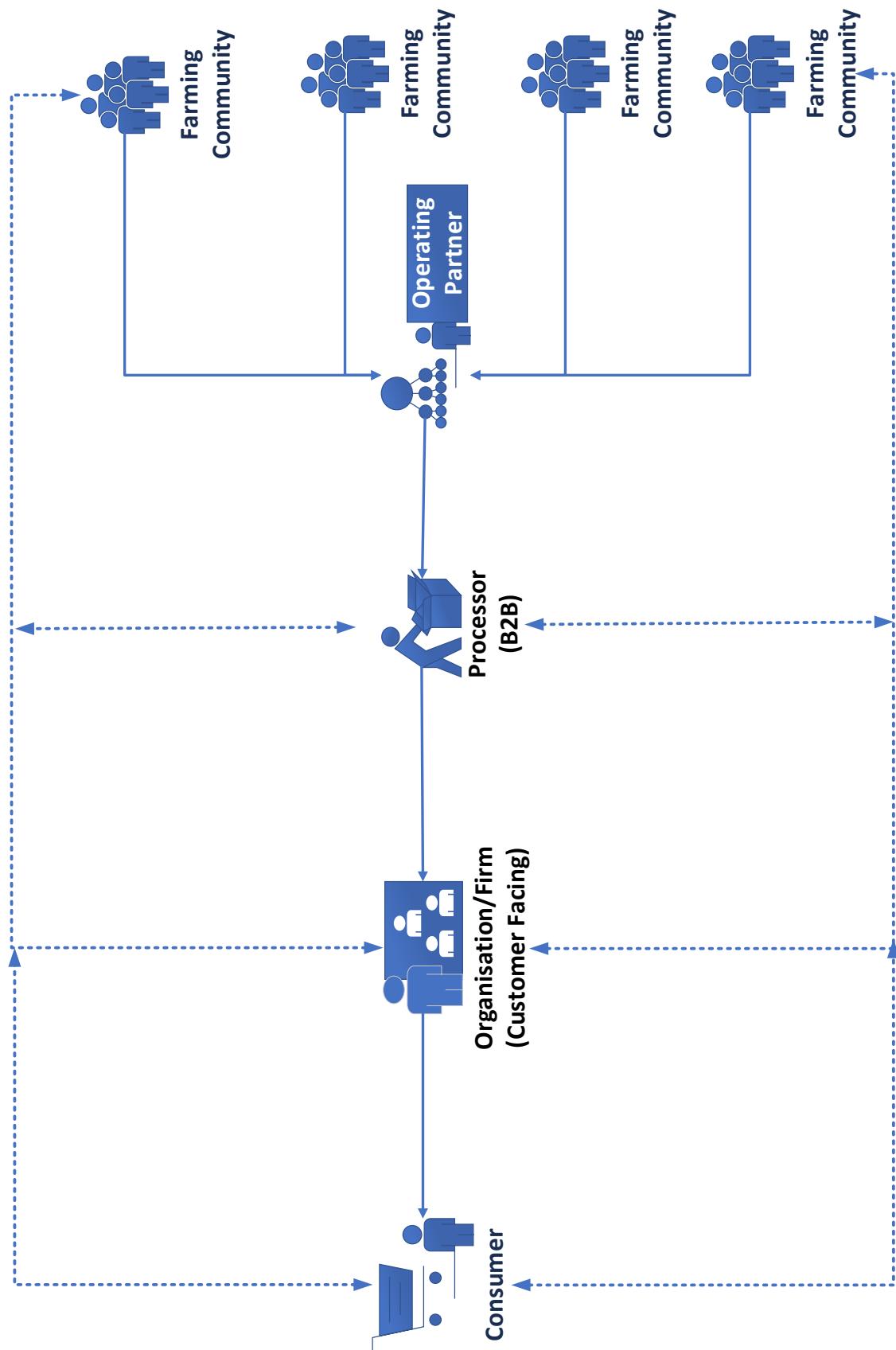
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9. APPENDICES

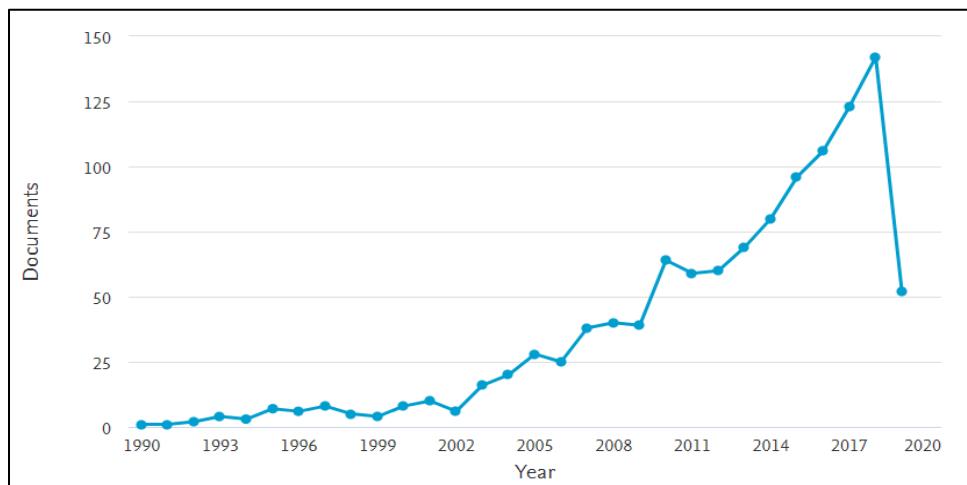
Appendix 1: Conventional Food and Beverage Value Chain



Appendix 2: CSV Food and Beverage Value Chain

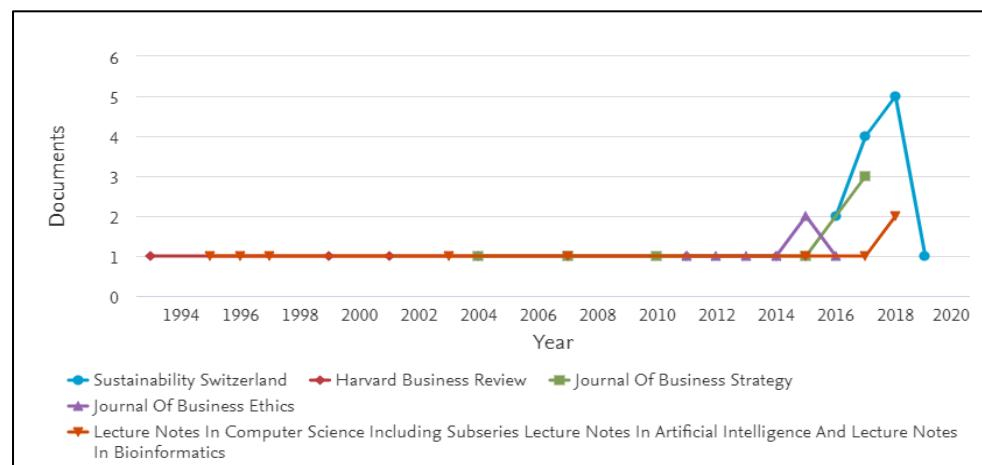


Appendix 2: Scopus Publications on CSV Over the Most Recent 20 Years



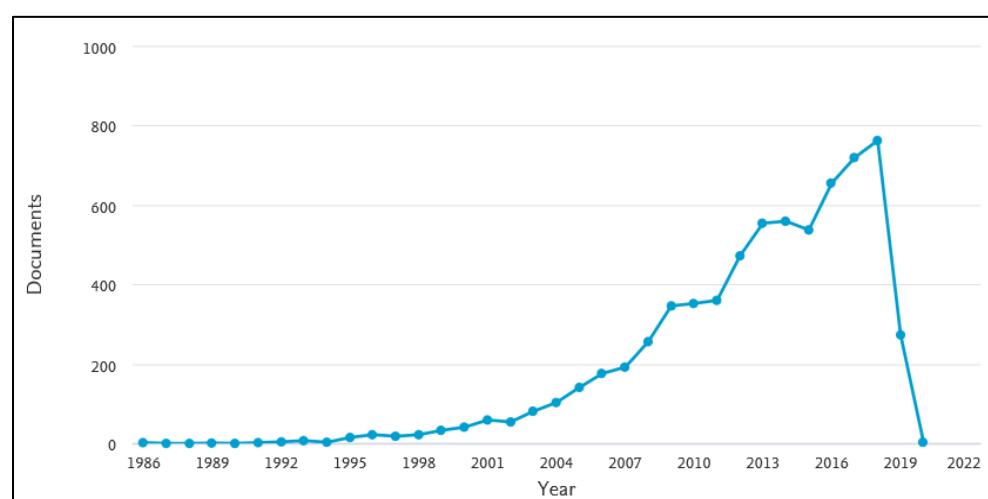
Source: Elsevier B.V, 2019

Appendix 3: Scopus Top CSV Publishers Over the Most Recent 20 Years



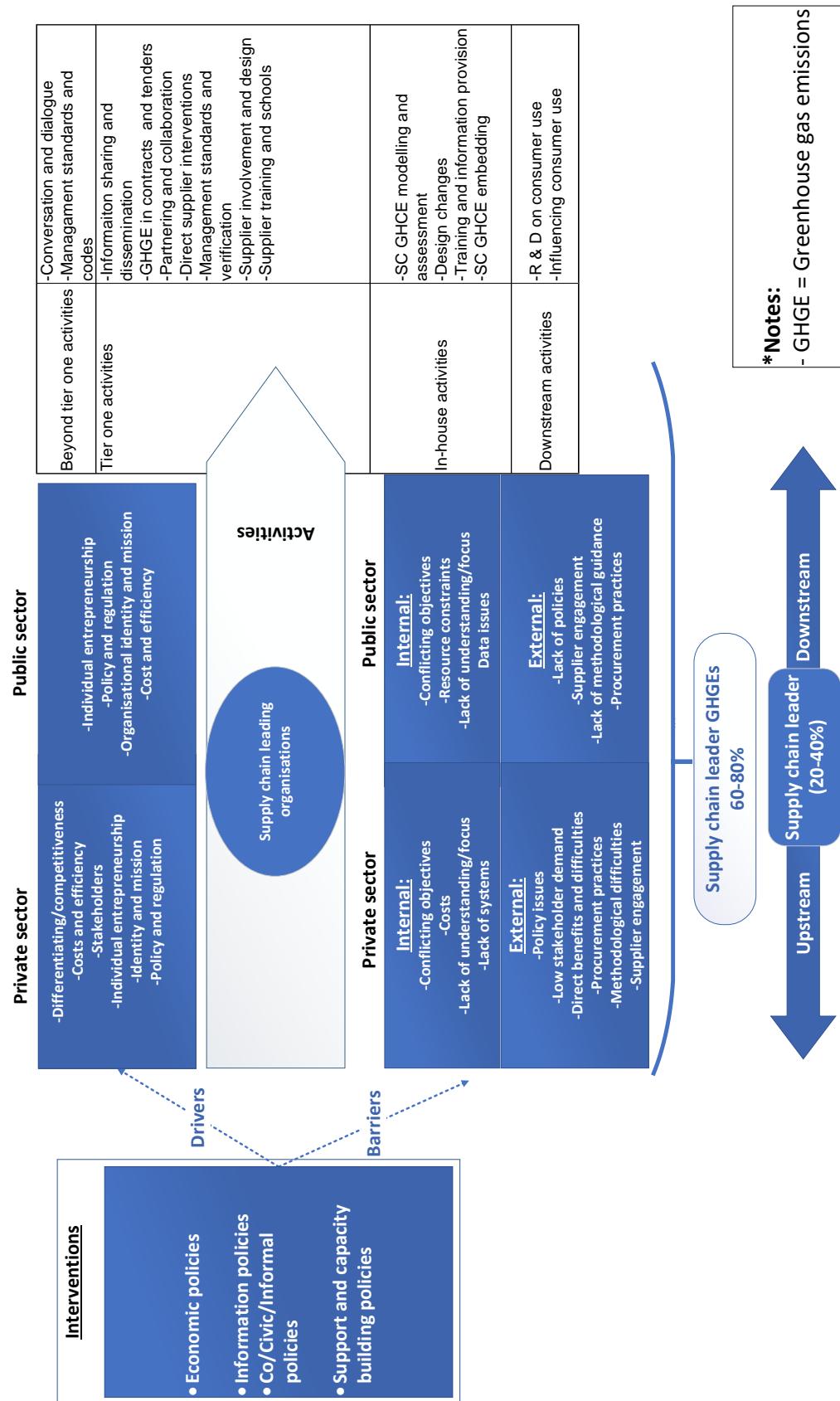
Source: Elsevier B.V, 2019

Appendix 5: Scopus Publications on Sustainable Business Practices Over Time



Source: Elsevier B.V, 2019

Appendix 6: The Emission Reduction Intervention Options Framework



Source: Long & Young, 2016, p.20

Appendix 7: Interview Questionnaire

RQ	Questions	Interview Questions	Themes
RQ1 - What are the internal and external barriers inhibiting CSV from effectively integrating to achieve scale?		1 Can you tell me about your understanding of CSV and your role in the organization's CSV initiatives?	A1; B1; C1
		3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?	
		5a Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
		2 Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?	
		6a Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
RQ2 - What are the enablers that catalyse the process of overcoming these barriers, both internal and external?		2 Please can you describe the key relationships that you have in the CSV initiatives? Who do you interact with? Who does what? Why are these relationships key to integrating CSV initiatives into the SC?	A2; B2; C2; D2
		4 Think of a specific internal process. How does internal process enable and advance CSV through to integration and to scale?	
		5a Can you tell me about any factors at an organizational level that you experience as hindering change? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
		6a Can you tell me about any factors beyond the organization that you experience as hindering the change you want from the CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
		6b Can you tell me about any factors beyond the organization that you experience as facilitators of the change you want from this CSV project? Please illustrate with an example where you have experienced this recently. How do you respond to these factors?	
RQ3 - What are the necessary antecedents that need to be in place for CSV initiatives to achieve scale?		3 Think of a specific relationship that really works well and helps you to meet the strategic outcomes (individually and collectively). It could involve one or more people. Tell me about that relationship. •Why does it stand out for you? •What makes it work well? •Why do things happen here?	A3; B3; C3; D3; E3
		7a What are the critical things that need to be in place for CSV to reach scale (both internal and external)?	
		7b Tell me about what you have learnt from your experience of working on this transformation initiative. And how could you use the experience to do things differently in the future?	

Appendix 8: Second Order Themes and Relation to Research Questions

Second Order Themes-RQ1
A_1_Internal barriers of CSV integration to achieve scale
B_1_External barriers of CSV integration to achieve scale
C_1_Relational barriers of CSV integration to achieve scale
Second Order Themes-RQ2
A_2_Key relationships that enable CSV integration to achieve scale
B_2_Internal enablers of CSV integration to achieve scale
C_2_Process enablers of CSV integration to achieve scale
D_2_External enablers of CSV integration to achieve scale
Second Order Themes-RQ3
A_3_Internal antecedents for CSV to integrate to achieve scale
B_3_External antecedents for CSV to integrate to achieve scale
C_3_Antecedents for effective CSV change management of CSV integration to achieve scale
D_3_Relational antecedents for CSV to integrate to achieve scale
E_3_Process antecedents for CSV to integrate to achieve scale

Appendix 9: Granular Codebook Part-1 of 3

	Org.Cat_1	Org.Cat_2	Org.Cat_3	Frequency of Mention
1_CSV_definition	4	2	6	12
1_CSV_Differentiator	1	1	0	2
1_Indistinct	3	3	0	6
1_markets interested in CSV	0	1	0	1
1-Year started	0	2	1	3
2_barriers_geographical	0	1	0	1
2_cross functional barriers	0	0	0	0
2_enabler_consulting	1	1	0	2
2_enabler_hard skills	0	0	0	0
2_enabler_partnerships	13	8	2	23
2_enabler_soft skills	1	0	0	1
2_enabler_trust	2	3	3	8
2_Key relations_next generation_farmers	2	0	1	3
2_key relationships	5	1	6	12
2_linking functions to strategy_key relations	1	0	0	1
3_cross functional enablers	0	0	1	1
3_CSV_business model	0	1	1	2
3_CSV_change management approach	6	2	0	8
3_CSV_differentiator (competitive advantage)	0	2	3	5
3_CSV_enabler_product quality	1	1	1	3
3_CSV_upside for the business	1	0	0	1
3_decision making	1	0	0	1
3_enabler_business ownership	0	0	2	2
3_enabler_cluster development_changing societal conditions outside	1	2	3	6
3_enabler_community	2	1	0	3
3_enabler_CSV_momentum	0	1	0	1
3_enabler_education_all stakeholder	2	1	0	3
3_enabler_external_universities	0	0	0	0
3_enabler_financial	0	0	0	0
3_enabler_flat structure	0	3	3	6
3_enabler_in-house auditing	0	0	0	0
3_enabler_institutionalization	1	1	3	5
3_enabler_internal_autonomy	0	0	1	1
3_enabler_internal_decentralised	0	0	2	2
3_enabler_internal_full farm to customer understanding	0	0	2	2
3_enabler_internal_leadership	0	1	1	2
3_enabler_iteration	0	1	0	1
3_enabler_premium model	0	1	0	1
3_enabler_price stability	1	0	0	1
3_enabler_redefining productivity_improved management of operat	0	2	2	4
3_enabler_relations_market	0	2	1	3
3_enabler_relations_upskilling	1	3	6	10
3_enabler_risk mitigation	0	0	1	1
3_enablers_internal_people focussed	0	0	1	1
3_How to initiate CSV	2	2	1	5
3_internal enabler_case study examples	0	1	2	3
3_internal enablers	2	0	0	2
3_relations_on the ground experience	0	2	2	4
4_advance to scale	1	2	0	3
4_benefits of CSV	2	4	7	13
4_CSV and strategy	0	1	3	4
4_CSV_benefits tracking	0	0	2	2
4_enabler_accreditation	0	1	0	1
4_enabler_alignment	1	3	0	4
4_enabler_audit	0	0	0	0

Appendix 10: Granular Codebook Part-2 of 3

	Org.Cat_1	Org.Cat_2	Org.Cat_3	Frequency of Mention
4_enabler_capital investment	1	0	0	1
4_enabler_communications process	2	0	0	2
4_enabler_continuous improvement_learning from mistakes	1	2	1	4
4_enabler_contracts	1	1	0	2
4_enabler_data	0	2	0	2
4_enabler_dialogue	4	2	0	6
4_enabler_feedback system	1	0	0	1
4_enabler_integration	2	1	0	3
4_enabler_internal processes	2	0	0	2
4_enabler_internal_measuring CSV	0	1	0	1
4_enabler_knowledge sharing	3	2	2	7
4_enabler_management approach	1	2	4	7
4_enabler_performance management	1	2	1	4
4_enabler_strategy	1	0	3	4
4_enabler_technology	2	0	0	2
4_enabler_transparency	2	3	5	10
4_initiators of CSV	10	5	1	16
4_learning from failings	1	1	0	2
4_long term strategy	0	0	1	1
4_process_capacity planning	0	0	1	1
4_process_enabler_budgeting process	0	0	1	1
4_process_enabler_contracting	0	0	1	1
4_process_enabler_oversight	0	0	1	1
4_process_enabler_systems	0	3	3	6
4_process_forecasting	1	0	3	4
4_process_integrity	0	0	4	4
4_process_mass balance	0	0	0	0
4_process_pricing	1	0	1	2
4_process_purpose driven organisations	0	0	0	0
4_process_review	0	0	0	0
4_process_strategy_absolute commitment to the concept_baked in	1	1	7	9
4_process_traceability	0	0	3	3
4_process_transition_ecosystem enagement	0	0	0	0
4_transition approach	6	6	4	16
5a_barrier_data	0	1	0	1
5a_barrier_executive	1	0	0	1
5a_barrier_financial	4	1	0	5
5a_barrier_frustrations	4	3	1	8
5a_barrier_internal_change	0	0	0	0
5a_barrier_internal_vertical structure	1	0	0	1
5a_barrier_mentality	1	2	1	4
5a_barriers_distribution	0	0	0	0
5a_barriers_organisational	1	0	0	1
5a_barriers_transition	0	1	0	1
5a_brand_risk_barriers	0	1	0	1
5a_internal barrier_knowledge_logistics	0	0	0	0
5a_shifting mindsets	2	0	0	2
5a_traditional business models	0	2	2	4
6a_barrier_external_language	0	0	0	0
6a_barrier_external_certification costs	0	1	0	1
6a_barrier_external_seasonality	0	0	0	0
6a_barrier_government	4	2	0	6
6a_barrier_product quality	0	1	0	1
6a_barrier_regulation	0	0	1	1
6a_barrier_standards	1	0	0	1
6a_barrier_uncertainty	1	0	0	1

Appendix 11: Granular Codebook Part-3 of 3

	Org.Cat_1	Org.Cat_2	Org.Cat_3	Frequency of Mention
6a_barriers_climatic	1	0	0	1
6a_barriers_external_legacy issues	1	0	0	1
6a_barriers_external_exchange rate	0	0	2	2
6a_barriers_external_greenwashing	0	0	6	6
6a_external barrier_availability of quality management	0	0	0	0
6a_external barrier_trade deals	0	0	1	1
6a_external barriers_fraud	0	0	1	1
6a_farmer resistance to CSV	1	2	2	5
6a_traditional value chains	0	0	2	2
6b_communication with stakeholders	1	1	0	2
6b_communications externally	3	0	0	3
6b_communications with customers	1	0	0	1
6b_CSV_farmer upside	1	0	0	1
6b_enabler_external_customer demand	0	0	1	1
6b_enabler_external_general	1	0	1	2
6b_enabler_external_measuring CSV	0	1	1	2
6b_enabler_fairness	0	0	0	0
6b_enabler_pricing model	1	2	1	4
6b_enabler_research	2	0	0	2
6b_enabler_trust	0	2	0	2
6b_external barrier_availability of quality freight and logistics service	0	0	0	0
6b_external enablers_standards	1	1	0	2
6b_facilitating trust development	1	2	2	5
6b_knowledge sharing	0	2	1	3
6b_trust as an enabler	0	0	1	1
7a_antecedent_design	0	1	0	1
7a_antecedent_accountability	0	0	0	0
7a_antecedent_brand positioning	0	1	1	2
7a_antecedent_business model	0	2	0	2
7a_antecedent_business motivating factors	0	1	0	1
7a_antecedent_clear vision	1	1	2	4
7a_antecedent_commitment	1	4	9	14
7a_antecedent_continuity	1	0	0	1
7a_antecedent_contracts	0	0	1	1
7a_antecedent_culture_failure	0	1	0	1
7a_antecedent_demonstrable benefits	0	0	0	0
7a_antecedent_generational plan	0	0	1	1
7a_antecedent_institutionalized	0	0	1	1
7a_antecedent_iteration	0	1	0	1
7a_antecedent_long term	0	1	0	1
7a_Antecedent_measuring CSV	0	1	0	1
7a_antecedent_mindset	1	0	0	1
7a_antecedent_organisational ambidexterity	0	0	1	1
7a_antecedent_Partnerships	0	0	0	0
7a_antecedent_persistence	0	0	1	1
7a_antecedent_proactivity	1	0	0	1
7a_antecedent_stakeholder communication	4	1	0	5
7a_antecedent_stakeholder_understanding vision	2	1	1	4
7a_antecedent_transparency	2	2	1	5
7a_antecedent_trust	3	2	1	6
7a_antecedents_for success	2	2	2	6
7a_critical things_augmented relationships	1	0	1	2
7a_external antecedents	1	1	0	2
7a_internal antecedents	0	0	0	0
7b_CSV recommendations	0	5	3	8
7b_financing_approach	1	0	1	2

Appendix 12: Informed Consent Form

Gordon Institute of Business Science

University of Pretoria

Research Title: *"Internal and external antecedents, enablers and barriers for CSV to integrate to achieve scale in the food and beverage industry."*

Institution: Gordon Institute of Business Science (GIBS)

Thank you for agreeing to be interviewed as part of the aforementioned research project. The purpose of the study is to investigate the barriers and enablers encountered by CSV (creating shared value) initiatives, and to understand how these factors dictate the ability of CSV initiatives to achieve scale in agricultural value chains, this study has a specific focus on the food and beverage industry. Additionally, the study will strive to contribute to the formulation of new insights from industry experts and extend on current theories in the nascent theory of CSV. The targeted outcome of the study is to capture common challenges faced by industry experts and build a coherent framework/approach to overcoming these challenges in the CSV space, by identifying enablers that facilitated the overcoming of the barriers to achieving scale experienced.

Please note your participation in this research is voluntary and should you wish to withdraw, you may do so at any time without any penalty. The interview will be conducted in a semi-structured format and will take between 60-90 minutes.

The benefits to partaking in this study will be embodied in the findings from the research within the industry, these findings will form part of the final report and will be available upon request. All data will be reported on anonymously and all company names and personal names will be removed from the report.

Should you have any queries please feel free to contact my supervisor as per below:

Supervisor: Dr Jill Bogie

Mail: BogieJ@gibs.co.za

Researcher: Sam Hirst

Mail: 14183685@mygibs.co.za / **Cell:** +27 (0) 60 97 583 97

Signature of Participant _____ Date: _____

Signature of Researcher _____ Date: _____

Appendix 13: Ethical Clearance Letter

Gordon Institute of Business Science

University of Pretoria

22 July 2019

Sam Hirst

Dear Sam

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee