

Georgia State University

## ScholarWorks @ Georgia State University

---

Marketing Dissertations

Department of Marketing

---

Spring 4-13-2022

# Stakeholder Governance: Empirical and Theoretical Developments

Sarah Ku

*Georgia State University*

Follow this and additional works at: [https://scholarworks.gsu.edu/marketing\\_diss](https://scholarworks.gsu.edu/marketing_diss)

---

### Recommended Citation

Ku, Sarah, "Stakeholder Governance: Empirical and Theoretical Developments." Dissertation, Georgia State University, 2022.

[https://scholarworks.gsu.edu/marketing\\_diss/58](https://scholarworks.gsu.edu/marketing_diss/58)

This Dissertation is brought to you for free and open access by the Department of Marketing at ScholarWorks @ Georgia State University. It has been accepted for inclusion in Marketing Dissertations by an authorized administrator of ScholarWorks @ Georgia State University. For more information, please contact [scholarworks@gsu.edu](mailto:scholarworks@gsu.edu).

**STAKEHOLDER GOVERNANCE:  
EMPIRICAL AND THEORETICAL DEVELOPMENTS**

BY

SARAH KU

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Doctor of Philosophy

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY  
ROBINSON COLLEGE OF BUSINESS  
2022

Copyright by

Sarah Ku

2022

## ACCEPTANCE

This dissertation was prepared under the direction of the Sarah Ku's Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

Richard Phillips, Dean

## DISSERTATION COMMITTEE

**Dr. S. Tamer Cavusgil (Co-Chair)**

**Dr. Leigh Anne Liu (Co-Chair)**

**Dr. Denish Shah**

**Dr. Jagdish Sheth (External – Emory University)**

**Dr. Lynda Song (External – University of Leeds)**

## ABSTRACT

### STAKEHOLDER GOVERNANCE: EMPIRICAL AND THEORETICAL DEVELOPMENTS

BY

SARAH KU

April 13, 2022

Committee Co-Chairs: S. Tamer Cavusgil & Leigh Anne Liu

Major Academic Unit: International Business / Marketing

Stakeholder governance receives attention across many disciplines, resulting in fragmented knowledge. The inherent complexity of stakeholder governance requires the integration of this knowledge to develop comprehensive and inclusive theories to better conceptualize this phenomenon. In this research, we develop stakeholder governance through empirical and theoretical approaches. In the first essay, we use multiple case comparisons to empirically examine how and why organizations manage food waste to develop grounded theory through contextualized explanations. We contribute grounded theoretical and empirical evidence to show that food waste represents a significant business problem. Our data suggests that dimensions of logistics and stakeholder governance dictate how and why organizations manage food waste. These findings stimulate a deeper dive into stakeholder governance, revealing fragmentations in knowledge that require holistic, interdisciplinary review and synthesis. In the second essay, we identify definitions and terminologies, review the evolution of theories and orientations, organize mechanisms and conceptualizations, synthesize key theoretical tensions, and offer suggestions for future research to contribute theoretical developments for stakeholder governance. We contribute pluralist conceptual frameworks that integrate knowledge across disciplines to provide a comprehensive overview and recommendations. Overall, we contribute empirical and theoretical research to advance theory development for stakeholder governance.

## ACKNOWLEDGEMENTS

Words could never fully capture the gratitude I feel for the constant support and love I receive from my communities of steadfast family, friends, and colleagues.

First and foremost, I am so very grateful for my advisors, S. Tamer Cavusgil and Leigh Anne Liu. You both have been tremendous support systems for me throughout my time at Georgia State University. I cannot express how much it means to me to reach this accomplishment through your guidance. Between the good times traveling together abroad and our many in-depth discussions at RCB as you both helped me reign in my big ideas to point me in a strategic research direction, I have always been able to turn to you and know that you will guide me well.

Tamer Hoca, I recall the energy and excitement I had at the beginning of my program and how unwavering your support was from the very start. You supported my interests in big, global issues and introduced me to macro-level thinking that significantly shaped my research. Despite my unconventional interpretations of international business, you never for a second doubted their relevance and importance in academia. Instead, you helped me package it in a way that others could better receive it. This wisdom and long-term thinking are what I admire so much about you. If I could be half as impactful of a scholar as you have been, I will consider myself extremely lucky. I will continue to strive to make you proud of me.

Leigh Anne, you have always been there for me, particularly during my panics, of which I've had a lot. I distinctly remember when you called me to accept me into the program and changed the course of my life. The ups and downs of a PhD pathway are certainly not unique to me, but having you reassure me throughout the chaos provided a stable compass in particularly challenging times. You never once made me feel like I couldn't reach out to you, even if late at night or on the weekend, which I'm sure at times you regretted! As I transition from a student to a professor, I will always remember the kindness and empathy you gave and continue to give to me. I aspire to provide this same comfort and safety for my students to honor your mentorship.

In addition to my advisors, I feel so much appreciation for my encouraging committee members, Denish Shah, Jagdish Sheth, and Lynda Song, for helping to guide me through this wonderful journey. Denish, I am grateful for your encouragement and patience in our many conversations. I know you are bummed that my dissertation wasn't about bugs, but I am excited to incorporate them into future research! Jag, I am grateful for our synergies with sustainability in business and I hope to extend your valuable insights through interdisciplinary scholarship. Lynda, I am grateful for our conversations to help me broaden my research outside the United States and look forward to collaborating with you on future studies.

I'd like to thank the Institute of International Business and the Center for International Business Education and Research at GSU, for providing friendly communities of supportive and fun colleagues. I am grateful for the many very special relationships I have developed within the walls of the J. Mack Robinson College of Business that I am confident will endure both time and distance. This stage of my life would have been exponentially more difficult had I not had Paula Huntley, Rebecca Brown, Farrah Bernardino, Michael Wallace, and Jamaica Villegas to help me along the way. You all played integral roles in shaping me as a scholar and a person, and I thank you all for your influence on my life. I am grateful for Qian (Cecilia) Gu for her guidance and support in helping me formulate my research. The combination of steady and visiting scholars that have come in and out of these departments in the last five years has helped me grow my network and establish lasting bonds.

I feel tremendous gratitude for Adenike Brewington, a strong and reliable pillar at RCB. Adenike, you have been active in many behind the scenes moments for my professional development and have also become a very dear friend. RCB's IT guys, Jeff and Christian, always had my back for technology issues. I could always count on them for fast help with lots of smiles, thank y'all.

I am thankful for many individuals who have helped me, both professionally and personally. These individuals include Raeda Anderson, Pam Ellen, Sarah Singer, Shelby Gai, Rich Phillips, Jingting Liu, Steven Liu, Elena Poliakova, John Dilyard, Shasha Zhao, Marina Schmitz, and all of the AIB Sustainability SIG officers and members. You all have helped me navigate the complex web of academia and I look forward to continuing to absorb your wisdoms throughout my career.

I thank my fellow students, past and present, in my home department and others, who provided tremendous support to share commiserations as well as achievements. Nothing bonds people like shared trauma! My fellow IIBers (I won't name you all, but you know who you are), we have an unbreakable bond of a shared experience that unites us forever, and I am so grateful for the camaraderie and friendship that I have with each of you. My study buddies, Rongen (Sophia) Zhang, Hana Nguyen, and Carlos Alejandro Núñez Trujillo, provided me with the motivation, endurance, and much needed distractions during these past couple years. Through coffee, kombucha, and stubbornness, we will prevail! I'm going to miss working (and eating) with y'all so much, but we will form new systems of accountability to maintain our stamina and smiles. I look forward to future work trips together filled with celebrations of our accomplishments. I thank my fellow first-years, Derek Stotler, Divya Ramachandran, Junyoung Park, and Chris Campagna; we've been through a lot together! It feels like yesterday that we were all in classes and going to trivia afterwards. I'm very grateful for our memories together. Additionally, I thank Panera, for offering a subscription coffee plan that allowed us to use your establishment like a WeWork. I also thank Dancing Goats, Taco Mac, White Bull, and the Avis G. Williams Library for providing environments conducive for my work style.

I have tremendous appreciation and gratitude for my wonderful friends, of whom I could never properly thank or list. I want to say thank you to Jenny Tuggle, my longest and most constant friend, for being there for me through it all. From elementary school to a future in which we are both doctors, it seems we will never tire of fervent conversations, places to visit, and nature to seek. I appreciate your patience, encouragement, and support throughout this program and am so grateful for our friendship. I thank Melissa Wood, for our many hallway chats and food excursions. I can always count on you to be my guinea pig for new recipes and explore new places together. I thank Rachel Klaeren for being a constant source of humor, encouragement, and perseverance and look forward to suffering together again in future triathlons. I thank Lan Nguyen and Taryn Arbeiter during my time at PhD school for fueling me through exceptional conversations (and of course food). Brandi Brown, you have been a role model throughout this entire process, and I thank you so much for paving the way to help me learn how to be a bold and brave woman in academia. I am incredibly thankful for my waste warriors, Natasha Dyer, Chelsea Thomas, Cara Laurie, Jess Dimmig-Russell, and Laura Hernandez. Our weekly check-ins give me life and remind me that we are the future. It's not always easy, but I know we are onto something, and I feel so blessed to have such steady and strong women to help navigate the struggles in our society, and also in our own mental health. I look forward to future episodes of waste warriors in Chicago and international!

I'd like to thank my alma mater, the University of West Georgia. The faculty and staff of this community deserves the credit for my doctorate degree. After years of struggling to figure out what I wanted my future to look like, they suggested that I explore a PhD in business. After initial resistance and upon finding out what this was, I realized that it was the perfect path for me. Thank you all for your unwavering belief in me. Your faith and conviction overwhelm me to this day, and I could not have done this without you. My additional communities of Collegium Vocale, Change to Humanity, and The Artisan serve as persistent networks of warm people who encompass me with encouragement, support, and love. While I could never accurately express my gratitude for everyone properly, I hope that even if I have not named you personally, if you are reading this, please know that I appreciate you and all your support.

I thank Elizabeth Napier, who has been my rock throughout this entire experience. I absolutely could not have survived this journey without your support, humor, advice, encouragement, and love. Your companionship and generosity have led me through times of despair, routine, and merriment. And look at us now. Who would've thought? Not me! You pep me up when my imposter syndrome takes over, you yell with me at frustrations in societal paradigms, and you ground me to a bigger picture that honors the energy of this world. Izz, words cannot express my level of gratitude for you. I hope you know how much you mean to me, and I can't wait to see how we will shake things up for our communities. Thank you for everything.

Finally, I would like to thank my family. To my immediate family: Mama Ku, Papa Ku, Ben Ku, Jason Ku, Hojung Park, Heath Hall, Dominique Thornton, and Zhen Akyli Ku. Ma, my decision to get a PhD was probably the most shocking for you. You've beared the brunt of my personal growth the most over the years as I continue learn how to navigate who I want to be, often taking things out on you that you don't deserve. I apologize for not always being the easiest to deal with, but I am so thankful that you show me every day how to be kind, independent, and generous. Thank you for your patience with me and for instilling foundations of love and hope in an often-dark world. Pa, I've learned the most from you throughout my professional life, both in industry and academia. You've provided stable positioning for what success looks like and I am so grateful that you've always made me feel like you are proud of me no matter what. You taught me the importance of being mindful of my circumstances and not forget my privilege. Despite a lot of self-doubt and fears of comparison, you raised me to feel confident in my value. Thank you for always being there for me. Ben, I am so lucky to have such an amazing big brother who always has my back. I can always count on you for hugs, help, and happiness. Jason, you've helped me all my life to feel connected to someone. I'm grateful to now also share a title with you in addition to previously sharing a womb. My extended family remains a solid foundation for the values that are important and provide role models to execute them. I thank my second parents, Ellen and Mel Moore (+ Charlie and PD), for our regular walks, chats, meals, and bananagrams to balance out my life. I also thank my family from across the hood, Vicki, Rick, Carl, and Jill, who continue to support and embrace me.

Once again, it is impossible to accurately articulate my gratitude for everyone who has helped me along my journey. I strive to make you all proud of me and am excited about the next chapters ahead. Thank you all.



## TABLE OF CONTENTS

<b>1. INTRODUCTION .....</b>	<b>10</b>
1.1. MOTIVATION OF THE ESSAYS .....	10
1.2. SIGNIFICANCE OF THE ESSAYS .....	11
1.3. RESEARCH QUESTIONS AND PURPOSE .....	12
1.4. CONTRIBUTIONS OF THE ESSAYS .....	13
<b>2. ESSAY 1: DEVELOPING GROUNDED THEORY FOR STAKEHOLDER GOVERNANCE FROM CASE STUDIES OF ORGANIZATIONAL FOOD WASTE MANAGEMENT.....</b>	<b>14</b>
2.1. INTRODUCTION .....	14
2.2. THEORETICAL BACKGROUND .....	17
2.2.1. <i>Natural Science</i> .....	17
2.2.2. <i>Business</i> .....	21
2.3. THEORETICAL FRAMEWORK .....	25
2.3.1. <i>Organizational Responsibility and Focus</i> .....	26
2.4. RECYCLING ORGANIZATIONAL FOOD WASTE .....	28
2.5. METHODOLOGY .....	30
2.5.1. <i>Research Design</i> .....	32
2.5.2. <i>Data Sources</i> .....	32
2.6. ANALYSIS .....	37
2.7. FINDINGS .....	39
2.7.1. <i>How Do Organizations Manage Food Waste?</i> .....	39
2.7.2. <i>Why Do Organizations Manage Food Waste?</i> .....	40
2.7.3. <i>Logistics of Organizational Food Waste Management</i> .....	41
2.7.4. <i>Stakeholder Governance of Organizational Food Waste Management</i> .....	50
2.8. DISCUSSION .....	58
2.9. CONTRIBUTIONS .....	61
2.9.1. <i>Theoretical Contributions</i> .....	61
2.9.2. <i>Managerial Contributions</i> .....	62
2.9.3. <i>Policy Contributions</i> .....	63
2.10. LIMITATIONS AND FUTURE RESEARCH .....	64
2.11. CONCLUSION.....	66
<b>3. ESSAY 2: STAKEHOLDER GOVERNANCE: INTERDISCIPLINARY REVIEW, THEORETICAL TENSIONS, HOLISTIC SYNTHESIS, AND FUTURE RESEARCH .....</b>	<b>67</b>
3.1. INTRODUCTION .....	67
3.2. INTERDISCIPLINARY REVIEW .....	70
3.2.1. <i>Definitions and terminologies</i> .....	71
3.2.2. <i>Theories and orientations</i> .....	73
3.2.3. <i>Mechanisms and conceptualizations</i> .....	78
3.3. KEY THEORETICAL TENSIONS .....	81
3.3.1. <i>Power</i> .....	83
3.3.2. <i>Theory</i> .....	85
3.3.3. <i>Orientation</i> .....	89
3.4. SYNTHESIS AND FUTURE RESEARCH.....	92
3.5. CONCLUSION.....	96
<b>4. REFERENCES .....</b>	<b>97</b>

<b>5. FIGURES.....</b>	<b>114</b>
5.1. FIGURE 1: FOOD WASTE AND RECOVERY HIERARCHIES .....	114
5.2. FIGURE 2: CONCEPTUAL FRAMEWORK OF THE POSITIONING OF ORGANIZATIONAL FOOD WASTE IN THE CURRENT LANDSCAPE OF FOOD WASTE RESEARCH.....	115
5.3. FIGURE 3: STAKEHOLDER INTERACTIONS AND DECISION-MAKING DYNAMICS .....	116
5.4. FIGURE 4: EVOLUTION OF THEORETICAL ORIENTATIONS IN STAKEHOLDER GOVERNANCE LITERATURE .	117
5.5. FIGURE 5: CONCEPTUALIZATION OF STAKEHOLDER GOVERNANCE.....	118
<b>6. TABLES.....</b>	<b>119</b>
6.1. TABLE 1: THEORETICAL FRAMEWORK OF FOOD WASTE CONTEXTS AND RESPONSIBLE ACTORS IN BUSINESS RESEARCH .....	119
6.2. TABLE 2: SOURCES AND TYPES OF DATA COLLECTION.....	120
6.3. TABLE 3: QUOTATIONS FROM THE DATA .....	121
6.4. TABLE 4: KEY THEORETICAL TENSIONS IN STAKEHOLDER GOVERNANCE LITERATURE .....	124
<b>7. APPENDICES.....</b>	<b>125</b>
7.1. APPENDIX A: INTERVIEW PROTOCOL FOR ESSAY 1 .....	125

# 1. INTRODUCTION

## 1.1. Motivation of the Essays

This dissertation emerges from a fundamental desire to better understand the world. Countless atrocities, sufferings, and injustices overwhelm our societies and make it hard to grasp the meaning of it all. But life also reveals tremendous kindness, compassion, and connections that stimulate hope in humanity. Intrinsic curiosities beg the question: “Why are sustainability and equity so difficult to implement in business strategies and operations?” This overarching question motivates the essays in this dissertation and guides the future trajectory of our research.

Although it can be difficult to believe in current realities, capitalism does not have to only help a few at the expense of many. Businesses embody opportunities to model sustainable and equitable strategies and structures to stimulate paradigm shifts. Scholarship and industry focus so much on increasing proprietary competitive advantages and not enough on increasing cooperative collaborations that benefit communities, cultures, and societies. According to the Dalai Lama, our prime purpose in life is to help others; and if you can’t help them, at least don’t hurt them. Individuals, firms, industries, and countries hold responsibilities to this purpose, regardless of moral philosophies. A conventional purpose of business is to make money. For too long we’ve prioritized making as much money as possible, not only regardless of sacrifices to the people and environment around us, but through vigorously exploiting them, causing atrocious and often irreversible harm. Slowly but surely, the purpose of business is shifting away from maximizing profits for shareholders and progressing towards creating value for all stakeholders. This purpose can be achieved through mindful reflection, rotation, and revolution of existing structures that fail to serve this purpose. This manuscript will not save the world, but it aspires to contribute glimmers of insights towards answering this question and serving this purpose.

## **1.2. Significance of the Essays**

We began our examinations of sustainability and equity in business by exploring a relevant and global topic of food waste in Essay 1. With approximately one-third of food wasted globally every year (Food and Agriculture Organization of the United Nations, 2017; Gustavsson et al., 2013; US EPA, 2018) while 821 million people go hungry (FAO, 2011; Loboguerrero et al., 2018), food waste reflects a glaring universal problem. Combined with global costs amounting to \$940 billion USD annually (Gustavsson et al., 2011), examining food waste in organizational contexts revealed undeniable suitability to research sustainability and equity from a business perspective. We did not anticipate that this research would lead to an overarching theme of stakeholder governance. We had developed assumptions and expectations from reviewing academic and non-academic literature that led us to believe that logistics mechanisms (e.g., awareness, capabilities, proximity to facilities) would be the largest influencers for how and why organizations manage food waste. Yet, our data revealed that stakeholder governance represents significant influence on strategic and operational decisions. Welch et al., (2011) describe the potential of theorizing from case study research, which inspired us to use this method with a grounded theory approach to contribute theory development and empirical evidence for stakeholder governance.

Compelling and pressing potential of stakeholder governance present significant opportunities for current and future research (Amis et al., 2020), stimulating Essay 2. However, inconsistent language, negligence of fundamental dynamics, isolated and sometimes inappropriate theoretical foundations, narrow framing, and generally fragmented knowledge convolute this already complex phenomenon. Stakeholder governance research repeatedly uses

contexts of “wicked issues”, which involve many stakeholders with different values and priorities and cannot be solved or even dominated by one institution or sector alone (Camillus, 2008; Sachs et al., 2010). Examples of wicked issues include the climate change, the COVID-19 pandemic, wealth disparities, biodiversity loss, global financial crises, and the United Nations Sustainability Development Goals (Fyke & Buzzanell, 2013; Grewatsch et al., 2021; Sachs et al., 2010), as they affect many stakeholders at a macro scale, albeit with discriminating impacts. Since no single entity can, or should, bear the exclusive weight of responsibility in solving these complex problems, our theorizing must also reflect this reality. Similarly, isolating interdependent concepts, such as economic, environmental, and social dimensions, hurts theory development and practice. Shifting prioritization to a shared issue or goal enables alignment of stakeholder and shareholder interests to stimulate cooperation and fruitful collaborations (Matzembacher et al., 2021). These issues also represent collective action problems in joint value creation, which provide particularly rich contexts for stakeholder governance (Bridoux & Stoelhorst, 2020). Chen and Hitt (2021) describe the potential of knowledge synthesis, which inspired us to use this method to contribute interdisciplinary review and synthesis of definitions, terminologies, theories, orientations, mechanisms, and conceptualizations to provide integrative theory building.

### **1.3. Research Questions and Purpose**

Our overarching research question is, “Why are sustainability and equity so difficult to implement in business strategies and operations?” While this question will undoubtedly sustain our research career, the essays in this dissertation serve as preliminary platforms on which to ground and guide our research pipeline. Essay 1 asks, “How and why do organizations manage

food waste?” while Essay 2 asks, “What are overlapping patterns of stakeholder governance?” These questions contribute to the purpose of this research to help others through organizational strategies and structures that create value for all stakeholders.

#### **1.4. Contributions of the Essays**

Dominant theories were developed in the twentieth century and embody limitations (e.g., societal, technological, market, manufacturing) that have either changed substantially or no longer apply (De Jong & Van Witteloostuijn, 2004; Palazzo & Scherer, 2008). Both grounded theory (from Essay 1) and holistic synthesis (from Essay 2) offer valuable, complementary approaches for theory building. The essays in this dissertation contribute empirical and integrated frameworks for theoretical advancements for stakeholder governance.

Methodologically, these essays reinforce calls for integrating theories for more comprehensive theory development methods (V. Z. Chen & Hitt, 2021; Hitt et al., 2007). Theory building through grounded research (from Essay 1) allows data to reveal theoretical insights. Exploring and integrating theories from outside disciplinary silos enables creative and innovative theory developments. Combinations of grounded and integrated theoretical approaches contributes to more rigorous and inclusive theorizing methodologies. Finally, the ways in which we theorize impacts managerial practices (Ghoshal, 2005). Developing theory surrounding topical contexts and phenomena offers deeply practical managerial implications. The common theme among these essays of stakeholder governance exploration contributes theoretical advancements for organizational strategies and structures that create value for all stakeholders.

## **2. ESSAY 1: DEVELOPING GROUNDED THEORY FOR STAKEHOLDER GOVERNANCE FROM CASE STUDIES OF ORGANIZATIONAL FOOD WASTE MANAGEMENT**

### **2.1. Introduction**

Approximately one-third of food produced globally for human consumption is wasted every year (Food and Agriculture Organization of the United Nations, 2017; Gustavsson et al., 2013; US EPA, 2018). 25-50% of total food production is lost or wasted (Kummu et al., 2012; Lundqvist et al., 2008). Organic material (largely consisting of food residuals) also comprises one-third of global municipal solid waste (MSW), 15% in the United States, making it the largest single category (FAO, 2017; US EPA, 2018). This refuse consists of approximately 1.3 billion tons of food, which costs the world \$940 billion USD annually (Gustavsson et al., 2011). Food and other types of waste overwhelmingly ends up in landfills and open dumps around the globe (Hoornweg & Bhada-Tata, 2012) despite it being “the worst available option for all foods” (Moult et al., 2018). Food waste has dire economic, environmental, and social costs when discarded improperly, yet have highly profitable prospects (Hanson & Mitchell, 2017). The United Nations Sustainability Development Goal (SDG) 12.3 seeks to halve per capita global food waste at the retail and consumer levels by 2030 (United Nations, 2015, p. 27).

The environmental costs of greenhouse gas emissions, including carbon dioxide and methane, and social costs of 821 million undernourished people (FAO, 2011; Loboguerrero et al., 2018) reveals a critical and urgent global problem. While the concern over food waste is neither unique nor novel (Block et al., 2016; Brosius et al., 2013; Cooremans & Geuens, 2019; Gollnhofer, 2017b; Gruber et al., 2016; Parker et al., 2019; Press & Arnould, 2009; Scott &

Vallen, 2019), this issue is typically researched for government and consumer audiences, not corporations. This evasion of corporate responsibility for food waste is paradoxical; corporations play a substantial role in the production and management of food waste. Yet, the cost of waste is commonly viewed as a cost of doing business, with little attention to minimizing or optimizing business operations to reduce or valorize this resource. Food waste is an abundance, renewable, inevitable resource that we habitually disregard.

Regardless of industry or geographic location, every firm deals with food waste, whether from consumers or employees, making it a universal organizational externality. We use the term organizational to encompass business corporations as well as entities such as non-profit institutions, hospitals, universities, etc. (Drucker, 1993) to provide more inclusive context for this phenomenon that is distinctly different from the municipal or individual emphasis that dominates this issue. Industrial, organizational, and residential sectors represent 39%, 37%, and 24%, respectively (United States Environmental Protection Agency, 2020). Food residuals are inevitable, natural, abundant, available, and renewable byproducts. Utilizing this material (e.g. recovering for human consumption, animal feed, compost, feedstock, energy) offers economic, environmental, and social opportunities that are currently widely overlooked in business research and practice (Confente et al., 2020; Hanson & Mitchell, 2017; Ravindran & Jaiswal, 2016). Optimizing resource efficiencies offer long-term, triple bottom line opportunities that deserves more attention, particularly in B2B contexts (Iyer & Reczek, 2017; Sheth & Apte, 2016).

Food waste management encompasses multiple SDGs, such as responsible consumption and production, zero hunger, sustainable cities and communities, and climate action. Confronting these goals is difficult because they involve issues that are inherently complex and cannot be elegantly modeled (Ghoshal, 2005). They require holistic, interdisciplinary, pluralist, systems



collaborations; “important problems cannot be solved within the confines of traditional disciplines” (Horvath, 1972, p. 56). Citizens trust that the present system that extensively silences and hides waste can solve the consequences of this same system (de Coverly et al., 2008). Disruptions, such as the COVID-19 pandemic, force us to rethink our existing systems and update them for contemporary and imminent realities. Therefore, we apply a broad, open-minded approach to study the universal context of organizational food waste.

In this research, we ask the following research questions: How and why do organizations manage food waste? Addressing these questions enable us to understand the theoretical and practical reasons for how and why this resource continues to be overlooked. Taking an exploratory, grounded theory approach allows us to study this phenomenon through empirical evidence instead of relying on assumptions that may or may not hold true in contemporary contexts.

We first examine existing research in both natural and social sciences to gain a holistic overview of how scholarship currently frames and positions research on food waste. We investigate issues, contexts, and actors to identify priorities and uncover opportunities for theoretical and practical advancements. We employ a hermeneutic, exploratory methodological approach to study activities and behaviors related to organizational food waste. We develop grounded theory from case comparisons to grasp the interpretive and interdisciplinary nature of this worldwide phenomenon. Through this study, we contribute theoretical and practical developments to reflect modern realities for this universal organizational externality.

## **2.2. Theoretical Background**

We began this research by looking at existing scholarship from a holistic, multidisciplinary perspective. Some theoretical purists believe that grounded theory should not be biased or “contaminated” by previous review of the literature (Dick, 2007; Glaser, 1998; Locke, 2001). In contrast, we took a practical approach to gain a broad overview of scholarship surrounding food waste. This approach provides rationality; avoids replication; contextualizes, orients, and positions our research; develops sensitivity to conceptual and methodological challenges; and clarifies ways in which we can meaningfully contribute to existing scholarship (Dunne, 2011). We recognize the importance of learning the landscape of existing research on food waste in organizations to properly situate and effectively apply information to conduct useful research that can contribute to the field of business and academia in general. Rather than trying to ignore or hide existing biases and knowledge, we instead emphasize the need for self-awareness and mindfulness to “appreciate other theories without imposing them on the data” (Urquhart, 2007, p. 351). Subsequently, we reach a depth into organizational food waste research that allows us to justify and focus our study to contribute inclusive, interpretive theory building of this extensive phenomenon that does not, to our knowledge, exist in current scholarship.

### **2.2.1. Natural Science**

First, we looked at research from multiple disciplines to formulate foundational conceptualizations (Welch et al., 2011). Extant literature on food waste describes definitions (FAO, 2013b; Gosh et al., 2015), commonly measured by degrees of contamination, edibility, avoidability, and recoverability (Garrone et al., 2014; Nicholes et al., 2019; Parfitt et al., 2010; Teigiserova et al., 2020a). However, inconsistencies among these terms are widely

acknowledged and described (Chaboud & Daviron, 2017). A certain amount of food waste is inevitable and much of it is unsuitable to recover for human consumption (e.g., exposed buffet leftovers) or inedible (e.g., banana peels) yet still has value. Therefore, this research relies on the foundation that “the most robust and coherent treatment of food in defining food waste is to ignore edibility and account for whole plants and animals produced for food” (Bellemare et al., 2017, p. 1156). This definition enables a systems-level approach that considers a broader perspective of how food waste interacts with society outside of isolated scenarios.

Additional studies focus on ethnographic topics of food waste in terms of stages (Block et al., 2016; Gustavsson et al., 2013; Reynolds et al., 2019) and causes/drivers (Abdelaal et al., 2019; Boschini et al., 2020; Canali et al., 2017; C. Mena et al., 2011; Thyberg & Tonjes, 2016). Other studies investigate the impacts and outcomes of food loss (pre-consumer) and food waste (post-consumer) in terms of human undernourishment, greenhouse gas emissions from landfill disposal and transport, land use, and water consumption (Eriksson et al., 2015; FAO, 2013a; Institution of Mechanical Engineers, 2015; Kouwenhoven et al., 2012; Kummu et al., 2012). Defining and distinguishing these terminologies can be crucial for certain measurements but can also distract from bigger issues that encompass these nuances. For example, if food residuals end up in landfills regardless of their contamination, edibility, stage of occurrence, etc., then scrutiny of these distinctions can divert attention away from the bigger issue of overall dismissal of the value of this resource for other applications.

A common theme among existing research is the prioritization of prevention and reduction of food waste (Kim et al., 2019; Matzembacher et al., 2020). This emphasis is driven by food waste hierarchies described by both the United Nations Food and Agricultural Organization and United States Environmental Protection Agency as shown in Figure 1 (FAO,

2015; US EPA, 2015). These levels are broadly categorized into actions of [a] prevention and reduction, [b] recovery, [c] recycling, and [d] disposal. While prevention and reduction of food waste makes sense from a lean operations perspective, the current measurements do not taken into account the efficiency of resource use (Chaboud & Daviron, 2017). Despite this hierarchy, landfilling remains the most common management pathway for food waste in the United States (United States Environmental Protection Agency, 2020).

*[Insert Figure 1 about here]*

The disparity of approximately one-third of food produced wasted while 821 million people around the world are undernourished reveals a problem of logistics rather than production. However, the assumption that food waste reduction would improve food insecurity remains ambiguous (Rutten, 2013). On the contrary, food waste reduction for one stakeholder may lead to an increase in food waste for another (Chaboud & Daviron, 2017; Redlingshöfer et al., 2020). For example, if retailers reduce food purchases from suppliers to maximize lean inventory operations, farmers and distributors at earlier stages will experience food surpluses until production supply can adjust to changes in demand. This surplus would result in higher food wastage at earlier stages due to reduction efforts at later stages. Reduction activities that do not consider the entire system may merely shift around food waste instead of reducing the overall volume. Alternatively, if retailers discount food products that are aesthetically unsatisfactory (e.g., misshapen, bruised, dented packaging), they can leverage consumer segments that would recover these food products even when other consumers would not purchase them (Aschemann-Witzel et al., 2018). This activity represents a recovery activity because this food “waste” would be diverted to human consumption rather than being prevented or reduced. Food waste prevention is significantly challenging to achieve (Papargyropoulou et

al., 2014). While emphasis on prevention and reduction is important, it can distract from alternative strategies to valorize an abundant, renewable, inevitable resource for other applications than its originally intended destination.

Recovery has limitations of safety in terms of edibility and contamination and requires substantial investments for transportation infrastructure (Kouwenhoven et al., 2012; ReFED, 2016). To echo the earlier example, if “ugly”, bruised, misshapen, or damaged food is discounted and sold at the retail level, the food waste may still occur but at a later stage at the consumer level instead (Block et al., 2016; de Hooge et al., 2017; Kulikovskaja & Aschemann-Witzel, 2017). In contrast, recycling / reusing food waste has the potential to reduce more greenhouse gas emissions, divert greater volumes away from landfills, and create more jobs than recovery efforts (ReFED, 2016). For purposes of this research, we use the term “recycling” to include the application of food waste for animal feed, composting, industrial uses, energy sources, and feedstock for manufacturing, represented by the [c] levels on Figure 1.

Instead of isolating attention to a single level or dimension (e.g., prevention or reduction), we promote efficiencies in resource utilization throughout the food supply chain to benefit the entire food system through circular design. Circular strategies reincorporate waste back into systems so that these materials are reused for joint value creation rather than discarded (Ellen MacArthur Foundation, 2013). Many of the definitions and actions of food waste rely on assumptions of linear stages (e.g., end-of-life disposal) and traditional agricultural production (e.g., mass amounts of arable land) that are fundamentally different from circular stages (e.g., waste reincorporated back into processes) and innovative production techniques (e.g., vertical farming, aquaponics). The importance of transforming and reusing food waste in ways that efficiently utilizes existing materials rather than relying on increased use of virgin (especially

nonrenewable) resources describes the specific need for circular systems (Stewart & Niero, 2018; Zucchella & Previtali, 2019). Therefore, rather than trying to prevent, reduce, or eliminate this abundant material, we advocate 1) producing food sustainably and 2) reincorporating food waste back into the food supply chain through circular design.

Unfortunately, circular systems are not standard practice in dominant business models, despite their significant potentials to improve economic, environmental, and social dimensions (Lieder & Rashid, 2016; Stewart & Niero, 2018). Traditional business theories have limited capacity to explain the organizational oversight of utilizing waste as an asset. As a result, many scholars recognize the limitations of siloed research and call for in-depth studies that examine all stakeholders, their interactions, their influences, and the end use surrounding food waste (Chaboud & Daviron, 2017; Girotto et al., 2015; Papargyropoulou et al., 2014) to understand mechanisms of management activities for theoretical and managerial advancements.

### **2.2.2. Business**

While the topic of waste is not uncommon in business literature, it remains a largely neglected but vital area for research (de Coverly et al., 2008). Business research on food waste mainly addresses government, retail, and consumer levels of analysis and contexts. Despite this variety of stakeholders, the suggested actions and implications overwhelmingly emphasize public policy campaigns that target individual consumer behaviors. A visual representation of this landscape can be found in Table 1. This table intentionally excludes natural science and grey literature to showcase the research activity and positioning of food waste in business academia. We describe these contexts and actors in more detail below.

#### *2.2.2.1. Governments / Public Policy*

Mesiranta et al. (2021) describe a framework of the responsabilization of stakeholders surrounding food waste in detail to stress the importance of broadening onus past consumers. However, despite this acknowledgement, public policies continue to target individual-level consumer changes for reduction and prevention (Bublitz et al., 2019; Gollnhofer, 2017b). Policies often assume tradeoffs between hierarchy levels from Figure 1 without incorporating circular designs. Since “recycling does not require significant changes in consumption choices and patterns” (Brosius et al., 2013), research suggests that recycling is an effective strategy for waste, contrasting behaviors that prevent, reduce, or discard waste. For example, Block et al. (2016) describe composting as a policy strategy but not as a corporate strategy, despite its positioning in a policy and marketing journal. This oversight motivated the current research to explore different approaches to tackling food waste.

The tendency to blame the consumer conceptualizes food waste as a problem of individual consumer behavior (Evans, 2011). Evans suggests the alternative that policies and public health interventions might be useful strategies for food waste practices. Campaigns regularly target consumers and governments as the main actors to influence food waste practices. However, shifting focus on government is similarly inappropriate as it reinforces the responsibility to a single level rather than incorporating multiple stakeholders.

#### *2.2.2.2. Retailers*

Retailers include businesses that sell goods. In the context of food waste, retailers include supermarkets, grocery stores, restaurants, and foodservice providers (Buzby et al., 2014; ReFED, 2018). Kor et al. (2017) offer suggestions for retailers to reduce food waste, such as upgrading

inventory systems, partnering with farmers in supply chains, reducing cosmetic standards, adjusting misleading labeling, and teaming up with consumers. Activities of changing internal operations or increasing awareness among employees are not explicitly described. Some research finds that retailers focus on expanding knowledge, awareness, and education for external stakeholders of consumers and the public (Cicatiello et al., 2016; Parker et al., 2019; Young et al., 2018). However, these calls to action ultimately place responsibility on consumers to change behaviors and overlook responsibilities and opportunities for stakeholders in organizations (e.g., managers, employees) to adjust internal strategies and operations to influence food waste directly.

Filimonau and Gherbin (2017) find that consumer behavior, corporate policies, suppliers, employee attitudes, and business size are institutional barriers to food waste mitigation in grocery stores, highlighting internal barriers that could be addressed directly through organizational influence (e.g., policies, training, operations). Retail case studies frequently investigate countries that represent a very small proportion of global food waste (Filimonau & Gherbin, 2017; Kulikovskaja & Aschemann-Witzel, 2017). Studies exploring these (and other) institutional barriers for other types of organizations in countries that are high producers of food waste would help to verify the generalizability and scope of these findings, which motivated the current research.

“Marketers attempt to manage behavior by creating alternative choices” (Rothschild, 1999, p. 30) through direct, free-market exchange, which offers a distinctly different landscape than education or law. Retail marketing strategies focus on consumers (Piercy & Lane, 2009) but rarely integrate campaigns to include employees for internal impact. Employees are often eager to help contribute to reducing, recovering, and recycling food waste (ReFED, 2018). Marketing,



to both internal and external stakeholders, is an important tool for influencing public health and social issue behaviors (Rothschild, 1999). Organizations that don't leverage these intrinsic motivations squander opportunities to improve their organizational culture through economic, environmental, and social operations.

#### 2.2.2.3. *Consumers*

Much of the business research on food waste solutions focuses on the consumer level (Finch et al., 2015; Lazell, 2016; Parker et al., 2019), which disregards the systemic intricacies of the food system (Mesiranta et al., 2021). Additionally, the complexities and heterogeneous profiles of consumers exacerbate activities of government and commercial actors (Aschemann-Witzel et al., 2018). Holding consumers solely responsible for food waste presents a concerning and inappropriate emphasis (Chaboud & Daviron, 2017).

Current measurements focus on volumes of food waste in the supply chain through categories of production, processing, distribution, retail, and consumption stages (FAO, 2013a). These stages represent the presence of food waste but do not necessarily encompass where food waste is discarded. Consider the following three scenarios. In scenario one, individuals eat at a restaurant, don't finish their meal, and don't take excess food home. Food waste in this scenario is discarded through the restaurant's waste stream. In scenario two, individuals eat at a restaurant, don't finish their meal, and take excess food home. In this scenario, food waste is discarded through the individuals' household municipal solid waste stream. Lastly, individuals in scenario three eat at a restaurant, don't finish their meal, take excess food home, and take these leftovers to work the next day. In this scenario, food waste is discarded through the workplace waste stream. Each of these scenarios are categorized in the consumption stage yet represent

clear distinctions in the locations of where food waste is discarded. These examples show that food waste at the consumption stage often occurs outside the boundaries of consumer residences, such as in restaurants, workplace cafeterias, break rooms, and even during commutes. Examining food waste at the locations in which it is discarded presents opportunities for business research and practice.

Overall, extant research on food waste emphasizes government, retail, and consumer actors for prevention, reduction, and recovery activities. Our survey of both natural science and business literature provides a reflective overview that allows us to actively question and critically scrutinize established knowledge in academia, practice, and society (Alvesson & Sandberg, 2011). This review of the literature reveals two significant gaps. First, business research on food waste at the organizational level remains absent. Second, the omission of business research on recycling food waste is prominent. These two areas not only represent significant gaps in academic scholarship, but also offer opportunities for business research to develop pragmatic, meaningful, and relevant advancements to theories, methodologies, and industry practices.

### **2.3. Theoretical Framework**

Food waste imposes economic, environmental, and social challenges on businesses around the globe. Yet effective (and profitable) management of this resource remains an uncommon strategy (Azmat et al., 2015; Hanson & Mitchell, 2017). Dominant theories in business scholarship have limited capacity to explain this paradox. Transaction cost economics demonstrates that reducing transactions within and between organizational operations will result in opportunistic behaviors. However, this concept relies on efficiency assumptions that disregards any wasteful use of inputs and adopts least-cost factor combinations for each possible

level of output (Williamson, 1975). Resource-based view prescribes that resources must be rare, valuable, inimitable, and unsubstitutable to provide sustainable competitive advantage (J. Barney, 1991a). Stakeholder theory is commonly used for research involving SDGs, but is widely misunderstood as a specific theory rather than a genre (Freeman, 1994).

Traditional business theories contribute valuable baselines and references for academic scholarship but rely on foundational assumptions that can be difficult to apply in modern landscapes. Waste is a culturally embedded societal problem that “requires a more robust theoretical frame than has been offered to date” (de Coverly et al., 2008, p. 300). These scholars go on to state that “under dominant social paradigm, waste, its social cultural significance, and the potential for reconceptualizing our relationship to it are undertheorized” (de Coverly et al., 2008, p. 300). We seek to challenge assumptions in existing theories to develop interesting theory (M. S. Davis, 1971) that better explains organizational management of the universal phenomenon of food waste.

### **2.3.1. Organizational Responsibility and Focus**

Strong emphasis on consumer and government actors amplifies a glaring deficiency of business research on and corporate strategies for organizational food waste (Aschemann-Witzel et al., 2017; Hanson & Mitchell, 2017; Teigiserova et al., 2020b). While “the growing volumes of food globally lost or wasted and implications for food security and sustainability have raised the concern of researchers, governments, international organizations and grass-root movements” (Canali et al., 2017, p. 1), corporate and organizational attention remains evasive. These authors also state that “it is highly probable that a considerable amount of [food waste] created along the

[food supply chain] could be avoided by management and organizational improvements operable at the level of the single business units” (Canali et al., 2017, pp. 9–10).

Additionally, employees are negatively affected by having to waste food (Gruber et al., 2016), which further contributes to the importance of organizational activities to combat this universal externality. Unfortunately, many business leaders are unaware of the profitable business opportunities of food waste (Hanson & Mitchell, 2017). Corporations have significant opportunities to lead through systemic, structural strategies and marketing rather than relying on slow policy legislation or marginal individual behavioral changes (Mourad, 2016).

Even if food is not being sold (i.e., through retail institutions), food waste occurs in every organization because every employee eats. This organizational externality is unavoidable regardless of institutional type, industry, or geographic location. Therefore, framing food waste as a consumer, public policy, or retail issue overlooks an overarching opportunity of broader organizational actions and implications. Holistic, systems-level action from multiple, macro-level stakeholders is necessary to frame food waste (Mesiranta et al., 2021). Opportunities to stimulate behavioral change do not exist exclusively for consumers but can also influence managers and employees through organizational structures and strategies.

The American Heart Association conducted a survey that found that 79% of employees who typically eat lunch during work hours whose workplace has on-site cafeteria, food service, or vending machines get food there at least some of the time (American Heart Association & Aramark, 2019). 86% of these employees prepare work lunches at home at least some of the time (American Heart Association & Aramark, 2019) and 62% of American workers eat lunch at their desks (Tulshyan, 2021). Employees eating lunch (offered at low prices or for free by firms) in workplace canteens, eating at desks, ordering delivery, and picking up takeaway meals are strong

trends around the world (Lin et al., 2017). These lunch habits (that also apply to breakfast and dinner habits in various sectors) result in significant food waste discarded by consumers that falls outside of the retail and household locations of current measurements. This universal phenomenon of workplace food waste represents organizational food waste that transcends institutional type, industry, and geographic boundaries.

#### **2.4. Recycling Organizational Food Waste**

Research overwhelmingly focuses on prevention (Beretta & Hellweg, 2019; Interreg Central Europe, 2016; Lomax et al., 2014), reduction (Food Waste Reduction Alliance, 2014; Garrone et al., 2014; ReFED, 2016), and recovery (Kouwenhoven et al., 2012) strategies as optimal solutions for food waste. This widespread emphasis implies superiority and distracts attention away from value creation opportunities through recycling for animal feed, composting, energy, and manufacturing as shown in the hierarchy in Figure 1. When a product (e.g., food) cannot achieve its intended use (e.g., consumed by humans), its value and potential for other applications is not destroyed. Sectors and markets to create products from waste through circular designs are vast (Confente et al., 2020; Matzembacher et al., 2020; York et al., 2018; Zucchella & Previtali, 2019). If produced sustainably and responsibly through innovative agricultural techniques (e.g., vertical farming, aquaponics), the production of food and its subsequent waste has many prospects as animal feed, energy sources, feedstock commodity for manufacturing, soil amendment, and fertilizer (Confente et al., 2020; Hanson & Mitchell, 2017; Ravindran & Jaiswal, 2016).

When corporate actions have been identified, they include adjustments to packaging and pricing, marketing campaigns, and cooperative partnerships (Kulikovskaja & Aschemann-

Witzel, 2017) to prevent and reduce food waste. However, commoditization and marketization of food waste remain underutilized but resourceful strategies, especially within the sharing economy (Batat et al., 2019; Finch et al., 2015; York et al., 2018). Organizations have high potentials to increase prosperity and reduce dependencies on non-renewable resources using circular design principles and business actions (Brosius et al., 2013; McKinsey Center for Business and Environment, 2016; Mesiranta et al., 2021). Food waste can contribute to circular systems by being sold to other firms as raw material (i.e., outsourced) or can be reincorporated through internal operations on-site (i.e., vertical integration). This value is achieved by reducing the number of transactions, which reduces transaction costs and increases efficiencies into the value chain that translate to additional value by increasing prices for end-consumers (Coase, 1937; Williamson, 1991). Reimagining conventional business models to incorporate sustainable circular systems present opportunities for economic, environmental, and social advancements that are necessary in a contemporary world (Murray et al., 2017). Recurring, abundant, and unavoidable externalities, such as food waste, represent valuable resources with many opportunities for use.

Organizations that are used to following linear practices argue that “it is less costly to throw away food than to invest in staff (training and number) to tackle the food waste issue” (Gruber et al., 2016, p. 15). However, recycling waste through circular economies confronts underemployment and economic stagnation by generating 20 times more job opportunities than in linear economies (Esposito et al., 2017). In a time when climate change and resource depletion threaten businesses, the natural environment, and populations around the world, circular systems are existentially essential for business and society. This statement is not intended to be dramatic

or incite sensationalism, but rather to reinforce the need for practical solutions in the realities that society faces.

The overwhelming nature of food waste and other SDGs can paralyze action, but circular systems are not limited to country-, government, or individual-level actions. On the contrary, the “sustainable management of food waste involves business-to-business marketing” (Finch et al., 2015, p. 185), requiring concentrated organizational attention and tangible activities. This marketing is not limited to only inter-organizational B2B targeting but can also manifest as intra-organizational messaging to improve efficiencies within operational systems and structures on-site. While research on the circular economy continues to rise, attention from the business perspective remains deficient (Lazell et al., 2018). Organizations have opportunities to commoditize and market its food waste but is subject to be governed by other logics (Finch et al., 2015). Identification of foundational theoretical mechanisms and logics provide the basis for theoretical development for how and why organization manage food waste. Therefore, we first developed a conceptual framework (Figure 2) to position organizational food waste in the current landscape of food waste research. This figure offers a visual representation of the contexts that are prioritized in existing literature and the show opportunities for theoretical development in organizational research.

*[Insert Figure 2 about here]*

## **2.5. Methodology**

We use an abductive, hermeneutic approach to develop grounded theory through iterative, interpretive, and critical data collection, processing, and analysis of multiple case studies. We chose this approach to examine the phenomenon of organizational food waste in its

naturalistic context to confront and build theory (Piekkari et al., 2009). Since subjective perceptions frequently conflict with objective potentials of waste materials, we lean into this reality by applying an interpretive research design (Hatch & Yanow, 2003) based on phenomenology (Sandberg, 2005) rather than positivism. Food waste has inherent properties (e.g., calories, nutrients, cellulose material) with value but also receives conflicting emic interpretation of its inherent value (Gollnhofer, 2017a). Discarding the inherent properties of food as waste because it does not fulfill its intended use in the food life cycle is both inefficient and irrational. Food waste represents a boundary object that has flexible, context-dependent meanings (Mesiranta et al., 2021) and therefore led us to employ an interpretive approach to examine this phenomenon. This research design allows us to continually question pre-existing biases and understandings to remain open to unexpected findings from our data.

We use this approach to generate our research question through problematization, which involves challenging the assumptions underlying existing theories (Alvesson & Sandberg, 2011). As a result, we use the phenomenon of corporate food waste to challenge underlying assumptions of existing dominant business theories to probe why this externality is not utilized as an asset or resource. Instead of asking “why don’t corporations manage their food waste sustainably?”, we ask “why do corporations manage food waste?” to explore ideology assumptions (Alvesson & Sandberg, 2011). We also explore in-house assumptions (Alvesson & Sandberg, 2011) that share and accept corporate food waste as unproblematic. We interrogate these assumptions to identify, articulate, and challenge central assumptions underlying existing literature and theories. To execute this interpretive research design, our study involves four detailed case studies to provide variations for comparison while still allowing us to explore each case in depth. Applying an interpretive approach enables us to uphold the importance of context



to understand the lived experiences, interactions, and meaning behind this phenomenon (Piekkari et al., 2020).

### **2.5.1. Research Design**

The ability and opportunity to look deeply into specific contexts make the case study approach ideal for exploring phenomena, uncovering mechanisms, and developing theory (Welch et al., 2011). A substantial benefit of the case study approach is the integration of both qualitative and quantitative data for a mixed methods approach (L. D. Cook & Kamalodeen, 2019). We use a combination of qualitative in-depth interviews and quantitative secondary data to triangulate information (Creswell, 2017). This approach enables us to uncover nuances and insights that are difficult to discover through static, objective reports or solitary contexts.

We take a grounded theory approach to allow the data to explain the phenomenon under scrutiny rather than examining it through a limited theoretical perspective. We chose a design that does not report data through procedural, inductive categorization despite this popularized methodology (Gioia et al., 2013). Given the inherently subjective nature of the participants and researchers in this study, we confronted this reality rather than assume that procedural rigor could sufficiently produce traceable and transparent theory. Instead, we apply Van Maanen's strategy of constant suspicion and doubt to critically evaluate our data and actively search for theoretical plausibility (Mees-Buss et al., 2020; Van Maanen, 1979).

### **2.5.2. Data Sources**

We narrowed our context to local subsidiaries of a large organization located in the state of Georgia in the United States of America. We purposively selected this sampling context to

employ a nested case study method to provide similar institutional boundaries within a shared parent organizational system that also receive comparable statutory regulations (Gibbert et al., 2008). These boundaries control for institutional norms (e.g., corporate policies), legislative variability (e.g., disposal and permitting regulations), and geographic economic inflation (e.g., landfill tipping fees) related to organizational food waste.

We chose organizations in the United States because it is the country with the most total volume of food waste globally (The Economist & Intelligence Unit, 2017). Despite a single-country focus, the subsidiaries within this organization comprise high levels of international stakeholders (e.g., employees, consumers, managers, suppliers). This level of global and cultural variety was a key determinant for this sampling selection due to the importance of multiple and diverse stakeholder perspectives surrounding a common pool resource such as food waste (Diaz-Ruiz et al., 2019). The sharing of international knowledge and ideas incorporates international business even in the presence of country-level boundaries.

We chose a of the United States due to the low price of landfill tipping fees and relatively minimal legislation surrounding food waste. We intentionally did not focus on a corporation or region with “best practices” because we wanted to investigate corporate sceneries that face barriers to food waste management to explore their challenges in depth. Studying organizational settings in a specific region enables us to identify influencing factors in a more controlled landscape. Organizational food waste falls into the consumption stages of the food life cycle, which comprises the majority of food waste in developed countries such as the United States (FAO, 2013b). Additionally, the principal investigator is an employee in the one of the subsidiaries and active affiliate member of the other subsidiaries, which enabled data collection from a variety of sources.

Guided by the literature, initial data collection focused heavily on corporate food waste logistics of knowledge, capabilities, infrastructure, positions, and regulations (Gruber et al., 2016; Ribeiro et al., 2018). We began by collecting data from each subsidiary to assemble a baseline for the first part of our research question: how do corporations manage food waste? We needed to first determine the status of food waste management within corporate settings before we could evaluate why these activities were occurring. Therefore, we initially gathered information from participant observations, direct observations, documentation, archival records, interviews, and physical artifacts (Yin, 2013) for comprehensive data collection, as shown in Table 1. Since the COVID-19 pandemic disrupted food waste management activities, we limit our data collection evaluation to measurements and activities in the time period before the pandemic.

*[Insert Table 1 about here]*

#### *2.5.2.1. Observations*

The researcher is an employee and consumer of Subsidiary B, a member of the sustainability committee of Subsidiary B, a member of an affiliate organization involving Subsidiaries B and C, a volunteer for a local community organization for food recovery activities, and an active community member who had previous relationships with some of the participants before this research began. These established relationships enabled the researcher to gain candid information that she may not have received otherwise. Immersed in the field, the researcher observed and engaged with multiple stakeholders to gather holistic contextual primary data through audio recordings, photographs, and extensive field notes as well as secondary data through archival sources.

#### 2.5.2.2. *Archival Sources*

The mixed nature of our sources allowed us to triangulate information on food waste management statistics (e.g., volumes, costs, number of cafeterias, financial support of activities, proximity of disposal facilities) and practices (e.g., disposal activities, governance structures, policies) via the websites of the subsidiaries and parent organization, primary interviews, and relevant third-party sources. We also gathered baseline data for general case comparisons such as geographic location and size of each subsidiary, proximity to disposal facilities, employee/consumer populations, municipal regulations, and existence of formal sustainability positions/departments. Detailed descriptions of these data can be found in Table 2. This compilation provided contextual foundations for comparisons for our research questions.

*[Insert Table 2 about here]*

#### 2.5.2.3. *Interviews*

Initial interviews involved short, unobtrusive dialogues to gain preliminary information and build rapport with stakeholders. These interviews did not follow a strict script or format and took place through email, phone, or video platforms. These early interviews were not recorded to preserve an informal atmosphere. However, the researcher recorded notes immediately after the conversations. We used these initial conversations to help formulate our interview guide that is provided below in the Appendix. We also used snowball sampling to direct us to the individuals that would be the most related and useful in answering the research questions we had.

Next, follow-up conversations involving more in-depth questions and discussions took place to uncover more details about the food waste management operations and activities that

take place within the organization. The researcher obtained informed consent forms, reminded participants that their conversations would remain anonymous, and used a semi-structured format to enable participants to reveal candid thoughts and attitudes (Ghauri & Grønhaug, 2005). Existing studies helped guide our initial research and interview questions (Cicatiello et al., 2016; Filimonau & Gherbin, 2017; Young et al., 2018). We conducted these more in-depth interviews to tackle our second research question: Why do organizations manage food waste? This primary data collection allowed us to explore the decisions, assumptions, levels of awareness, obstacles, and advancements of organizational food waste management. These in-depth interviews included 16 hours of audio recordings. Each audio recording was transcribed using NVivo software and then reviewed, edited, and coded by the principal investigator. Additionally, detailed field notes were taken during interviews that were not recorded by audio or video.

Our participants involved a variety of stakeholders, including employees, managers, consumers, and community members related to food waste management activities within the subsidiaries and parent organization, organized in Table 2. We employed a systems-level approach to include intra- and inter-organizational stakeholders to capture more holistic and comprehensive representations of the activities, behaviors, and stakeholder relationship dynamics related to the management of corporate food waste. The number of cases and interviews were decided by the degree of theoretical and thematic saturation to the point that gathering more data from the field no longer revealed anything new (Guest et al., 2006; Saunders et al., 2018).

Given the nature of qualitative interpretive research, we allowed iterative data collection and analysis to continually hone and adjust our evaluations. We regularly and actively question how, why, and where the data were produced to ensure appropriate and equitable evaluations

(Silverman, 1989). Throughout the execution of this research, we adjusted our interview questions and focus to adapt to the evolution of the themes we uncovered. This iterative adaptation allowed us to probe these themes further and discover plausible explanations and reach thematic saturation.

## **2.6. Analysis**

Observations were captured through detailed field notes and images. Images and documentation of physical artifacts and archival sources were saved as portable document format (PDF) files with optical character recognition (OCR) to facilitate text coding. Most interviews were audio recorded and then transcribed; some interviews were recorded through detailed notes. All data were uploaded to NVivo 12 software for organization and coding. Collectively, these data were analyzed through multiple rounds of testing and verification to examine how we interpret subjective field data, confront our own subjectivity in the theorizing process, and establish plausibility of theoretical conclusions (Mees-Buss et al., 2020). We first organized primary data through observations and interviews and secondary data through physical artifacts and archival sources. Next, we read and coded data to formulate themes from recurring patterns both within and between subsidiaries. We interrogated preliminary themes by exploring alternative explanations in our data, literature, etc. This iterative process continued until themes were exhausted to reveal consistent patterns and distinguish outliers.

We used NVivo 12 software to code primary and secondary data with first-order concepts revealed by the participants that were inferred by the researcher (Van Maanen, 1979). These first-order concepts differ from the popularized Gioia methodology that claims that these concepts are direct and faithful representations of the thoughts and actions of the participants

(Gioia et al., 2013). Unlike in “naïve inductive” research, we did not remove the data gathered from its original context as this procedure would reduce its depth and explanatory power (Mees-Buss et al., 2020). Since the perception and value of food waste is vulnerable to social interpretations, we leaned into this reality rather than try to isolate effects away from subjective context. We actively and constantly interrogated our data to reveal holistic understanding of phenomena in their unfiltered settings.

Our second-order concepts again drew from Van Maanen’s hermeneutic orientation rather than Gioia’s naturalist orientation. Gioia’s categorization of second-order concepts seek generalizable patterns to develop inductive, linear reasoning (Gioia et al., 2013). We instead follow Van Maanen’s description of second-order concepts, which are the researcher’s interpretations of the data (Van Maanen, 1979). We scrutinize the outliers and exceptions within the data to generate understandings of underlying social structures to develop insights that dominant theories have been unable to explain. These explanatory concepts “cannot be induced from the data: they are generated by the researcher” (Mees-Buss et al., 2020, p. 14). To reduce risks of misinterpretation, we repeatedly revisited contradictions and inconsistencies through multiple, diverse participants to probe inferences and meanings.

Subsidiaries B, C, and D have sustainability departments that are responsible for food waste management operations. Because Subsidiary A does not have a sustainability department dedicated to food waste management activities, our data collection and interview inquiries regularly overlapped with recycling activities. The language around food waste management regularly paralleled recycling because it involves similar behaviors and activities in terms of separating materials from general waste streams. Therefore, the insights we gathered from

Subsidiary A relied on the organizational behaviors and activities involving recycling as a proxy for aspirational food waste management.

## **2.7. Findings**

We initially framed our study to investigate and analyze logistic variables (e.g., knowledge, capabilities, infrastructure, employee positions, regulations) based on previous literature (Gruber et al., 2016; Ribeiro et al., 2018). The literature's focus on these logistical aspects comprises superficial descriptive data of what is happening rather than explain how and why things are happening. Concepts of power (Gruber et al., 2016) are described in previous research. However, these dynamics were limited to manager-employee relations. As a result, these researchers specifically call for research to delve further into decision-making autonomy. Governance (Ribeiro et al., 2018) is also discussed in previous research yet is limited to a descriptive concept rather than one that is explored. Our data confirmed these main themes of logistics and power/governance, but we explored these themes through much deeper examination to develop grounded theory led by the data. This abductive process of theorizing led us to iteratively interpret our data to comprehensively evaluate this phenomenon for plausible explanations.

### **2.7.1. How Do Organizations Manage Food Waste?**

We examined four subsidiaries of the same parent organization in the state of Georgia in the United States of America. All subsidiaries participate in food recovery and donation programs when possible. These subsidiaries exhibited three different activities for food waste management: off-site composting, on-site composting, and landfilling. All four subsidiaries are



located in Georgia, and therefore have relatively low tipping fees associated with municipal solid waste disposal in landfills. The average landfill tipping fee for Georgia, in which all subsidiaries are located, is approximately \$49 per ton compared to the national average of approximately \$55 per ton (Environmental Research & Education Foundation, 2019).

Subsidiary A, located in a rural setting, manages food waste through its municipal solid waste stream resulting in landfilling, exhibiting a linear waste management model. Subsidiaries B and C are located in urban settings and transport their food waste through third-party haulers to off-site, centralized compost facilities located in rural areas surrounding them. Their partnerships with centralized compost facilities allow them to recycle large volumes of food waste. These compost partners turn food waste into fertilizer and soil amendment that can then be used for landscaping; however, neither subsidiary B nor C reclaim this end product for use at their facilities. Subsidiary D recycles its food waste into compost on-site to be used for its own landscaping.

### **2.7.2. Why Do Organizations Manage Food Waste?**

Our data reveals two main themes contributing to why food waste is managed through these particular activities in organizations. These major themes include logistics and stakeholder governance. These findings reveal basic foundational aspects of logistics resources and capabilities with a bottleneck of organizational power that significantly determines how and why food waste is managed within organizations. Our data suggests that if the stakeholders do not have decision-making power over food waste management, logistics resources and capabilities are necessary but not sufficient to dictate food waste management activities. The parent organization does not have any policies or structures dictating strategies, operations,

departments, or funding dedicated to food waste management standardization among its subsidiaries. Additionally, no federal, statutory, and municipal policies mandate any food waste management, separation, recycling, or disposal activities. We describe these two main themes of logistics and stakeholder governance below.

### **2.7.3. Logistics of Organizational Food Waste Management**

We uncover several logistics categories that dictate how and why organizations manage food waste: organizational structure, organizational culture, resources (financial, human, and other), and legal constraints. The average landfill tipping fee for Georgia, in which all subsidiaries are located, has been steadily increasing over the years from \$42 in 2017, to \$44 in 2018, to \$49 in 2019 (Environmental Research & Education Foundation, 2019). Food waste comprises approximately 24% of total municipal solid waste that is landfilled in the United States (United States Environmental Protection Agency, 2018), representing the largest single category. Our data reveal patterns in these categories across all subsidiaries as important components for organizational food waste management. We discuss each of these in detail below.

#### **2.7.3.1. *Organizational structure***

Subsidiary A encompasses multiple stakeholders who are committed to sustainable development, as evidenced by the formulation of “The Green Team”. Subsidiary A’s website describes The Green Team as a group that “encompasses a diverse range of stakeholders and perspectives to ensure that sustainable principles and practices optimize resource allocations and achieve the sustainability objectives established by The Green Team” (see also Table 3: A1). The

Green Team does not represent a formal sustainability department with paid, full-time positions. Rather, it comprises managers, employees, and consumers who voluntarily come together to coordinate collaborations dedicated to sustainable development within the subsidiary. The website for Subsidiary A displays an active presence of The Green Team through formal governance structures, members, committees, events, meetings, initiatives, and resources (Table 3: A1, A2). However, interviews revealed that The Green Team has been defunct for years. The website information appears to have been created in 2013 and has not been updated since. Food waste management activities fall under the responsibility of the third-party organization that Subsidiary A contracts for its organizational food services. A manager of this third-party organization shared that they have “had waste programs and systems in the past. [...] It's awareness-- it's really about awareness, making people aware of the waste” (Interview with contracted employee of food services of Subsidiary A, March 3, 2021). These programs describe efforts for lean operations to prevent and reduce food waste within their own operations (back-of-house) but do not reflect activities for management of food waste that inevitably occurs. Food waste from Subsidiary A is disposed through municipal solid waste streams for landfill destinations. Since the third-party organization has independent employees, food waste prevention and reduction activities does not extend past the third-party to the subsidiary.

Subsidiary B has a formal sustainability department currently consisting of one paid, full-time director and one paid, part-time horticulture project manager. The department used to have a general manager; this position became vacant in January 2020 and has yet to be filled. The department employs paid interns and regularly engages volunteers. Consumers incur a mandatory fee of \$5 per subscription period for sustainability activities but the specific activities vary each year. A Sustainability Fee Council solicits project proposals from its stakeholders to

determine how these fees will be spent. The Sustainability Fee Council has guidelines for governance and voting to determine what projects receive funding each year (Table 3: A3).

Subsidiary C has a formal sustainability department that comprises three paid, full-time employees. The sustainability department works closely with affiliate organizations whose missions involve advancing sustainable development. The sustainability department collaborates with the auxiliary services department to manage organizational food waste, which remains back-of-house. Subsidiary C has hopes of expanding food waste management activities to front-of-house stakeholders but were disrupted by the COVID-19 pandemic. Similar to Subsidiary B, Subsidiary C has a Sustainability Advisory Council; comprised of 10-15 consumers who advise on organization-wide sustainability initiatives, advance programming, and meet with leadership.

Subsidiary D has a formal sustainability department that employs one paid, full-time director and one paid, full-time coordinator. The department hires approximately 25-60 interns per year, 3-6 of whom are dedicated to food waste composting for the subsidiary. The compost interns are responsible for transporting food waste from departments and organizational residential buildings to the subsidiary's on-site bioconversion center. Facilities employees are responsible for transporting food waste from cafeterias to the bioconversion center. Additionally, the subsidiary has a consumer-run garden that accepts smaller volumes of food waste for compost. The sustainability department also regularly engages volunteers. The sustainability department regularly hosts competitions to stimulate food waste management collection within the subsidiary.

#### 2.7.3.2. *Organizational culture*

Food waste at Subsidiary A is not separated from municipal solid waste and is not generally viewed as problematic. Some stakeholders in Subsidiary A have personal investment in, commitment to, and established concern for sustainability issues in general, but these values are not prominent in Subsidiary A's organizational culture (Table 3: B1). As described by a current employee, "I wish [Subsidiary A] composted its food waste, but I'm sure that's not happening. I've asked about it and been told it's impossible, nobody in town could handle all of the waste, etc." (Email from employee of Subsidiary A, Feb. 2, 2021). The Green Team stakeholders in Subsidiary A feel that recycling must become a standard activity before food waste management can be tackled at an organizational level.

Some stakeholders in Subsidiary B are very involved in food waste management activities of this organization. Food waste management mostly occurs in back-of-house operations, which relies on employee participation to implement these activities as opposed to consumers being responsible in front-of-house operations. A mandatory consumer-requested fee of \$5 per subscription period for sustainability activities suggests a prioritization of sustainability in the organizational culture but is not necessarily specific to food waste management. Signage that describes food waste management activities are not common; many stakeholders are unaware of various activities and programs conducted by the sustainability department. Subsidiary B hosts events throughout the year to increase awareness and education surrounding food waste in its cafeterias, but many of its stakeholders do not dine in these locations and do not receive this information. Therefore, the organizational culture surrounding food waste management remains inconsistent and scattered.

Subsidiary C has a program that promotes food waste separation for composting in organizational residential buildings. Another program, called “AWARE”, stands for “Actively Working to Achieve Resource Efficiency.” Subsidiary C’s website states that this program “aims to make [stakeholders] aware of the critical role they play in waste minimization and encourages members of the campus community to make environmentally responsible choices regarding the waste they generate.” These programs are supported with physical, labeled bins in which stakeholders can separate materials into various categories (e.g., mixed paper, plastic, aluminum cans, landfill). The option of material separation for compost is currently limited to specific buildings in Subsidiary C and therefore not as widespread for the organizational culture. While consumers in Subsidiary C do not pay a mandatory fee for sustainability activities as in Subsidiaries B and D, many of the waste management activities are stimulated by consumers (Table 3: B2). One employee stated that the subsidiary is “developing a little bit more of a [consumer] culture of activism. It really didn’t have much along those lines as sustainability was advanced. The only effort I saw that was [consumer] led at [Subsidiary C] in terms of advancing sustainability in the 20-year period I was looking at was that [consumers] had demanded recycling” (Interview with employee of Subsidiary C, Mar. 5, 2021). Subsidiary C receives high levels of financial and promotional support from affiliate organizations. As a result, the organizational culture shows a heightened concern for efforts surrounding waste management. However, food waste management is limited to specific buildings within the subsidiary, which generates organizational culture with varying levels of awareness, concern, and action.

Subsidiary D has a prominent focus on the agriculture sector compared to the other subsidiaries and is positioned in a rural town with extensive agricultural activities surrounding it. Compost programs for food waste encompass cafeterias, department break rooms, catered

events, and organizational residential buildings. Additionally, Subsidiary D replaced all non-compostable items from cafeterias with compostable products so that more materials could be processed by its on-site bioconversion center. The responsibility of waste separation falls on both employees (back-of-house) and consumers (front-of-house) in contrast to only cafeteria employees and custodial staff (back-of-house) in Subsidiaries B and C. The prevalence of physical bins, multi-stakeholder programs, and vertically integrated operations stimulate widespread participation within Subsidiary D's organizational culture.

#### *2.7.3.3. Financial resources*

The principal investigator tried to get specific numbers for the volumes and costs of food waste from the manager of Subsidiary A's food services. Unfortunately, despite multiple follow ups and investigation through alternative sources, this information was not obtained. Because Subsidiary A contracts its food services to a third-party organization, Subsidiary A has no direct budget dedicated to expand recycling (Table, C1). Since we rely on recycling as a proxy for food waste management activities, the lack of funding for recycling also reflects a lack of funding for food waste management. Since we were unable to collect the volume of food waste from Subsidiary A, we are unable to estimate the financial costs of food waste management.

Subsidiary B implements a mandatory consumer sustainability fee of \$5 per subscription period. This mandatory fee was requested by consumers. Previously, the fee was \$3 per subscription period (before 2018) and changed to \$5 per subscription period (beginning in 2019). Consumers were willing to pay \$14 per subscription period, but the parent-organization has systemic limitations that prevented the fee from being raised to this amount. Subsidiary B composts approximately 302 tons of food waste per year (Internal document titled "[Subsidiary

B] Food Waste Diverted 2018-2019” from Subsidiary B, emailed Jan. 28, 2020). They have a contract with a third-party organization to haul and compost its food waste for a flat rate of \$2,200 per month, totaling \$26,400 per year for compost services (Email from director of Subsidiary B, Jan. 28, 2020). This cost translates to approximately \$87 per ton, contrasting with \$49 per ton for landfilling (Environmental Research & Education Foundation, 2019). This significant cost difference suggests that financial costs are not a preventative barrier for food waste management activities in Subsidiary B.

Subsidiary C spends approximately \$76,000 to process 206 tons of food waste (Internal document titled “Annual Composting Costs” from Subsidiary C, emailed Feb. 16, 2021). The third-party organization that collects and processes Subsidiary C’s food waste also collects and processes the organization’s leaves and animal bedding that contributes to the composting process of organic materials. The total amount of material represents 698 tons at a cost of \$95,458, representing \$137 per ton, contrasting with \$49 per ton for landfilling (Environmental Research & Education Foundation, 2019). This cost difference is even higher than Subsidiary B’s cost for composting services, but also represents a wider variety of material instead of just food waste. Subsidiary C’s managers express a strong desire to support local business and commit to sustainable development to justify these high costs (Joint interview with manager and senior manager of Subsidiary C, Feb. 16, 2021). Compared to the other subsidiaries, Subsidiary C pays the highest costs for food waste management. However, one employee feels that the budget for the sustainability department have never been significant (Table 3: C2), perhaps compared to budgets for other operational activities. Regardless, these findings suggests that financial costs are not a preventative barrier for food waste management activities for this subsidiary.



Similar to Subsidiary B, Subsidiary D enforces a mandatory consumer sustainability fee, which is \$3 per subscription period. Subsidiary D invested in their own bioconversion facility to process compost on-site. The subsidiary eliminated non-compostable items from their cafeterias in 2014, which enables a single stream for all cafeteria waste to be composted at the bioconversion facility. The subsidiary's cafeterias produce approximately five tons of food waste per week that is processed through their bioconversion center (Public press release article from 2016, downloaded Feb. 7, 2021). The bioconversion center also processes the subsidiary's leaf and limb debris, compostable items (e.g., plates, utensils, straws), and animal bedding producing approximately 78 tons per month of material (Internal document titled "2015 SACUBO Best Practices Entry: Becoming 100% Compostable: Turning Food Waste into a Valuable Compost Resource for [Subsidiary D]", downloaded from Subsidiary D's website on Jan. 25, 2021). These other materials provide carbon-rich material that is necessary to balance the biological process of nitrogen-rich food waste. This volume translates to approximately 936 tons per year that are diverted from landfills, saving the subsidiary \$45,864 per year in tipping fees based on \$49 per ton for landfilling (Environmental Research & Education Foundation, 2019). The subsidiary utilizes the compost it creates as soil amendment and fertilizer for its landscaping and consumer-run garden to grow food for community members. The total cost of the bioconversion center is unknown. Subsidiary D recognizes that they must be mindful of the financial impacts of employee compensation when managing food waste (Table 3: C3). This theme overlaps with the human resources theme described next.

#### 2.7.3.4. *Human resources*

Subsidiary A contracts positions that manage food waste to a third-party organization. This organization provides food services for the subsidiary. The Green Team consisted of many stakeholders (e.g., employees, managers, consumers) but was a voluntary group that received no funding for human resources, projects, programs, or activities. They were hopeful that the subsidiary would support a dedicated human resource position for sustainability but were disappointed when this was not prioritized (Table 3: D1).

Subsidiary B, C, and D employee positions (e.g., full-time, part-time, interns) dedicating human resources to food waste management. They also have partnerships with other departments (e.g., facilities, food services) and regularly engage volunteers to manage their organizational food waste. The investment costs of paid employees and interns suggest that these subsidiaries place value in investing in human resources for food waste management. However, stakeholders of these subsidiaries also express concern that there should be more positions dedicated to sustainability activities such as food waste management (Table 3: D2).

#### 2.7.3.5. *Other resources*

Other resources described that facilitate food waste management include processing equipment, transport vehicles (e.g., trucks, bikes, carts), and documents to help guide operational procedures. Stakeholders of Subsidiary A appear envious of the resources (financial, human, and other) that Subsidiary D has for food waste management (Table 3: E1). Manuals and/or standard operating procedures would be helpful to provide direction and assistance for food waste management (Table 3: E2). These quotations imply a desire for the parent organization to

provide resources to help facilitate and guide subsidiaries for more standardized and equitable attention, resources, and support for food waste management.

#### *2.7.3.6. Legal constraints*

Since Subsidiary A relies on a third-party organization for food waste management activities, they must adhere to that contractual relationship. Subsidiaries B, C, and D expressed specific limitations due to legal constraints. Subsidiary B had issues with getting a funding program dedicated to sustainable development (Table 3: F1). Subsidiary C wanted to donate more food for recovery but were nervous about liability possibilities. Despite The Bill Emerson Good Samaritan Act of 1996 that absolves civil and criminal liability of any individual or organization that donates food in good faith (Public Law 104-210 - Oct. 1, 1996 [H.R. 2428], 1996), Subsidiary C's legal department is very risk averse (Table 3: F2). Subsidiary D experienced permitting concerns surrounding their bioconversion center and have temporarily suspended on-site food waste processing (Table 3: F3). They currently contract their local county composting services to manage their food waste until permitting concerns are resolved.

#### **2.7.4. Stakeholder Governance of Organizational Food Waste Management**

The influence of decision-making power was not initially considered when preliminary interviews were conducted. We originally aimed to probe the logistics components of food waste management further due to the assumption of bottlenecks in resources and capabilities that dictate how and why organizations manage food waste. The data quickly revealed that while logistics resources and capabilities are important components for organizational food waste management, decision-making power heavily influences the ability the execute activities

regardless of logistics or stakeholder support. We adjusted our interview questions to probe this concept further. However, we also wanted to be mindful to not dominate interviews with this theme to allow for alternative explanations and concepts to surface.

#### *2.7.4.1. Stakeholder inclusion*

The Green Team was a highly self-motivated group of a variety of stakeholders, including employees, consumers, managers, and third-party organizations with shared goals for sustainable development. They opened their meetings and events to the subsidiary as well as the community to expand their reach and inclusivity. The third-party organization is independently dedicated to food waste prevention and reduction and believes that employee inclusion and ownership helps to stimulate these efforts (Table 3: G1).

Subsidiary B's Sustainability Fee Council comprises multiple stakeholders, with a voting structure that ensures consumer majority (Internal document titled "Sustainability Fee Council Guidelines" from Subsidiary B, emailed May 14, 2021). These guidelines also outline specific criteria for project proposals and recuses council members from voting on their own proposals to foster fairness and objectivity. This council votes on projects proposed by consumers, employees, and managers throughout the subsidiary. The formal guidelines and existence of this committee are intended to prevent a single decision-maker from pursuing self-interests at the detriment of other stakeholders to foster inclusivity and equity.

Members of Subsidiary B's sustainability department actively seek creative ideas for sustainable development. They are interested in exploring innovative food waste management solutions, such as in-vessel systems and black soldier fly larvae compost solutions (Field notes from interview with manager of Subsidiary B, Oct. 7, 2019). The Sustainability Fee Council

voted to fund a project to build a compost system on-site to pilot a small-scale solution for organizational food waste that is not included in the contracted composting services. These activities suggest that Subsidiary B makes active efforts to include a wide range of stakeholders to collaborate on food waste management.

Subsidiary C has several partnerships that support food waste management. One affiliate organization is a foundation created to extend the lifelong passions of a local leader in sustainability through research and funding. Another affiliate organization leads in sustainable design through innovative building construction. These partnerships suggest high levels of inclusivity with both internal and external stakeholders.

The sustainability department in Subsidiary D was historically hesitant to implement food waste activities within the organization. The director explained that managers initially didn't want to burden their staff or consumers with having to sort food waste. After piloting a program with the employees, they got really into it and were interested to do it. It was an illusion of a barrier because nobody wants to waste food (Table 3: G2). This anecdote reveals significant differences between perceived and actual barriers. The sustainability department realized that if they provide support and training to separate food waste for composting through their bioconversion center, employees were happy to participate and appreciated being included.

#### *2.7.4.2. Stakeholder exclusion*

Despite stakeholder inclusion in each of these subsidiaries, stakeholder exclusion also occurs. Stakeholder exclusion manifests through a lack of diversity in decision makers, by ignoring or dismissing stakeholders, and actively suppressing stakeholders. One stakeholder in Subsidiary A shared that members of The Green Team were told to stop participating in their

initiatives “because their bosses told them that they couldn’t do it anymore” (Interview with employee of Subsidiary A, Feb. 2, 2021). He expressed that The Green Team did not have decision-making power to execute efforts and were actively suppressed by the subsidiary’s executives (Table 3: H1). However, this sentiment was contradicted by a consumer who stated “I think that [Subsidiary A’s president] was interested in [recycling]. He was peripherally supportive of it. But there are so many other changes that he was prioritizing in the first few years of him being president that recycling was not at the top of it. It was on his list, but it wasn’t at the top” (Interview with former consumer of Subsidiary A, Mar. 20, 2021). The principal investigator tried to contact other individuals of The Green Team to confirm or deny these conflicting perspectives. Unfortunately, after numerous attempts the principal investigator was unable to get in touch with these individuals.

A lack of diversity of stakeholders in decision-making positions revealed further frustrations (Table 3: H2). Until 2019, the presidents of all four subsidiaries were white men. Of the 18 members of the board governing the parent organization, 14 (78%) are men, 4 are women (22%). In terms of racial composition, 14 are white (78%); 12 are white men (67%) and 2 are white women (11%). The skew in gender and racial demographics in positions of power in these subsidiaries and parent organization reflect concern among the exclusion of stakeholder representation in decision-making positions over these subsidiaries.

#### 2.7.4.3. *Stakeholder conflicts*

Food waste in Subsidiary A would likely have been eventually address by The Green Team, but a change in the subsidiary’s executive management shifted the subsidiary’s culture and priorities. According to a former Green Team member who is currently employed by the

subsidiary, described the subsidiary's facilities director as a "bête noire" who made it difficult for The Green Team to get things done (Interview with employee of Subsidiary A, Feb. 2, 2021). The asymmetrical power dynamics between The Green Team members and executive management allowed dismissal and abolition of The Green Team's cooperative organization, engagements, and collaborations (Table 3: I1). As a result, stakeholders who were formerly members of The Green Team feel frustrated, pessimistic, and burned out.

The former manager of the sustainability department of Subsidiary B felt very powerless. She stated:

As you can tell, I'm still very, very passionate about sustainability. And that was probably one of the hardest decisions I've ever made, to be honest, to leave. But, it was kind of like, I love my job, but I've been here for 6 years, and I'm still trying to convince the [subsidiary] and administration that sustainability is worth pursuing. And I just don't know if I can do that anymore. It was so upsetting because, YOU know, our [consumers] and our [employees] really care about it. And so they were supportive. But it was so disappointing to have to keep going back to them and saying, we can't do this. We can't do this. With the only reason being administration doesn't support it. (Interview with former manager of sustainability department in Subsidiary B, Dec. 8, 2020)

Even though she was in a managerial position and had support from her director, she felt unsupported by the subsidiary and helpless in the bureaucracies of the organization.

Concerns of performance and optics, or "greenwashing", also represent concerns from stakeholders. An employee of Subsidiary C shares that "The first sustainability director was not effective at [Subsidiary C]. And so there was sort of a feeling that that person was kind of parked

there for optics, but that there wasn't a top level commitment to really put resources there” (Interview with employee of Subsidiary C, Mar. 5, 2021). Similarly, the seemingly active Green Team on Subsidiary A’s website gives the impression of a current and ongoing presence, despite it being defunct for several years.

When stakeholder interests don’t align, mutually beneficial activities can be hard to implement. For example, Subsidiary D knows that some of their stakeholders (i.e., employees) do not prioritize food waste management due to financial, generational, and cultural challenges (Table 3: C3, I2). Yet, some of their stakeholders (i.e., consumers) have tremendous interest (Table 3: J2). Aligning these conflicting interests between various stakeholder groups represents a foundational challenge for food waste management.

#### *2.7.4.4. Stakeholder-driven initiatives*

Across all subsidiaries, stakeholders demonstrate intrinsic motivation for food waste management. Initiatives are driven by various stakeholders, but execution appears to heavily depend on decision-making power, bureaucracy, and administrative processes (Table 3: J1). Playing the colloquial game seems necessary for food waste management that strays from the standard practice of disposal through municipal solid waste streams into landfills.

When asked who the contact person would be to discuss landfill alternatives for food waste management at Subsidiary A, the manager of the contracted third-party organization responded,

I think they would come to me and ask me would I participate, and sure I would.

That's a no brainer for me. Yes, so we would participate. If there was an initiative done here to do that, yes we will participate. I mean, it's just like recycling of



bottles, we do that. We still do that. We recycle boxes. We're trying to reduce the waste of food waste by, number one, making more awareness of it. We've got initiatives there and if we have more resources to do it, sure, you're gonna go do it. (Interview with contracted employee of Subsidiary A – March 3, 2021)

This language suggests a willingness from this contracted organization to participate in alternative food waste management strategies but also reveals a lack of initiatives from Subsidiary A. Evidence of active interest from the subsidiary's Green Team stakeholders in waste management (i.e., recycling) suggests that connecting these stakeholders would result in collaborative initiatives and solutions for food waste management at Subsidiary A. However, the disbandment of the Green Team years ago implies a lack of prioritization of Subsidiary A's executives despite interest from internal and external stakeholders.

Similarly, an interview with a manager of Subsidiary B reveal top-level oversight of organizational activities and efforts. As shared by this manager,

I feel like an invisible person sometimes, to be honest. I think that the people actually in charge of the department are awesome and they care deeply about the work. [...] It's not a matter of passion for them or level of work because they all do a great job. And the stuff above them is invisible to me at the level I'm at. I don't know what happens above. But I get the distinct impression that there could be more interest in this department and it's ongoing, obviously. I mean, it's beyond obvious. So, when I say I feel like an invisible person, it's like I'm a small part of a department that's a small part of [Subsidiary B / parent organization].

And it should be way bigger. Like way, way bigger. (Interview with manager of Subsidiary B, Feb. 2, 2021)

These sentiments were echoed across all subsidiaries that the existing activities were not enough and wished more could be done. These patterns suggest stakeholder willingness, participation, and commitment, but reveals that significant barriers prevent these initiatives from expanding.

Subsidiary D engages stakeholders within its organization through competitions to increase awareness, education, and participation. One consumer shared:

There's a green cup challenge every fall. Different [organizational housing buildings] can compete to see who's the most green for a month and then they win a prize. So, there's fun activities that they do that kind of get more people involved in sustainability and just aware of the different types of impacts that energy waste has on our environment. (Interview with consumer of Subsidiary D, Feb. 12, 2021)

This active engagement indicates high cohesion and collaborations between stakeholder interests surrounding waste in Subsidiary D. Stakeholders in this subsidiary describe a particular “magic” that contributes to the active participation and persistent dedication for food waste management (Table 3: J2). Harnessing this intangible concept represents an opportunity for this organization to leverage stakeholder interests to maintain and expand these strategies. This “magic” appears to be consistently felt among some stakeholders in all subsidiaries, but not all have the same capabilities to fulfill these interests.

## 2.8. Discussion

Analysis of multiple case study data demonstrate many consistent patterns as well as outliers. Logistics themes of organizational structure, organizational culture, resources, and legal constraints represent important drivers of organizational food waste management. Our findings reveal that even when these drivers are conducive for joint value creation in food waste management, they are not sufficient for implementation. We find that themes of stakeholder governance represent conceptual mediators between logistics constructs and organizational food waste management. While we do not seek to contribute generalizability from this case study research, we offer contextualized explanations that may or may not apply to other organizational contexts. While inductive, positivist approaches strive for generalizability, the critical realist approach recognizes that “Social knowledge is inherently context-bound, so the scope for generalities about the social world is inherently limited” (Piekkari & Welch, 2018, p. 14). We contribute grounded theory from empirical case study data of a universal organizational phenomenon through contextualized explanations.

Stakeholder literature regularly describes concepts such as dialogue (Spitzeck & Hansen, 2010), trust (Short & Winter, 1999), participation (T. Donaldson & Preston, 1995), and inclusion (Harrison et al., 2015). These concepts represent components of stakeholder involvement but are very different from stakeholder governance. Stakeholder governance requires decision-making power that differs significantly from dialogue, trust, participation, and inclusion. Our findings of stakeholder interactions and decision-making dynamics confirm issues of power found in previous studies (Gollnhof, 2017b; Gruber et al., 2016).

The dissolve of Subsidiary A’s Green Team due to executive management directives contradicts research that claims that stakeholder cooperations and collaborations are effective in

creating joint/shared value (Bridoux & Stoelhorst, 2020; Porter & Kramer, 2011). While cooperations and collaborations maybe necessary components for joint value creation, we provide empirical evidence to demonstrate that they are not sufficient. Stakeholder engagement mechanisms represent critical perceived impact on corporate decision-making (Burchell & Cook, 2006). Some researchers find that the “majority of stakeholder governance mechanisms remain in the category of 'Dialogue and issues advisory’ where stakeholders have a very limited influence in decision making” (Spitzeck & Hansen, 2010). Similar recognition from the political science field describes how "participation without redistribution of power is an empty and frustrating process for the powerless. It allows the power-holders to claim that all sides were considered, but makes it possible only for some of those sides to benefit. It maintains the status quo" (Arnstein, 1969, p. 216). Our findings confirm that dialogue and participation are insufficient mechanisms for stakeholder governance in the context of organizational food waste as evidenced by Subsidiary A. Since “the causal link between stakeholder input and corporate decision-making usually remains vague” (Spitzeck et al., 2011, p. 561), our findings contribute clarity to this ambiguity. We provide specific cases in which stakeholder input and corporate decision-making both aligns and diverges. These findings offer empirical insights for theoretical development of causal links for stakeholder governance.

Subsidiary B and C’s implementation of centralized composting activities is superior to landfilling (Moult et al., 2018) yet the carbon footprint of transportation reveals concerning economic (e.g., fuel costs), environmental (e.g., greenhouse gas emissions), and social impacts (e.g., exploitation of rural communities). The environmental benefits of composting are not automatic but rather require good maintenance and holistic approaches (Bernstad & la Cour Jansen, 2011). Subsidiary D’s investment into its own bioconversion facility to compost multiple

types of organic material (e.g., food waste, landscaping debris) represents a decentralized option that reduces transport costs, provides soil amendment to its organizational garden and landscaping, provides additional jobs, and improves food security for organizational and community stakeholders through its garden operations.

Bridoux and Stoelhorst (2020) describe different structural forms of stakeholder governance in detail. These forms include hub-and-spoke, lead role, and shared governance structures. Subsidiaries A, C, and D loosely correspond to the hub-and-spoke form, given the centralized decision-making power structure (Bridoux & Stoelhorst, 2020). Based on our empirical evidence and interpretations, we find that hub-and-spoke forms reflect stakeholder participation but do not actually represent stakeholder governance given the agentic, centralized structure. Subsidiary B appears to follow a more shared form, which we interpret as a more accurate representation of stakeholder governance given the collective, decentralized structure of decision-making power. These structures are visually represented in Figure 3.

*[Insert Figure 3 about here]*

The subsidiaries operate with high levels of autonomy surrounding their organizational food waste with no guidance or restrictions from the parent organization. The parent organization could potentially enforce standardization among these subsidiaries. However, since the parent organization does not have positions dedicated to sustainability efforts such as food waste management or strategies that prioritize these operations, it appears unlikely that this organization will proactively lead these initiatives. Public policies may be able to incentivize or mandate organizational activities surrounding food waste in similar ways that recycling is mandated in various regions. Policies that consider and incorporate organizational structures and

power dynamics may be able to extend food waste reduction campaigns past individual- and government-level approaches to organizational audiences for increased impact.

## **2.9. Contributions**

Our findings reveal that dialogue, participation, and engagement of stakeholders are insufficient to tackle complex issues such as food waste without stakeholder governance that includes decision-making power. Through this data, we offer contributions for theoretical, managerial, and policy advancements.

### **2.9.1. Theoretical Contributions**

We contribute contextualized explanations for how and why organizations manage food waste. Our research provides empirical plausibility for theoretical developments of food waste externalities in organizational settings. We contribute themes of logistics and stakeholder governance as theoretical foundations for organizational food waste management. The interaction of these themes in these contexts demonstrates a bottleneck that constrains and dictates activities. Few would dispute the importance of power in corporate decision making, yet dominant business theories lack an essential foundation that includes the power relations within and between stakeholder groups (Banerjee, 2003). Disparities in power, interests, and ethics are largely ignored in business practice and research (Benn et al., 2009). We contribute theoretical explanations for how and why organizations manage food waste. These empirical explanations and themes offer foundational constructs for theoretical development for organizational food waste as well as stakeholder governance.

Business theories regularly emphasize organizational performance. A lack of focus on organizational externalities creates a void of theoretical developments for these universal and abundant resources. Dominant business tenets (e.g., transaction cost economics, resource-based view, agency theory, stakeholder theory, economies of scale) have limited capacity to explain why organizational externalities remain underleveraged. The magnitude of economic, environmental, and societal impacts of organizational externalities presents opportunities to research this phenomenon with significant theoretical and practical implications.

### **2.9.2. Managerial Contributions**

Scholars recognize the power disparities that managers face in retail settings to act proactively when it comes to food waste management (Gruber et al., 2016) and that power relations between stakeholders surrounding food waste demands attention (Mesiranta et al., 2021). Gruber et al. (2016) stress the vast and largely untapped influence that managers and employees have on alleviating food waste through their own leadership, behaviors, and commitments. Managers lead by example, even with simple actions like visibly taking lunch breaks to signal organizational culture, norms, and expectations (Tulshyan, 2021). Organizations have opportunities to lead food waste management strategies and operations that support and empower stakeholders to promote joint value creation. Transformational leadership can disrupt and challenge conventional norms and practices (Zucchella & Previtali, 2019). We strengthen these findings by contributing empirical evidence that demonstrate the importance and impact of stakeholder governance on the management of food waste.

These contributions allow researchers and practitioners to better understand barriers and opportunities of food waste in organizational settings. Strategic management and marketing can

help stimulate the normalization process of food waste management through non-landfill strategies and operations (Gollnhofer, 2017a). Our findings contribute empirical evidence to support these managerial implications. The context of organizational food waste presents a universally relevant and accessible opportunity in which to conduct further studies. Additionally, this collective scenario provides robust opportunities to improve strategic operational efficiencies for competitive advantages.

### **2.9.3. Policy Contributions**

Public policy has opportunities to stimulate activities for food waste management. Examples include incentives, mandates, organizational regulations, etc. Public policies may benefit from examining organization-level waste management practices to complement existing individual- and government-level campaigns that target food waste prevention, reduction, and recovery activities. Further research to examine policies surrounding organizational-level waste management would shed light on the effectiveness of public policies on food waste. It is important to note that the generational priority gaps surrounding sustainability are significant. For example, almost half of all Generation Z students highly prioritize becoming involved in programs to clean up the environment (44.8%) and influencing social values (48.3%) (Stolzenberg et al., 2020). Further, 80% want to help others who are in difficulty (Stolzenberg et al., 2020). Organizational food waste management offers opportunities for younger generations to contribute to cleaning up the environment, influence social values, and help others in need. Policies that leverage interests from various stakeholders may provoke deviations from previous policy strategies due to these generational shifts in environmental and social prioritization.



## **2.10. Limitations and Future Research**

The purpose of this research is to develop theory for organizational food waste management and subsequently for stakeholder governance. Even though organizational food waste is a universal phenomenon, contextualized explanations are necessary to appreciate the complexities and cultural differences associated with this global issue. Western cultural and scientific disciplines sustain significant theoretical oversight by amplifying western theorists and research while suppressing non-western perspectives (E. Said, 2012). Dominant business theories “have only a limited capability to address issues of redistribution, inclusion, and equity in the management of risk” (Benn et al., 2009, p. 1568). These theories favor economic development and growth, individual gains, and technocratic innovation (Crane, 2000); aspects that have particularly Western, colonialism connotations. Since research in general tends to be western-centric, additional research from eastern perspectives also deserves attention (Banerjee, 2003; Gleckman, 2018a).

We originally intended to compare these case studies in the United States with additional case studies in China as these countries represent the largest producers of food waste in the world. However, due to the COVID-19 pandemic, we were unable to collect sufficient data from China. We examined organizational food waste through an exploratory approach to uncover mechanisms and develop theory. Subsequently, our research design provides limited insights into outcomes that extend past specific food waste management activities (e.g., on-site composting, off-site composting, landfilling). Additional empirical studies that investigate concepts and specific outcomes in further detail would contribute valuable development of theoretical, methodological, managerial, and policy advancements of this area in business research. Further, studies that examine organizational food waste from a variety of international perspectives may

enhance generalizability to extend this contextualized explanation. We acknowledge and understand the limitations of our Western perspectives but hope that this research stimulates further studies and conversations surrounding strategic utilization of common pool resources in international organizational settings.

Future research that explores foundational theories and mechanisms for stakeholder governance would provide valuable and meaningful contributes to the field of management (Amis et al., 2020) and business scholarship in general. Descriptive, instrumental, and normative stakeholder theory developments describe what is happening, how it happens, and what should happen, respectively, yet do not focus on the governance of stakeholders, which involves their participation in the decisions that affect their welfare (T. Donaldson & Preston, 1995). Our findings suggest that expanding decision-making power through equitable stakeholder governance may relieve tension that suppresses stakeholder cooperation and collaboration surrounding food waste externalities in organizational settings.

Additionally, research that distinguishes between shareholder needs (Friedman, 1970; Monks & Minow, 1995), stakeholder needs (Freeman, 1984; Harrison et al., 2015; Mitchell & Wood, 1997), and societal needs (Bansal & DesJardine, 2014; Porter & Kramer, 2006) perpetuates a misleading assumption that actors' needs command tradeoffs and are mutually exclusive. Isolated thinking perpetuates zero-sum frameworks in both research and practice. Future research should examine under what conditions, how, and why shareholder, stakeholder, and societal interests align when corporate business models are designed in ways that unite actors through sustainable, equitable strategies.

We also note that interviews and data were collected between 2019 and 2022, much of which was during the COVID-19 pandemic. While we aimed to capture the activities and

behaviors surrounding organizational food waste before the pandemic, we acknowledge and understand that the influence of the pandemic may have altered some of the information shared due to the recollection of current/existing events that likely overwhelmed memories of previous time periods that were less salient. We were conscious of this potential for misrepresentation and made active efforts to remind participants to share their experiences about times before the pandemic. We recognize that this global disruption may have influenced our data, but we attempted to mitigate this interference through mindful data gathering.

## **2.11. Conclusion**

This research originated from concerns over theoretical inconsistencies that waste externalities pose on business models and operations. Waste represents an organizational externality that receives disproportionate attention from business strategy, management, operations, and marketing. Waste is commonly viewed as a cost of doing business that cannot be optimized. However, this overlooked resource has significant value in a world that needs resource maximization. We examine multiple organizations to explore how and why they manage food waste to ground theoretical development in data to identify barriers and opportunities of this universal organizational externality. We contribute empirical evidence and theoretical development for theoretical and managerial implications for business research and practice. Ultimately, food waste is a business problem that has many opportunities through organizational strategies.

### **3. ESSAY 2: STAKEHOLDER GOVERNANCE: INTERDISCIPLINARY REVIEW, THEORETICAL TENSIONS, HOLISTIC SYNTHESIS, AND FUTURE RESEARCH**

*“It is hard to imagine a more stupid or more dangerous way of making decisions than by putting those decisions in the hands of people who pay no price for being wrong.”*

– Thomas Sowell (2000)

#### **3.1. Introduction**

While the quotation above originated from a context of teachers making decisions in school systems, these words illustrate hazards of governance structures that rely on stakeholders making decisions on behalf of other stakeholders. Ironically, Sowell, an American economist, conforms to Friedman’s philosophy that prioritizes maximizing shareholder wealth as the purpose of business. In organizations, CEOs, board members, and managers who typically have power and control in decision making can diversify their risk by leaving a firm (J. B. Barney, 2018), whereas other stakeholders, such as the natural environment, communities, and sometimes employees, do not have this luxury. The impacts of a firm can persist long after turnover in ownership and management. While corporations naturally prioritize their own internal stakeholders and strategies, shifts in prioritizing the welfare of all stakeholders (Business Roundtable, 2019; Fink, 2018; Freeman, 1984) drive the need for theoretical frameworks that support this mission. To branch this concept out past corporate boundaries, the ways in which stakeholders are engaged, managed, and governed deserves attention through pluralist, multi-objective approaches.

Extant literature describes many definitions, terminologies, theories, orientations, mechanisms, and conceptualizations of stakeholder governance (Scholte, 2020). Collective tensions reveal barriers that obstruct theoretical advancements across scholarship. Combined with multiple levels of analysis, extensive contexts, conflicting needs, and divergence on desired outcomes, the complexities of stakeholder governance are overwhelming. The limited capabilities of isolated knowledge structures demand innovative approaches to tackle this relevant phenomenon. While fragmented, granular, reductionist models maintain conventional approaches (Bammer, 2013), these strategies fail to properly incorporate the interconnectedness of stakeholders, their needs, and their interactions in a modern world (Mitchell et al., 1997). Multidimensional topics, such as stakeholder governance, require collaborations across disciplines (Hitt et al., 2007).

Stakeholder governance represents a complex phenomenon that remains difficult to study due to inconsistent language, negligence of fundamental dynamics, isolated and sometimes inappropriate theoretical foundations, narrow framing, and generally fragmented knowledge. While integrated knowledge synthesis is highly practical and valuable, current academic structures hinder these efforts (V. Z. Chen & Hitt, 2021). We reach across disciplinary boundaries to provide an integrated review and synthesis of stakeholder governance to bridge knowledge gaps and provide clarity. This task is ambitious, as it reaches broadly in scope compared to the narrow focus of conventional scholarship. However, overcoming dominant paradigms requires unconventional, and consequently risky, approaches (Ghoshal, 2005). The purpose of this research is to contribute a pluralist, multi-objective approach that integrates knowledge across disciplines to advance the complex, societal need to satisfy multiple stakeholder values simultaneously.

We combine interdisciplinary insights to develop integrated and novel conceptual meta-frameworks surrounding stakeholder governance that span past disciplinary boundaries. This pluralist synthesis offers perspectives and explanations to contrast dominant theories to provide alternative viewpoints that may contribute to more diverse, inclusive, and equitable theorizing. This research comprises five main contributions. First, we identify and compile varying definitions and terminologies of stakeholder governance. Second, we then illustrate the evolution of stakeholder governance theories and orientations. Third, we organize mechanisms and conceptualizations to provide a holistic conceptual framework. Fourth, we synthesize key theoretical tensions that were recurrent across disciplines and outlets examining stakeholder governance. Finally, we offer suggestions for future research to continue theoretical development of this phenomenon.

To begin, we examine the concept of stakeholder governance across multiple disciplines in academic literature as well as in non-academic knowledge sources. We investigate definitions and identify a plethora of terminologies associated with stakeholder governance. Next, we organize theories and orientations along a timeline to capture evolutionary trends. We then describe mechanisms of stakeholder governance and offer a conceptual framework to clarify their positioning. In the next section, we synthesize prominent, recurrent patterns to highlight key theoretical tensions that hinder advancements in theory development of stakeholder governance and suggest specific research questions to confront them. Lastly, we suggest areas for future research to stimulate further interdisciplinary explorations. In no way is this compilation meant to capture the entirety of stakeholder governance research. An endeavor of that magnitude would be vast, unwieldy, and would likely lose sight of the value added. Rather, our aim is to share a

general but organized overview of the complexities of stakeholder governance to support interdisciplinary knowledge accumulation.

### **3.2. Interdisciplinary Review**

We began this research by first searching the term “stakeholder governance” in several databases to gain a broad overview of this concept in academia. Web of Science yielded 187 results; ScienceDirect yielded 342 results; Scopus yielded 1,165 results; and GoogleScholar yielded 9,740 results. According to Web of Science, the main (top ten) academic disciplines for this term include business, environmental studies, management, environmental sciences, ethics, economics, green sustainable science, business finance, international relations, and law. The vast disciplinary span of stakeholder governance led us to resist a formal, systematic literature review and instead examine this concept through immersion and interpretive exploration to stretch beyond siloed positioning. This interdisciplinary review quickly revealed myriad definitions, terminologies, mechanisms, theoretical foundations, conceptualizations, and outcomes.

Fragmentation of knowledge contributes to challenges in developing theory for complex social phenomena (V. Z. Chen & Hitt, 2021), such as stakeholder governance. In addition to the spread of knowledge in academic research, stakeholder governance receives considerable attention from non-academic perspectives as well (e.g., United Nations, World Economic Forum, business roundtables, gray literature) (Dellmuth, 2019; Gleckman, 2018b; Scholte, 2020). Both academic and non-academic examination strives to extend Elinor Ostrom’s Nobel Prize research on how to best govern common resources (Ostrom, 1990). Due to the scope and magnitude of fragmentation across these arenas, we first explore definitions and terminologies of stakeholder governance. We then share various theories and orientations to capture a holistic overview of the

evolution of stakeholder governance through historic discourse. Finally, we describe mechanisms and propose a pluralist conceptual framework with which to ground stakeholder governance research. The purpose of this interdisciplinary review is to interpret, synthesize, and share different perspectives of knowledge to increase holistic representation of a concept with multiple perspectives and applications. However, given the author's background and aims and scope of this outlet, we admittedly amplify managerial references, tensions, contexts, and agendas. We hope readers receive this synthesis as a stimulus rather than a prescription for interdisciplinary research. This review does not address normative aspects of how, whether, or why stakeholder governance should be used but instead offers descriptive and instrumental tools to frame how stakeholder governance components are used in existing settings to better inform future research.

### **3.2.1. Definitions and terminologies**

Stakeholder governance encompasses a variety of definitions and terminologies across multiple disciplines (Scholte, 2020). Business researchers define stakeholder governance as “the system of how stakeholders influence corporate decision making and help align the worldviews of those inside and outside the firm” (Spitzeck et al., 2011). Stakeholder governance stems from “demanding normative stakeholder theory”, in which all stakeholders participate in corporate decision processes (Freeman & Evan, 1990; Hendry, 2001). Economics describes “the design of institutions that induce or force management to internalize the welfare of stakeholders” (Tirole, 2001, p. 4) to expand corporate governance. From finance perspectives, stakeholder governance includes a combination of “good corporate governance (protecting shareholders' interests), sound stakeholder relations (protecting the interests of other stakeholders, including those of employees and local communities), and environmental care (protecting the environment)” (Renneboog et



al., 2008). Another financial perspective, stakeholder governance is “the stakeholder orientation of corporate governance pertaining system of checks and balances that trade off benefits and costs of firm decisions and that provide various incentives, controls, and regulations to minimize conflicts of interest between firms and stakeholders, to maintain financial stability, and to prevent potential corruption and fraud” (Jo et al., 2016, p. 43). The law discipline defines stakeholder governance as a model that “encourages and relies on corporate leaders to serve the interests of stakeholders and not only those of shareholders” (Bebchuk & Tallarita, 2020, p. 91). While commonalities include corporate decisions, stakeholder welfare, and formal systems, definitions of stakeholder governance remain fragmented, inconsistent, and disparate. For example, influence and participation in decision making does not necessarily equal control over decision making. It is also important to note that stakeholder governance can embody a type of corporate governance, but corporate governance does not always reflect stakeholder governance. We explain these concepts in further detail in the next section. These definitions represent variances from selected documents to demonstrate the spread of interpretations of stakeholder governance across disciplines.

Furthermore, numerous terms are used synonymously with stakeholder governance. The following list (which is neither exhaustive nor exclusive) illustrates the multitude of terminologies: stakeholder engagement, stakeholder management, (multi-) stakeholder initiatives, (multi-) stakeholder networks, (multi-) stakeholder partnerships, (multi-) stakeholder cooperatives, (multi-) stakeholderism, stakeholder democracy, corporate democracy, democratic governance, organizational governance, stakeholder enfranchisement, collective governance, multi-lateral governance, joint governance, network governance, relational governance, alliance governance, global governance, polycentric governance, co-operative governance, community

governance, private governance, transnational governance, societal governance, sustainability governance, and roundtables. Despite interchangeable treatment of these terminologies, many encompass crucial distinctions with significantly different concepts. Stakeholder governance consists of multiple levels of analysis (e.g., individual, firm, community, regional, country, society, government, environment) and can be applied in a variety of contexts. The wide range and complexities of these terminologies make a systematic review arduous and complicated, which is why we take a broad, interpretive, holistic approach in synthesizing this concept. For brevity purposes, we will continue to use the term “stakeholder governance” throughout this text and describe specific mechanisms and conceptualization to provide integrated clarity to this concept.

### **3.2.2. Theories and orientations**

Formal positionings of stakeholder governance (and its related terminologies) appear in a wide range of disciplines, including but not limited to economics, business, law, political science, environmental sciences, ethics, sustainability, finance, and international relations. Similar to the magnitude of definitions and terminologies, extensive theoretical and orientational placement further disseminates cohesion in stakeholder governance. The theories described in this review are neither exhaustive nor exclusive representations in stakeholder governance literature. Other researchers also compile governance theories through alternative parameters and interpretations (e.g., Clarke, 2004; Derakhshan *et al.*, 2019; Turnbull, 1997). We seek to complement existing scholarship by extrapolating theories and orientations that are prevalent and recurrent across disciplines to show the historic evolution of stakeholder governance.

Conversations in the 1960s and 70s mainly discussed governance through an organizational lens. Economics, business, and law disciplines focus on firm structures that prioritize shareholders and profit maximization, placing the firm as the central nexus (Coase, 1937; Jensen & Meckling, 1976). Agency theory provided the theoretical foundation for this structuring to explain shareholders acting on behalf of other stakeholders, (Friedman, 1962; Jensen & Meckling, 1976), launching a framework for governance structures that remains dominant. Economic research surrounding property rights described how to govern, or have control over, resources, typically in the form of ownership (Demsetz, 1967). Research on democratic governance structures that stress the importance of participation of the governed in their governments also emerged (Arnstein, 1969), but remained largely limited to political discourse. Pfeffer and Salancik's (1978) seminal research on resource dependence theory contribute how external resources of organizations affect the behavior of an organization, maintaining the centrality of firms in orientations for resource governance. In 1978, Business Roundtable, a nonprofit lobbyist association of CEOs of leading companies in the United States, began publishing Principles of Corporate Governance. Towards the end of the decade, Williamson introduced the concept of transaction cost economics, which organizes transactions through various governance structures (Williamson, 1979). These theories demonstrate initial foundations of agentic, economic, democratic, utility, standardization, and efficiency orientations in governance research and practice.

The 1980s began shifting attention from shareholders to a broader range of stakeholders. While agency theory and transaction cost economics remain central in governance theorizing and structures, business scholars recognize that non-shareholding stakeholders of firms represent sources for strategic competitive advantages. Power and influence often come from stakeholders

outside of the organization's control (e.g., customers, suppliers) and therefore deserves attention (Porter, 1980). While the term stakeholder and its theory were developed at Stanford Research Institute in the 1960s, Freeman's book on strategic management propelled this theory into widespread use in stakeholder governance research and applications. Stakeholder theory describes an approach of understanding and incorporating the needs of stakeholders (e.g., employees, customers, suppliers, lenders, society) for long-term success (Freeman, 1984). Discussions of stewardship theory begin in the late eighties but don't start gaining traction until the nineties (J. H. Davis et al., 1997; L. Donaldson & Davis, 1991).

In the 1990s, more theories cultivated the foundations of stakeholder governance. Resource based view identifies resources that are rare, valuable, inimitable, and unsubstitutable as sources of sustained competitive advantage (J. Barney, 1991b). This concept translates to stakeholder governance theorizing when stakeholders possess these characteristics (e.g., an employee with expert knowledge, a firm with intellectual property, rainforests). Some resist consideration of stakeholders, claiming that they are incompatible and even detrimental to corporate governance (Sternberg, 1996). Contrasting research in economics highlights offers a formal approach to addressing stakeholder welfare (Persson et al., 1996). Mitchell et al. (1997) describes specific ways to identify stakeholders and their salience through dimensions of urgency, power, and legitimacy, providing valuable theoretical and language tools for stakeholder governance. Lack of consensus and consistencies in theoretical frameworks of corporate governance reveal the explicit need for a comprehensive, interdisciplinary holistic approach (Demb & Neubauer, 1992; Turnbull, 1997). Network theory organizes stakeholders in a network to broaden dyadic relationship assumptions (Rowley, 1997), which progresses

theoretical and practical development. Outside of academia, Business Roundtable endorses principles of shareholder.

As the millennium turned, the 2000s generate waves of criticisms throughout stakeholder governance research as economic, institutional, and normative theorizing simultaneously continue to magnify firm and cost primacy across disciplines (L. W. Fransen & Kolk, 2007; Madhok, 2002; Renneboog et al., 2008). Ghoshal (2005) claims that bad theories and the inability to elegantly model such complexity prevents the fundamental restructuring of governance. Gomez and Korine (2005) heavily condemn agency theory for corporate governance and insists instead on democratic theory to serve as an alternative. They also state that “corporate governance depends upon consent by the governed” (Gomez & Korine, 2005, p. 747), which reveals social dimensions of permission and authorization that accumulated surprisingly little traction. A business law scholar vehemently opposes stakeholder and democratic theories in corporate governance (Dent, 2008). In his critique, he exposes concerning oversights in assuming that stakeholders have the privilege and ability to exit (e.g., employees quitting, customers taking their business elsewhere) and fails to consider stakeholders, such as the natural environment and communities, that rely on human decisions to protect their welfare. Environmental management continues to critique stakeholder theory recognizing its “limited capacity to inform governance systems that would guarantee the equitable management of risk” (Benn et al., 2009, p. 1568). During this decade, pluralist systems thinking that emphasizes holistic approaches (e.g., the whole is greater than the sum of its parts) begins to trend in governance theory development (Benner et al., 2004; Meadows, 2008).

The 2010s endure economic, property rights, agency, stakeholder, institutional, normative, and democratic theories as theoretical frameworks for stakeholder governance (L.

Fransen, 2012; Gleckman, 2018b; Jo et al., 2016; Klein et al., 2019; Marx, 2013; Schleifer, 2019). Researchers study how stakeholders strategize around shared issues while managing inertia that favors shareholder primacy and continue calls for meta-theories and frameworks rather than assuming one could suitably contain the complexities of stakeholder governance (Klein et al., 2012; Sachs et al., 2010). Grounded theory, an approach that allows data to reveal theory, emerges as researchers explore empirical interactions of power and participation (Spitzeck & Hansen, 2010) and marginalization and inclusion (Grosser, 2016) as voluntary stakeholder engagement mechanisms. Researchers also focus intensely on contexts of palm oil to empirically investigate stakeholder governance, highlighting social dimensions that echo ingroup-outgroup treatment differentials such as access and club theories (Hospes, 2014; Köhne, 2014; Nesadurai, 2019; Schouten et al., 2012). The United Nations announces global Sustainability Development Goals in 2015 that permeates academic and non-academic discussions surrounding stakeholder governance. At the end of this decade, industry leaders Business Roundtable and BlackRock explicitly state commitments to all stakeholders through public announcements (Business Roundtable, 2019; Fink, 2018), yet remain vague about tangible actions to ensure these claims.

As we cautiously drift through the 2020s, still navigating a global pandemic and considerable disruptions in global supply chains, calls for research on stakeholder governance are so prominent that developing this theory “could be among the most important theoretical—and deeply practical—contributions to the field of management in the 21<sup>st</sup> century” (Amis et al., 2020, p. 501). Bridoux and Stoelhorst (2020) initiate theoretical developments by illustrating three specific forms of stakeholder governance structures, maintaining firms as focal. Candid critiques of the illusory promise of stakeholder governance in the legal field (Bebchuk & Tallarita, 2020)

reveal the pressing need to articulate clarity on confusions and tensions that remain prominent. Insistence of combined theoretical and practical approaches (Amis et al., 2020; Sauer & Hiete, 2020; Scholte, 2020) swells across disciplines as climate change, resource depletion, and social injustice begs for equitable stakeholder representation in decision making. Both the existence and need for theoretical pluralism summarizes the evolution of theories and orientations of stakeholder governance, as shown in Figure 4.

*[Insert Figure 4 about here]*

### **3.2.3. Mechanisms and conceptualizations**

Mechanisms of stakeholder governance remain scattered due to ambiguous applications and conceptualizations. To organize these mechanisms, we scrutinize the recurring exchangeable use of stakeholder “engagement”, “management”, and “governance” to uncover critical ways in which these constructs vary. First, extant literature commonly utilizes dialogue (Ferraro & Beunza, 2019; Innes & Booher, 2003; Kuhn, 2008), participation (Bäckstrand, 2006; Harrison & Freeman, 2004; Spitzeck & Hansen, 2010), and cooperation (Bridoux & Stoelhorst, 2016; Ostrom, 1990) as mechanisms of stakeholder governance. While these constructs can increase stakeholder interactions, they do not necessarily indicate governance. Rather, they embody types of stakeholder engagement. Heller, Drenth, Koopman, and Rus studied stakeholder influence in decision making in the context of trade unions to emphasize that “the introduction of ‘participation’ may be manipulative and that, far from leading to a sharing of power, it is intended to consolidate those already in control” (Wilson et al., 2017). For example, stakeholder advisory boards have high engagement between stakeholders but have indirect impact on corporate management (AccountAbility & Utopies, 2007). Engagement is an important

mechanism for governance but requires power. However, the majority of stakeholder governance mechanisms include dialogue and issues advisory, which represent engagement but have very limited influence in decision making (Spitzeck & Hansen, 2010). Similar recognition from the politic science field describes how “participation without redistribution of power is an empty and frustrating process for the powerless. It allows the power-holders to claim that all sides were considered, but makes it possible only for some of those sides to benefit. It maintains the status quo” (Arnstein, 1969, p. 216). Stakeholder engagement reflects a concept that, while related to stakeholder governance, is distinctly different.

Second, management of stakeholders also strays from governance as it implies hierarchies in power and control over decisions and activities. Stakeholder management follows agentic structures that rely on stakeholders with power to act on behalf of stakeholders without power (Friedman, 1962; Jensen & Meckling, 1976; Mitchell et al., 1997). Max Weber’s (1978) sociology definition of power is the ability to exercise one’s will over others. However, we choose instead to use a more neutral and basic definition of power as “the capacity or ability to direct or influence the behavior of others or the course of events” (Oxford Languages, 2022). The nuanced difference between these definitions is important as the sociological definition stresses the ability to impose *one’s will* compared to the dictionary definition that describes the ability to *direct or influence*. Engagement mechanisms of dialogue, participation, and cooperation can facilitate management, but managing stakeholders can also be done without these interactions. Managing stakeholders often direct or influence decisions that affect other stakeholders without engaging them. Therefore, the effectiveness of management depends on who is evaluating, as managing stakeholders does not automatically mean that stakeholders are



satisfied or that their needs are met. Knowledge, will, dialogue, participation, and cooperation remain useless without the power to act (Turnbull, 1997).

Lastly, governance depends on control and authority over decisions (Gleckman, 2018a; Klein et al., 2019; Turnbull, 1997). Typical measurements of governance include voting (e.g., through boards of directors, international organizational membership). Some corporate governance structures have “stakeholders as representatives on the board of directors although their appointment depends on the willingness of the CEO to have them included” (Jansson, 2005, p. 10). Control requires stakeholders to both engage and have power in decision making. The terms power and control are often used interchangeably, but the former describes the *ability* to influence while the latter describes the *authority to execute* that influence. Without both power and control, stakeholder engagement presents an illusion of stakeholder governance (Bebchuk & Tallarita, 2020). Therefore, while power and control are both necessary conditions for governance, the distinction between these terms and concepts is critical as stakeholders can have power to influence without control over decisions and actions.

Figure 5 serves as a conceptual meta-framework that incorporates these overlapping mechanisms and categories from multiple perspectives. This conceptual synthesis is meant to be simultaneously neutral and generalizable to encompass the variety of academic and non-academic perspectives. Some mechanisms described in the literature are specific to disciplinary contexts, such as ownership in a firm, property, patent, or resource. However, we intentionally omit this construct from Figure 5 because it relies on firm and legal orientations (Jansson, 2005) instead of issue orientation, which we describe in further detail in the subsequent section. Additional mechanisms, such as trust (Bridoux & Stoelhorst, 2020) and voluntary compliance (S. Mena & Palazzo, 2012), impose substantial influence on each of these mechanisms and therefore

fall outside the scope of our conceptual framing. The nested categories of engagement, management, and governance are not meant to represent static or restrictive boundaries. We originally included bi-direction arrows between these mechanisms to share specific examples of various combinations of these relationships but determined that these descriptions deserve extensive attention that falls outside the scope of a broad, interdisciplinary review. Theoretical and empirical examination that supports or rejects causal relationships between these variables would further advance our understandings of stakeholder governance. Ultimately, Figure 5 is meant to illustrate that stakeholder governance cannot occur without stakeholders being engaged, having power, and having control in decision making and that these dimensions embody distinct differences that cannot be used interchangeably. We welcome and invite others to critique, modify, extend, and revamp this framework to strengthen its relevance, generalizability, and inclusivity.

*[Insert Figure 5 about here]*

### **3.3. Key Theoretical Tensions**

Despite immense dispersion throughout examinations of stakeholder governance, several themes transpire. We identify three consistent tensions that overlap across this landscape. Stakeholder governance represents a complex phenomenon involving complicated interactions, relationships, activities, and behaviors. The challenges we compile result from disjointed and often conflicting theoretical bases. These prominent and recurrent theoretical patterns manifest across stakeholder governance research. We organize these tensions to provide a dynamic framework that seeks to reconcile contradictions and provide some clarity for stakeholder governance developments.

First, power is a critical but underexplored element in stakeholder governance research, particularly from a business perspective (Banerjee, 2003; Benn et al., 2009). Without power, stakeholders cannot control decisions that affect them. Powerful stakeholders voluntarily serving the needs of powerless stakeholders relies on strategic morality, which only applies until these activities threaten the interests of those in power (Jones et al., 2007). Power influences stakeholder governance at a fundamental level and thus requires significant attention when developing theory.

Second, theories applied inappropriately and in isolation perpetuates considerable confusion in stakeholder governance. Tensions between presumed opposing theories in business reinforce the need for updates to the foundational frameworks on which we rely. Maintaining disciplinary and contextual boundaries when theorizing further segregates knowledge. We must also combat Western-centric theory building to produce more diverse and inclusive theories.

Third, the ways in which we frame stakeholder governance deserves reflection. Across disciplines, firms and stakeholder in power receive priority in orientation surrounding stakeholder governance. While this positioning is suitable for certain research questions, scholarship dedicated more equitable stakeholder representation would strengthen conceptualization. Several scholars already lead in this effort, but tensions between firm and issue orientation persist.

These three key tensions expose challenges that intersect a variety of disciplines and perspectives. We do not claim that these are the only tensions in stakeholder governance; different perspectives, cultures, and worldviews naturally produce different interpretations, which need amplification. We aim to encourage future research to further develop stakeholder governance theory through incorporating interdisciplinary integration and also applying this

technique to empirical research designs, methodologies, and analyses. In the following sections, we explain each tension's theoretical foundations from various disciplinary perspectives, identify similarities, reduce redundancies, contrast differences, and reconcile conflicts. Table 4 organizes each tension by highlighting key challenges, describing core insights of past studies, and offering potential future research questions.

*[Insert Table 4 about here]*

### **3.3.1. Power**

Licht (2004, p. 653) astutely observes that “every theory of corporate governance is, at heart, a theory of power”. However, current scholarship in corporate governance overwhelmingly lacks theoretical foundations of power (Banerjee, 2003; Benn et al., 2009). Markets have a tendency toward equilibrium, but efficiencies do not necessarily, automatically, or eventually drive out inefficiencies because power differentials complicate this equilibrium (Jones, 1995). These sentiments, while from organizational disciplines, apply to governance in general, not just in corporate settings. The evolutionary shift away from giving primacy to the needs of stakeholders with power (e.g., shareholders) aggravates this tension. Despite the fundamental role of power in governance, the oversight of power manifests in the scarcity of representative, inclusive, and equitable stakeholder dynamics in descriptive, instrumental, and normative governance structures.

A key challenge in incorporating power into theories of stakeholder governance is due to many different types of power (e.g., disciplinary, institutional, economic, scientific, political, discursive), strategies to confront each type, and splintered normative interpretations. We rely on a relatively neutral, non-discipline-specific definition in our interpretations and applications of

power in stakeholder governance to represent the ability to direct or influence (Oxford Languages, 2022). The threat of power redistributions also presents significant barriers to academic and non-academic advancements in this space.

Critical and Marxist theories describe the importance of social norms and structures to influence power (Clegg, 2013; Pfeffer, 1992). Empirical research on power in governance structures expose its critical role in various capacities (Greenfield, 2008; Spitzeck & Hansen, 2010). Mitchell et al. (1997) describes power, legitimacy, and urgency as relational attributes of stakeholder identification and salience. Even if stakeholders have legitimate and urgent needs, if they lack power (i.e., dependent), they must rely on stakeholders with power (i.e., dominant) to act on behalf of their needs, which is risky if these needs conflict. Spitzeck and Hansen (2010) use a grounded theory approach to uncover “strategic collaboration”, a cluster of mechanisms that manifest when stakeholder power and scope of participation are high. This matrix incorporates direct decision-making power (e.g., voting mechanisms) to highlight the political view of the corporation (Scherer & Palazzo, 2007). These studies exemplify valuable contributions to theorizing around power. More research is needed to continue building this foundation to reinforce its extensive and fundamental role in stakeholder governance. Increases in technological advancements and globalization simultaneously help and hurt coordination of strategies (both market and non-market) to shift power in ways that previously did not exist. On one hand, increased social connectedness through social media, tele-communication, and travel facilitate collaborations with less physical restrictions. On the other hand, technologies, outlets, and incentives of business and management scholarship limit the unification of stakeholder research (V. Z. Chen & Hitt, 2021).

First, research that explores ways in which stakeholders gain, lose, and transfer power (e.g., bargaining, cooperation, relinquishment, takeover) in governance structures has the potential to improve the way we conceptualize and manage stakeholders through more equitable representation in distributive power. Because bargaining power is mechanism rather than a consequence of governance (Coff, 1999), clarifying ways in which bargaining power alters control over decision making may elucidate the impact of power in stakeholder governance. Specifically, identifying ways in which dependent stakeholders gain power, either through dominant stakeholders or other means, would provide valuable insights on how to safeguard legitimate and urgent needs that lack the power to govern for their own welfare.

Second, identifying descriptive, instrumental, and normative (T. Donaldson & Preston, 1995) aspects of who does, who can, and who should have power, respectively, serves to advance fundamental theoretical frameworks for stakeholder governance. Since powerful stakeholders (e.g., advisory boards, committees, political leaders, social influencers, terrorists) have varying levels of control, rigorous examination comparing heterogeneities (and homogeneities) among these groups will likely reveal opportunities for diversity, equity, and inclusion in governance structures. Exploring the influence of power in governance structures offers opportunities to rethink assumptions and theoretical foundations through this fundamental lens to address economic, environmental, and social dimensions of stakeholder governance.

### **3.3.2. Theory**

As described previously, theoretical foundations for stakeholder governance remain vast and fragmented. Dominant theories were developed in the twentieth century and reflect limitations (e.g., societal, technological, market, manufacturing) that have either changed

substantially or no longer apply (De Jong & Van Witteloostuijn, 2004; Palazzo & Scherer, 2008). Theoretical tensions manifest across disciplines due to underlying assumptions that stakeholder needs are part of a fixed pie that demand zero-sum tradeoffs (George et al., 2012; Jensen & Meckling, 1976). The evolution of stakeholder governance theories and orientations shows clear culminating prioritizations for stakeholder well-being in both academia and industry. As a result, we need theories that reflect and integrate these prioritizations. While separating shareholder needs (Friedman, 1962; Monks & Minow, 1995), stakeholder needs (Freeman, 1984; Mitchell et al., 1997), and societal needs (Stahl et al., 2020) may be useful for certain classification purposes and research questions, these categorizations also contribute to perpetuating false discourse that these needs are independent and mutually exclusive. These assumptions, along with theories that rely on these assumptions, impede advancements of stakeholder governance. As a result, agency and stakeholder theories prevail in stakeholder governance literature, despite significant tensions in their assumptions and applications.

Historically, governing entities have chosen whether or not they include stakeholder needs in governance structures. As the landscape of contemporary markets evolve, this inclusion is no longer elective but an undeniable requirement for survival (Allen et al., 2015; Sheth & Apte, 2016). However, operationalization in the governance of the decisions surrounding these needs has not kept pace. Extant theorizing relies heavily on two theories that have limited capacity to serve as appropriate foundations for governance structures in modern landscapes: agency and stakeholder.

First, agency theory dominates governance literature (Daily et al., 2003). Agency theory relies on “restrictive assumptions that were originally imposed by neoclassical economists for the purpose of identifying a simple base case” (Klein et al., 2012, p. 310). Asymmetric power

differentials present untenable scenarios for agentic relationships to manage and govern stakeholder needs as consequences for those managing are often trivial compared those whose needs suffer (Moro Visconti, 2019). Employing agency theory in theorizing is understandable, given the substantial challenges of navigating the complexities of stakeholder governance; the sheer logistics of agentic alternatives are not minor, notwithstanding conflict management. While agency theory reflects precision of governance in previous contexts, its foundations provide limited accuracy in advancing theoretical development for stakeholder governance in contemporary settings.

Second, scholars regularly apply stakeholder theory as a contrasting, but equally dominating, theoretical base. Yet, “stakeholder theory does not sufficiently reflect what happens in multi-stakeholder networks” (Roloff, 2008, p. 234). Stakeholder theory describes an extensive area that encompasses many phenomena with different theoretical bases. Freeman, often cited as the primary scholar who popularized the concept of stakeholder theory, acknowledges the limitations of the broad scope of stakeholder theory and describes it as a genre instead of a theory (Freeman, 1994). Creating value for all stakeholders comprises a variety of theories and concepts. Execution in stakeholder engagement, management, and governance represent only a few variations of applying this concept. Benn et al. (2009, p. 1569) stress that “where there are multiple and diverse stakeholders and disparities of power, stakeholder theory offers no constructive guidelines for the creation of effective governance systems that will produce equitable outcomes.” The use of stakeholder theory as theoretical foundation for stakeholder governance is problematic due to its “distortions and friendly misinterpretations” (Phillips, Freeman, and Wicks 2003, pg. 481). As a result, pleas for the development of additional theories persist (Amis et al., 2020; Gersel & Johnsen, 2020; Ghoshal, 2005).



Stakeholder governance embodies knowledge, language, concepts, and contexts that are simultaneously fragmented and intertwined. The quest to develop a single, comprehensive theory for such a complex phenomenon is an impractical endeavor (K. S. Cook, 1977). “No one theory or model of society is likely to be sufficient for understanding, evaluating or designing governance structures” (Turnbull, 1997, p. 200) and would deliver little value for academic research and practical applications. Alternatively, pluralist integration of multidisciplinary perspectives represents opportunities for critical and meaningful theoretical contributions for stakeholder governance (Bexell & Jönsson, 2017; Eisenhardt & Zbaracki, 1992; Licht, 2004; Rowley, 1997). Theorizing in ways that resist the temptation to separate and isolate interdependent interactions offer potentials for progressions that currently remain underleveraged. In conjunction with the previous key tension of power, theories surrounding stakeholder governance also amplify Western perspectives, which consequently (and sometimes intentionally) suppresses non-Western perspectives (E. W. Said, 1993). Expanding our theories and discussions past western viewpoints would serve to enrich stakeholder governance to reduce colonial, imperial, ethnocentric configurations.

To follow discourse theory, clarifying language in stakeholder governance (e.g., surrounding definitions, terminologies, mechanisms, conceptualizations, theories, orientations) presents prospective movement in the direction towards inclusive theoretical integration. Agency and stakeholder theory are ethnocentric in terms of their “perceptions and expectations of the respective roles of individual, enterprise and the state and of the relationships between them” (Tricker, 1996, p. 31). Therefore, it is important to reach outside of Western theories to explore alternative perspectives and approaches to strengthen scholarship. Cooperative theories and concepts common in non-Western cultures have particular relevance and deserve heightened

attention. African philosophies of ubuntu (emphasizing spirituality, consensus building, and dialogue) and sankofa (emphasizing communalism and cooperative teamwork) contrast philosophies of capitalist competition (Prieto & Phipps, 2019). Collectivist cultures promote societal wellbeing over individual or corporate actors (Beeson & Bell, 2009). Our language, theories, research, and actions can establish, reinforce, or combat systemic societal structures. We have the choice to decide how we contribute to these structures. Additional research on causal relationships between mechanisms, mediating and moderating variables, outcomes, and monitoring and enforcement dimensions demonstrate valuable opportunities for future theory developments.

### **3.3.3. Orientation**

Corporations play an integral role in economic, environmental, and social well-being. Multinational enterprises are responsible for approximately one-third of global production, half of global exports, one-third of world GDP, and one-fourth of global employment (OECD, 2018). Corporate powers and operations infiltrate society, politics, and the natural environment, directly and indirectly. As a result, governance research favors private governance of resources as its dominant focus even in non-business disciplines (Flak & Rose, 2005; Gleckman, 2016; Hassan & O'Boyle, 2017). While non-market global international-level contexts are also common settings for stakeholder governance (e.g., World Economic Forum, United Nations) (Boehling, 2011; Dellmuth, 2019; Gleckman, 2018b; Scholte, 2020), these contexts still regularly place firms at the nexus of stakeholder interactions.

When we frame theories, research, and practice in ways that distinguish stakeholders as internal and external to firms (Moro Visconti, 2019), we perpetuate three signals: 1) firms should

receive prioritization in stakeholder interactions (e.g., internal stakeholder needs are more important than external stakeholder needs); 2) stakeholder needs are independent, isolated, and mutually exclusive; 3) stakeholder needs exist through trade-offs. Stakeholder governance researchers must be mindful of the stakeholder(s) that receive focal priority and take conscious, intentional steps to actively incorporate stakeholders who are not equitably represented in governance, regardless of whether they are engaged or have power. While organizations can serve as conduits that facilitate stakeholder engagement, management, and governance, they reside in interconnected networks with other stakeholders.

We do not suggest that firms cannot or should not tackle collective action issues. On the contrary, firms play an integral role as they participate in creating problems that require stakeholder governance (van Zanten & van Tulder, 2018). We do, however, suggest that if we hope to apply stakeholder governance in tackling collective action problems to create joint shared value for all stakeholders, we must reflect upon the ways in which we currently govern decisions surrounding these issues and evaluate their appropriateness in contexts that are significantly different from the ones in which they were designed. Tensions between short-term (i.e., isolated) and long-term (i.e., collective) interests regularly assume that value creation involves mutually exclusive trade-offs and cannot be satisfied simultaneously (Bridoux & Stoelhorst, 2016; Klein et al., 2019). But tensions embody critical and interesting problems for value creation (Bridoux & Stoelhorst, 2020). The language, design, and practice of governance structures that amplify firm-centrism perpetuates these tensions in our theories and practice surrounding stakeholder governance.

Typical conceptualizations and structures of stakeholder governance involves a focal organization (Bridoux & Stoelhorst, 2020). Roloff (2008) emphasizes the need for stakeholder

management strategies to focus on issues instead of the organization to collaborate around a mutual problem or challenge. Stakeholder governance research repeatedly uses contexts of “wicked issues”, which involve many stakeholders with different values and priorities and cannot be solved or even dominated by one institution or sector alone (Camillus, 2008; Sachs et al., 2010). Examples of wicked issues include the climate change, the COVID-19 pandemic, wealth disparities, biodiversity loss, global financial crises, and the United Nations Sustainability Development Goals (Fyke & Buzzanell, 2013; Grewatsch et al., 2021; Sachs et al., 2010), as they affect many stakeholders at a macro scale, albeit with discriminating impacts. Since no single entity can, or should, bear the exclusive weight of responsibility in solving these complex problems, our theorizing must also reflect this reality. Similarly, isolating interdependent concepts, such as economic, environmental, and social dimensions, hurts theory development and practice. Shifting prioritization to a shared issue or goal enables alignment of stakeholder and shareholder interests to stimulate cooperation and fruitful collaborations (Matzembacher et al., 2021). These issues also represent collective action problems in joint value creation, which provide particularly rich contexts for stakeholder governance (Bridoux & Stoelhorst, 2020).

A specific organization often represents a focal nexus within networks of interactions (Gatignon & Capron, 2020). However, if we zoom out, these clusters represents nodes in constellations within much larger systems. Contexts of digital platform demonstrate how expanding theoretical boundaries past organizations to larger platforms reconfigure our approaches to governance (L. Chen et al., 2022; Moro Visconti, 2019). Integrated interdisciplinary theories, such as network theory (Rowley, 1997), network game theory (Moro Visconti, 2019), systems theory (Benner et al., 2004; Meadows, 2008) provide valuable foundations to transform governance theorizing away from focal firms. Due to our

encouragement of non-firm-centric orientations (e.g., systems, normative, macro/societal, network, issue), we reiterate the intentional omission of ownership from our conceptualization framework in Figure 4. While firm-centric conceptualization emphasizes ownership control (e.g., over property, patents, resources), “wicked issues” evade possession. Stakeholders cannot own these issues but can instead collectively work together to create joint value surrounding them through greater awareness, acceptance, and adaptation (Allen et al., 2015; Head & Xiang, 2016).

Theory development is best achieved through engagement with problems in the world (Kilduff, 2006). We agree that “the more that companies can get stakeholders involved in the processes of value creation, and the more they own the governance mechanisms of the transactions among stakeholders and firms, the better off will be both society and corporations” (Harrison & Freeman, 2004, p. 53). However, we argue that when approached through the orientation of firm supremacy, the full potential of these efforts cannot be realized. Asking research questions that intentionally frame stakeholder governance through holistic, integrated networks may serve as strategies to tackle wicked issues more effectively. Expanding our orientations past corporations facilitates the identification and inclusions of stakeholders who are affected and missing from governance structures to increasingly match intentions with outcomes.

### **3.4. Synthesis and Future Research**

Stakeholder governance has promising theoretical and practical implications, yet its challenges are also vast (Sachs et al., 2010). Fortunately, challenges and conflicts can highlight opportunities for joint creation activities to improve outcomes (Powell et al., 2018). Decades ago, Turnbull stated that “a synthesis of all models may be required to efficiently develop, construct, test and implement new approaches” (1997, p. 193) for corporate governance and that

“an interdisciplinary, holistic approach is required” (1997, p. 200). This call for a synthesis of knowledge models and concepts resonates today, as evidenced by editor pleas and special issues from top-ranked journals (Amis et al., 2020; V. Z. Chen & Hitt, 2021). These invitations inspired this review and synthesis to contribute interdisciplinary, holistic meta-frameworks to ground and stimulate research surrounding stakeholder governance.

We summarize three key theoretical tensions of power, theory, and orientation that restrict progressions in theoretical developments of stakeholder governance. First, underlying dynamics of power in stakeholder governance reflects the fundamental need to incorporate power into our theoretical foundations. Second, reliance on outdated, inappropriate, and fragmented theories reveals the need to leverage and integrate diverse perspectives to develop more inclusive and comprehensive theories for complex phenomena. Lastly, our orientations of governance structures guide the ways in which we measure, evaluate, research, and implement them. We offer a framework that synthesizes descriptions, key challenges, and core insights of these tensions and suggest questions to provoke future research. This review and synthesis contribute preliminary frameworks to complement an already extensive and rich research stream of stakeholder governance. In addition to the research questions recommended in Table 4, many additional areas in this landscape reveal valuable opportunities to continue developing theory for stakeholder governance. We encourage deeper dives into equitable representation, transparency, accountability, enforcement, monitoring, methodologies, and modeling to strengthen theoretical rigor and application.

One major challenge of stakeholder governance involves overcoming the assumption that stakeholders have equal access to the governance arena. Many legitimate stakeholders (e.g., populations in poverty, endangered animals, natural environments) do not have abilities or

opportunities to engage, manage, or govern decisions that affect them. In the case of non-human stakeholders (e.g., land, water, animals), individual and group stakeholders must serve as their representatives. Even if we address key theoretical tensions in how we frame and design our research, executing stakeholder governance is daunting. Stakeholder governance is not the ideal structure for all situations. In some cases, making fast, unilateral decisions with a small cohort of decision makers may be best. However, regardless of whether or not governing stakeholders act altruistically on behalf of others, the *ability* and *control* to govern one's own interests remains strikingly absent from wicked issues in modern life. The structures that frame our lives, no matter the discipline or context, signal what we as society allow and prioritize. Dominant social paradigms overwhelmingly fail to produce representative, inclusive, or equitable governance structures.

Challenges of logistics to coordinate deliberations (e.g., scheduling, time zones), access to meetings (e.g., transportation, internet), conflict management (e.g., emotions, philosophies) are not insignificant to facilitate stakeholder governance. Governance through selective representation can certainly yield quicker decisions. Yet, as the saying goes, if you want to go fast, go alone; if you want to go far, go together. The same philosophy applies in governance. Stakeholders who are (or at least have the option to be) in control of decisions that influence them may not be the fastest or easiest endeavor, but it will generate more equitable representation. Equality and equity represent additional terminologies that are used synonymously despite important distinctions (K. S. Cook & Hegtvedt, 1983; Espinoza, 2007; Kabanoff, 1991; Van Hootegeem et al., 2020). Not every stakeholder should be treated uniformly in decision making, as different needs require different attention, involvement, and strategies. Stakeholder needs and governance of those needs must be incorporated through structures of

justice and fairness instead of homogeneity. We hope that the challenge of determining who decides, how to decide, and who enforces these structures stimulates mindful, inclusive interdisciplinary research in the future.

Additionally, exploring creative strategies and formulations for governance structures may help facilitate more diverse, inclusive, and equitable representation. Random selection (i.e., sortition, selection by lottery, demarchy) offers unconventional forms of governance structures that contribute to more equitable stakeholder representation in decision making (Pek, 2019; Zeitoun et al., 2014). Transparency and accountability in governance also exemplify crucial areas to establish legitimacy and trust (Bridoux & Stoelhorst, 2020; De Filippi et al., 2020; Flak & Rose, 2005; Palazzo & Scherer, 2006). Since we cannot rely solely on policy to drive stakeholder governance (Luo & Kaul, 2019; Randall, 1974), the spectrum of voluntary to forced participation in governance structures opens even more opportunities surrounding enforcement and monitoring (Dentoni et al., 2018; Tuczek et al., 2018). More research that explores how to implement stakeholder governance would be invaluable to advancing joint value creation for all stakeholders.

More empirical research is needed to compliment theory development for rigorous research. Attention to measurements, designs, and analyses the incorporate holistic theoretical perspectives would strengthen methodological research for stakeholder governance. Arrangement of governance structures through network and game theory perspectives may enable sophisticated modeling in which to measure stakeholder engagement, management, and governance (Moro Visconti, 2019). Of course, degrees of mindfulness and bias recognition must be incorporated in the design of these models to reduce prejudice. Analyzing isolated nodes and clusters may be easier and more feasible, but we cannot ignore the network in which they are



situated. Interdependencies, nested relationships, intersectionalities, and cumulative effects deserve attention in these areas to develop methodological strategies and approaches.

### **3.5. Conclusion**

Our interdisciplinary review and synthesis span conventional siloed boundaries to develop theoretical frameworks for stakeholder governance. This research identifies similarities, reduces redundancies, contrasts differences, and reconciles conflicts to offer a holistic overview of the existing landscape of this phenomenon to bring pluralist clarity on how to move forward. We identify definitions and terminologies, review the evolution of theories and orientations, organize mechanisms and conceptualizations, synthesize key theoretical tensions, and offer suggestions for future research to contribute theoretical developments for stakeholder governance. Through these integrated frameworks, we present further justifications and strategies to organize and leverage fragmented knowledge across multiple disciplines and fields. We do not presume that our contributions are exhaustive, exclusive, or static. Instead, we hope that this research will stimulate and inspire others to venture outside of traditional knowledge boundaries to search for theoretical explanations that reflect modern phenomenon instead of the other way around.

#### 4. REFERENCES

- Public Law 104-210 - Oct. 1, 1996 [H.R. 2428], Congressio 1 (1996).  
<https://www.gpo.gov/fdsys/pkg/PLAW-104publ208/pdf/PLAW-104publ208.pdf>
- Abdelaal, A. H., McKay, G., & Mackey, H. R. (2019). Food waste from a university campus in the Middle East: Drivers, composition, and resource recovery potential. *Waste Management*, 98, 14–20. <https://doi.org/10.1016/j.wasman.2019.08.007>
- AccountAbility, & Utopies. (2007). *Critical Friends: The Emerging Role of Stakeholder Panels in Corporate Governance, Reporting and Assurance* (Issue March).
- Allen, F., Carletti, E., & Marquez, R. (2015). Stakeholder governance, competition, and firm value. *Review of Finance*, 19(3), 1315–1346. <https://doi.org/10.1093/rof/rfu011>
- Alvesson, M., & Sandberg, J. (2011). Generating research questions through problematization. *Academy of Management Journal*, 36(2), 247–271.
- American Heart Association, & Aramark. (2019). Survey: More than half of U.S. employees who typically eat lunch during work hours struggle to make it healthy. In *American Heart Association*. <https://newsroom.heart.org/news/survey-more-than-half-of-u-s-employees-who-typically-eat-lunch-during-work-hours-struggle-to-make-it-healthy>
- Amis, J., Barney, J., Mahoney, J. T., & Wang, H. (2020). From the Editors—Why We Need a Theory of Stakeholder Governance—And Why This is a Hard Problem. *Academy of Management Review*, 45(3), 499–503. <https://doi.org/10.5465/amr.2020.0181>
- Arnstein, S. R. (1969). A Ladder Of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216–224. <https://doi.org/10.1080/01944366908977225>
- Aschemann-Witzel, J., de Hooge, I. E., Almlí, V. L., & Oostindjer, M. (2018). Fine-Tuning the Fight Against Food Waste. *Journal of Macromarketing*, 38(2), 168–184. <https://doi.org/10.1177/0276146718763251>
- Aschemann-Witzel, J., de Hooge, I. E., Rohm, H., Normann, A., Bossle, M. B., Grønhøj, A., & Oostindjer, M. (2017). Key characteristics and success factors of supply chain initiatives tackling consumer-related food waste – A multiple case study. *Journal of Cleaner Production*, 155, 33–45. <https://doi.org/10.1016/j.jclepro.2016.11.173>
- Azmat, F., Ferdous, A. S., & Couchman, P. (2015). Understanding the dynamics between social entrepreneurship and inclusive growth in subsistence marketplaces. *Journal of Public Policy and Marketing*, 34(2), 252–271. <https://doi.org/10.1509/jppm.14.150>
- Bäckstrand, K. (2006). Democratizing global environmental governance? Stakeholder democracy after the world summit on sustainable development. *European Journal of International Relations*, 12(4), 467–498. <https://doi.org/10.1177/1354066106069321>
- Bammer, G. (2013). *Disciplining Interdisciplinarity: Integration and Implementation Sciences for Researching Complex Real-World Problems*. ANU E Press. <https://doi.org/10.4324/9781315550206-13>
- Banerjee, S. B. (2003). Who sustains whose development? Sustainable development and the reinvention of nature. *Organization Studies*, 24(1), 143–180. <https://doi.org/10.1177/0170840603024001341>
- Bansal, P., & DesJardine, M. (2014). Business sustainability: It is about time. *Strategic Organization*, 12(1), 70–78. <https://doi.org/10.1177/1476127013520265>
- Barney, J. (1991a). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Barney, J. (1991b). Firm Resources and Sustained Competitive Advantage. *Journal of*

- Management*, 17(1), 99–120.
- Barney, J. B. (2018). Why resource-based theory's model of profit appropriation must incorporate a stakeholder perspective. *Strategic Management Journal*, 39(13), 3305–3325. <https://doi.org/10.1002/smj.2949>
- Batat, W., Peter, P. C., Moscato, E. M., Castro, I. A., Chan, S., Chugani, S., & Muldrow, A. (2019). The experiential pleasure of food: A savoring journey to food well-being. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2018.12.024>
- Bebchuk, L. A., & Tallarita, R. (2020). The Illusory Promise of Stakeholder Governance. *Cornell Law Review*, 106(91). <https://doi.org/10.2139/ssrn.3581299>
- Beeson, M., & Bell, S. (2009). The G-20 and International Economic Governance: Hegemony, Collectivism, or Both? *Global Governance*, 15(1), 67–86.
- Bellemare, M., Çakir, M., Peterson, H. H., Novak, L., & Rudi, J. (2017). On the Measurement of Food Waste. *American Journal of Agricultural Economics*, 99(5), 1148–1158. <https://doi.org/10.1093/ajae/aax034>
- Benn, S., Dunphy, D., & Martin, A. (2009). Governance of environmental risk: New approaches to managing stakeholder involvement. *Journal of Environmental Management*, 90(4), 1567–1575. <https://doi.org/10.1016/j.jenvman.2008.05.011>
- Benner, T., Reinicke, W. H., & Witte, J. M. (2004). Multisectoral Networks in Global Governance: Towards a Pluralistic System of Accountability. *Government and Opposition*, 39(2). <https://doi.org/10.1111/j.1477-7053.2004.00120.x>
- Beretta, C., & Hellweg, S. (2019). Potential environmental benefits from food waste prevention in the food service sector. *Resources, Conservation and Recycling*, 147(October 2018), 169–178. <https://doi.org/10.1016/j.resconrec.2019.03.023>
- Bernstad, A., & la Cour Jansen, J. (2011). A life cycle approach to the management of household food waste - A Swedish full-scale case study. *Waste Management*. <https://doi.org/10.1016/j.wasman.2011.02.026>
- Bexell, M., & Jönsson, K. (2017). Responsibility and the United Nations' Sustainable Development Goals. *Forum for Development Studies*, 44(1), 13–29. <https://doi.org/10.1080/08039410.2016.1252424>
- Block, L. G., Keller, P. A., Vallen, B., Williamson, S., Birau, M. M., Grinstein, A., Haws, K. L., LaBarge, M. C., Lambertson, C., Moore, E. S., Moscato, E. M., Reczek, R. W., & Tangari, A. H. (2016). The Squander Sequence: Understanding Food Waste at Each Stage of the Consumer Decision-Making Process. *Journal of Public Policy & Marketing*, 35(2), 292–304. <https://doi.org/10.1509/jppm.15.132>
- Boehling, K. (2011). Emergence of stakeholder governance in the United Nations: an outcome of institutional work? 6. *Organization Studies Summer Workshop (2011)*, 1–26. [https://www.wup.wi.tum.de/fileadmin/w00beh/www/Files/OS\\_Paper\\_Boehling.pdf](https://www.wup.wi.tum.de/fileadmin/w00beh/www/Files/OS_Paper_Boehling.pdf)
- Boschini, M., Falasconi, L., Cicatiello, C., & Franco, S. (2020). Why the waste? A large-scale study on the causes of food waste at school canteens. *Journal of Cleaner Production*, 246. <https://doi.org/10.1016/j.jclepro.2019.118994>
- Bridoux, F., & Stoelhorst, J. (2020). Stakeholder Governance: Solving the Collective Action Problems in Joint Value Creation. *Academy of Management Review*.
- Bridoux, F., & Stoelhorst, J. W. (2016). Stakeholder relationships and social welfare: A behavioral theory of contributions to joint value creation. *Academy of Management Review*, 41(2), 229–251. <https://doi.org/10.5465/amr.2013.0475>
- Brosius, N., Fernandez, K. V., & Cherrier, H. (2013). Reacquiring Consumer Waste: Treasure in

- Our Trash? *Journal of Public Policy & Marketing*, 32(2), 286–301.  
<https://doi.org/10.1509/jppm.11.146>
- Bublitz, M. G., Hansen, J., Peracchio, L. A., & Tussler, S. (2019). Hunger and Food Well-Being: Advancing Research and Practice. *Journal of Public Policy & Marketing*, 38(2), 136–153.  
<https://doi.org/10.1177/0743915619827012>
- Burchell, J., & Cook, J. (2006). It's good to talk? Examining attitudes towards corporate social responsibility dialogue and engagement processes. *Business Ethics: A European Review*, 15(2), 154–170. <https://doi.org/10.1111/j.1467-8608.2006.00439.x>
- Business Roundtable. (2019). Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans.' *Business Roundtable Press Release*, August(19), 1–4. <https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>
- Buzby, J. C., Wells, H. F., & Hyman, J. (2014). The Estimated Amount, Value, and Calories of Postharvest Food Losses at the Retail and Consumer Levels in the United States, EIB-121. *U.S. Department of Agriculture, Economic Research Service*.  
<https://doi.org/10.2139/ssrn.2501659>
- Camillus, J. C. (2008). Strategy as a Wicked Problem. *Harvard Business Review*, 86(5), 98–106.
- Canali, M., Amani, P., Aramyan, L., Gheoldus, M., Moates, G., Östergren, K., Silvennoinen, K., Waldron, K., & Vittuari, M. (2017). Food waste drivers in Europe, from identification to possible interventions. *Sustainability (Switzerland)*, 9(1). <https://doi.org/10.3390/su9010037>
- Chaboud, G., & Daviron, B. (2017). Food losses and waste: Navigating the inconsistencies. In *Global Food Security*. <https://doi.org/10.1016/j.gfs.2016.11.004>
- Chen, L., Tong, T. W., Tang, S., & Han, N. (2022). Governance and Design of Digital Platforms: A Review and Future Research Directions on a Meta-Organization. In *Journal of Management* (Vol. 48, Issue 1). <https://doi.org/10.1177/01492063211045023>
- Chen, V. Z., & Hitt, M. A. (2021). Knowledge Synthesis for Scientific Management: Practical Integration for Complexity Versus Scientific Fragmentation for Simplicity. *Journal of Management Inquiry*, 30(2), 177–192. <https://doi.org/10.1177/1056492619862051>
- Cicatiello, C., Franco, S., Pancino, B., & Blasi, E. (2016). The value of food waste: An exploratory study on retailing. *Journal of Retailing and Consumer Services*, 30, 96–104.  
<https://doi.org/10.1016/j.jretconser.2016.01.004>
- Clarke, T. (2004). *Theories of Corporate Governance*. Routledge.  
<http://www.google.com/cse?ie=UTF-8&q=Theories+of+corporate+governance&cx=004554193289015646197:zmomwcr1xwc&ie>
- Clegg, S. (2013). The theory of power and organization. *The Theory of Power and Organization*, 3099067, 1–176. <https://doi.org/10.4324/9780203385425>
- Coase, R. H. (1937). *The Nature of the Firm*.  
[http://mobile.kwansei.ac.jp/s\\_hws/attached/0000052629.pdf%5Cnhttp://scholar.google.com/scholar?hl=en&btnG=Search&q=intitle:No+Title#0](http://mobile.kwansei.ac.jp/s_hws/attached/0000052629.pdf%5Cnhttp://scholar.google.com/scholar?hl=en&btnG=Search&q=intitle:No+Title#0)
- Coff, R. W. (1999). When Competitive Advantage Doesn't Lead to Performance: The Resource-Based View and Stakeholder Bargaining Power. *Organization Science*, 10(2), 119–133.  
<https://doi.org/10.1287/orsc.10.2.119>
- Confente, I., Scarpi, D., & Russo, I. (2020). Marketing a new generation of bio-plastics products for a circular economy: The role of green self-identity, self-congruity, and perceived value. *Journal of Business Research*, 112(October 2019), 431–439.

- <https://doi.org/10.1016/j.jbusres.2019.10.030>
- Cook, K. S. (1977). Exchange and Power in Networks of Interorganizational Relations. *The Sociological Quarterly*, 18(1), 62–82. <https://doi.org/10.1111/j.1533-8525.1977.tb02162.x>
- Cook, K. S., & Hegtvedt, K. A. (1983). Distributive Justice, Equity, and Equality. *Annual Review of Sociology*, 9, 217–241.
- Cook, L. D., & Kamalodeen, V. J. (2019). Mixed Methods Case Study Research. In *Mixed Methods International Research Association*.
- Cooremans, K., & Geuens, M. (2019). Same but Different: Using Anthropomorphism in the Battle Against Food Waste. *Journal of Public Policy & Marketing*, 38(2), 232–245. <https://doi.org/10.1177/0743915619827941>
- Crane, A. (2000). *Corporate Greening as Amoralization*. 21(4), 673–696.
- Creswell, J. W. (2017). *Research Design: Qualitative, Quantitative, and mixed methods approaches* (Second). SAGE Publications, Inc.
- Daily, C. M., Dalton, D. R., & Cannella, A. A. (2003). Corporate governance: Decades of dialogue and data. *Academy of Management Review*, 28(3), 371–382. <https://doi.org/10.5465/AMR.2003.10196703>
- Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 22(1), 20–47. <https://doi.org/10.4324/9781315261102-29>
- Davis, M. S. (1971). That's Interesting: Towards a Phenomenology of Sociology and a Sociology of Phenomenology. *Philosophy of the Social Sciences*, 1(4), 309–344.
- de Coverly, E., McDonagh, P., O'Malley, L., & Patterson, M. (2008). Hidden mountain: The social avoidance of waste. *Journal of Macromarketing*, 28(3), 289–303. <https://doi.org/10.1177/0276146708320442>
- De Filippi, P., Mannan, M., & Reijers, W. (2020). Blockchain as a confidence machine: The problem of trust & challenges of governance. *Technology in Society*, 62(April), 101284. <https://doi.org/10.1016/j.techsoc.2020.101284>
- de Hooge, I. E., Oostindjer, M., Aschemann-Witzel, J., Normann, A., Loose, S. M., & Almlí, V. L. (2017). This apple is too ugly for me!: Consumer preferences for suboptimal food products in the supermarket and at home. *Food Quality and Preference*, 56, 80–92. <https://doi.org/10.1016/j.foodqual.2016.09.012>
- De Jong, G., & Van Witteloostuijn, A. (2004). Successful corporate democracy: Sustainable cooperation of capital and labor in the Dutch Breman Group. *Academy of Management Executive*, 18(3), 54–66. <https://doi.org/10.5465/AME.2004.14776169>
- Dellmuth, L. M. (2019). Interest Groups and the United Nations (UN). In *The Palgrave Encyclopedia of Interest Groups, Lobbying and Public Affairs*. <https://doi.org/10.1007/978-3-030-13895-0>
- Demb, A., & Neubauer, F.-F. (1992). The Corporate Board: Confronting the Paradoxes. *Long Range Planning*, 25(3), 9–20.
- Demsetz, H. (1967). Toward a Theory of Property Rights. *The American Economic Review*, 57(2), 347–359.
- Dent, G. W. (2008). Stakeholder Governance: A Bad Idea Getting Worse. *Case Western Reserve Law Review*, 58(4), 1107–1144. <https://heinonline.org/HOL/License>
- Dentoni, D., Bitzer, V., & Schouten, G. (2018). Harnessing Wicked Problems in Multi-stakeholder Partnerships. *Journal of Business Ethics*, 150(2), 333–356. <https://doi.org/10.1007/s10551-018-3858-6>

- Derakhshan, R., Turner, R., & Mancini, M. (2019). Project governance and stakeholders: a literature review. *International Journal of Project Management*, 37(1), 98–116.  
<https://doi.org/10.1016/j.ijproman.2018.10.007>
- Diaz-Ruiz, R., Costa-Font, M., López-i-Gelats, F., & Gil, J. M. (2019). Food waste prevention along the food supply chain: A multi-actor approach to identify effective solutions. *Resources, Conservation and Recycling*, 149(June), 249–260.  
<https://doi.org/10.1016/j.resconrec.2019.05.031>
- Dick, B. (2007). What Can Grounded Theorists and Action Researchers Learn from Each Other? In A. Bryant & K. Charmaz (Eds.), *The SAGE Handbook of Grounded Theory* (p. 656). SAGE Publications.
- Donaldson, L., & Davis, J. H. (1991). Stewardship Theory or Agency Theory: CEO Governance and Shareholder Returns. *Australian Journal of Management*, 16(1), 49–64.  
<https://doi.org/10.1177/031289629101600103>
- Donaldson, T., & Preston, L. E. (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications. *The Academy of Management Review*, 20(1), 65–91.
- Drucker, P. F. (1993). *Concept of the Corporation* (1st Editio). Routledge.  
<https://doi.org/https://doi.org/10.4324/9781315080734>
- Dubbeling, M., Bucatariu, C., Santini, G., Vogt, C., & Eisenbeiß, K. (2016). *City Region Food Systems and Food Waste Management: Linking Urban and Rural Areas for Sustainable and Resilient Development*. [www.fao.org/publications%0Ahttp://www.fao.org/3/a-i6233e.pdf](http://www.fao.org/publications%0Ahttp://www.fao.org/3/a-i6233e.pdf)
- Dunne, C. (2011). The place of the literature review in grounded theory research. *International Journal of Social Research Methodology*, 14(2), 111–124.  
<https://doi.org/10.1080/13645579.2010.494930>
- Eisenhardt, K. M., & Zbaracki, M. J. (1992). Strategic Decision Making. *Strategic Management Journal*, 13, 17–37.
- Ellen MacArthur Foundation. (2013). Towards the circular economy: Economic and Business Rationale for an Accelerated Transition. *Ellen MacArthur Foundation*.
- Environmental Research & Education Foundation. (2019). *Analysis of MSW Landfill Tipping Fees - April 2019* (Issue April). [www.erefndn.org](http://www.erefndn.org)
- Eriksson, M., Strid, I., & Hansson, P. A. (2015). Carbon footprint of food waste management options in the waste hierarchy - A Swedish case study. *Journal of Cleaner Production*, 93.  
<https://doi.org/10.1016/j.jclepro.2015.01.026>
- Espinoza, O. (2007). Solving the equity-equality conceptual dilemma: A new model for analysis of the educational process. *Educational Research*, 49(4), 343–363.  
<https://doi.org/10.1080/00131880701717198>
- Esposito, M., Tse, T., & Soufani, K. (2017). Is the Circular Economy a New Fast-Expanding Marketing? *Thunderbird International Business Review*, 59(1), 9–14.  
<https://doi.org/10.1002/tie>
- Evans, D. (2011). Blaming the consumer - once again: The social and material contexts of everyday food waste practices in some English households. *Critical Public Health*, 21(4), 429–440. <https://doi.org/10.1080/09581596.2011.608797>
- FAO. (2011). *Food wastage footprint & Climate Change. 1*, 1–4.  
<https://doi.org/10.4028/www.scientific.net/AMR.399-401.444>
- FAO. (2013a). Food wastage footprint: Impacts on natural resources. In *Food wastage footprint Impacts on natural resources*. [https://doi.org/ISBN 978-92-5-107752-8](https://doi.org/ISBN%20978-92-5-107752-8)
- FAO. (2013b). *Toolkit: Reducing the Food Wastage Footprint*.

- <https://doi.org/10.1017/CBO9781107415324.004>
- FAO. (2015). Save Food: Global Initiative on Food Loss and Waste Reduction: Food loss and waste facts infographic. *Food and Agriculture Organization of the United Nations*.
- Ferraro, F., & Beunza, D. (2019). Creating common ground: A communicative action model of dialogue in shareholder engagement. *Organization Science*, 29(6), 1187–1207. <https://doi.org/10.1287/orsc.2018.1226>
- Filimonau, V., & Gherbin, A. (2017). An exploratory study of food waste management practices in the UK grocery retail sector. *Journal of Cleaner Production*, 167, 1184–1194. <https://doi.org/10.1016/j.jclepro.2017.07.229>
- Finch, J., Horan, C., & Reid, E. (2015). The performativity of sustainability: making a conduit a marketing device. *Journal of Marketing Management*, 31, 167–192. <https://doi.org/10.1080/0267257X.2014.980752>
- Fink, L. D. (2018). BlackRock Letter. In *BlackRock*.
- Flak, L. S., & Rose, J. (2005). Stakeholder Governance: Adapting Stakeholder Theory to E-Government. *Communications of the Association for Information Systems*, 16(October). <https://doi.org/10.17705/1cais.01631>
- Food and Agriculture Organization of the United Nations. (2017). *Global Initiative on Food Loss and Waste*.
- Food Waste Reduction Alliance. (2014). Best practices & emerging solutions TOOLKIT. *Food Waste Reduction Alliance*, 1, 1–25.
- Fransen, L. (2012). Multi-stakeholder governance and voluntary programme interactions: Legitimation politics in the institutional design of corporate social responsibility. *Socio-Economic Review*, 10(1), 163–192. <https://doi.org/10.1093/ser/mwr029>
- Fransen, L. W., & Kolk, A. (2007). Global rule-setting for business: A critical analysis of multi-stakeholder standards. *Organization*, 14(5), 667–684. <https://doi.org/10.1177/1350508407080305>
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. <https://doi.org/10.1017/CBO9781139192675>
- Freeman, R. E. (1994). The Politics of Stakeholder Theory: Some Future Directions. *Business Ethics Quarterly*, 4(4), 409–421.
- Freeman, R. E., & Evan, W. M. (1990). Corporate Governance: A stakeholder Interpretation. *The Journal of Behavioral Economics*, 19(4), 337–359. <http://eds.b.ebscohost.com/nukweb.nuk.uni-lj.si/eds/detail?sid=de14aaf4-ab83-425d-ac68-9685a7bd2e62@sessionmgr110&vid=2&hid=107&bdata=JkF1dGhUeXBIPWlwLGN1c3R1aWQmY3VzdGlkPXM4MDEwMzYwJmxhbmc9c2wmc2l0ZT1lZHMtbGl2ZSZzY29wZT1zaXRl#db=buh&AN=9709182687>
- Friedman, M. (1962). Capitalism and Freedom. In *The University of Chicago Press*. <https://doi.org/10.7312/blau17412-074>
- Friedman, M. (1970). The social responsibility of business is to increase its profits. *The New York Times Magazine*, 31–35.
- Fyke, J. P., & Buzzanell, P. M. (2013). The ethics of conscious capitalism: Wicked problems in leading change and changing leaders. *Human Relations*, 66(12), 1619–1643. <https://doi.org/10.1177/0018726713485306>
- Garrone, P., Melacini, M., & Perego, A. (2014). Opening the black box of food waste reduction. *Food Policy*, 46, 129–139. <https://doi.org/10.1016/j.foodpol.2014.03.014>
- Gatignon, A., & Capron, L. (2020). The firm as an architect of polycentric governance: Building

- open institutional infrastructure in emerging markets. *Strategic Management Journal*, 1–38. <https://doi.org/10.1002/smj.3124>
- George, G., Mcgahan, A. M., & Prabhu, J. (2012). Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda. *Journal of Management Studies*, 49(4), 661–683. <https://doi.org/10.1111/j.1467-6486.2012.01048.x>
- Gersel, J., & Johnsen, R. (2020). Toward a novel theory of rational managerial deliberation: Stakeholders, ethical values, and corporate governance. *Academy of Management Learning and Education*, 19(3), 269–288. <https://doi.org/10.5465/AMLE.2019.0198>
- Ghauri, P. N., & Grønhaug, K. (2005). *Research Methods in Business Studies: A Practical Guide* (3rd Editio). Financial Times Prentice Hall.
- Ghoshal, S. (2005). Bad management theories are destroying good management practices. *Academy of Management Learning & Education*, 4(1), 75–91. <https://doi.org/10.1109/emr.2005.26768>
- Gibbert, M., Ruigrok, W., & Wicki, B. (2008). What Passes as a Rigorous Case Study. *Strategic Management Journal*, 29, 1465–1474. <https://doi.org/10.1002/smj>
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15–31. <https://doi.org/10.1177/1094428112452151>
- Giroto, F., Alibardi, L., & Cossu, R. (2015). Food waste generation and industrial uses: A review. *Waste Management*, 45, 32–41. <https://doi.org/10.1016/j.wasman.2015.06.008>
- Glaser, B. G. (1998). *Doing Grounded Theory: Issues & Discussion*. Sociology Press.
- Gleckman, H. (2016). *MULTI-STAKEHOLDER GOVERNANCE: A CORPORATE PUSH FOR A NEW FORM OF GLOBAL GOVERNANCE* *State of Power 2016*. 90–109.
- Gleckman, H. (2018a). Multistakeholder Governance and Democracy. In *Multistakeholder Governance and Democracy*. <https://doi.org/10.4324/9781315144740>
- Gleckman, H. (2018b). Multistakeholder Governance and Democracy. In *Multistakeholder Governance and Democracy* (Issue September). <https://doi.org/10.4324/9781315144740>
- Gollnhofer, J. F. (2017a). Normalising alternative practices: the recovery, distribution and consumption of food waste. *Journal of Marketing Management*, 33(7–8), 624–643. <https://doi.org/10.1080/0267257X.2017.1301982>
- Gollnhofer, J. F. (2017b). The legitimization of a sustainable practice through dialectical adaptation in the marketplace. *Journal of Public Policy & Marketing*, 36(1), 156–168. <https://doi.org/10.1509/jppm.15.090>
- Gomez, P. Y., & Korine, H. (2005). Democracy and the evolution of corporate governance. *Corporate Governance: An International Review*, 13(6), 739–752. <https://doi.org/10.1111/j.1467-8683.2005.00467.x>
- Gosh, P. R., Sharma, S. B., Haigh, Y. T., Evers, A. L. B., & Ho, G. (2015). An Overview of Food Loss and Waste: Why Does It Matter? *Cosmos*, 11(01), 89–103. <https://doi.org/10.1142/S0219607715500068>
- Greenfield, K. (2008). Panel 1: Stakeholder Theory and the Relationships Between Host Communities and Corporations. *Case Western Reserve Law Review*, 58(4), 1043–1065. <https://ezp3.sxu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=47879354&site=ehost-live&scope=site>
- Grewatsch, S., Kennedy, S., & (Tima) Bansal, P. (2021). Tackling wicked problems in strategic management with systems thinking. *Strategic Organization*, 147612702110386. <https://doi.org/10.1177/14761270211038635>



- Grosser, K. (2016). Corporate Social Responsibility and Multi-Stakeholder Governance: Pluralism, Feminist Perspectives and Women's NGOs. *Journal of Business Ethics*, 137(1), 65–81. <https://doi.org/10.1007/s10551-014-2526-8>
- Gruber, V., Holweg, C., & Teller, C. (2016). What a waste! Exploring the human reality of food waste from the store manager's perspective. *Journal of Public Policy & Marketing*, 35(1), 3–25. <https://doi.org/10.1509/jppm.14.095>
- Guest, G., Bunce, A., & Johnson, L. (2006). How Many Interviews Are Enough?: An Experiment with Data Saturation and Variability. *Field Methods*, 18(1), 59–82. <https://doi.org/10.1177/1525822X05279903>
- Gustavsson, J., Cederberg, C., Sonesson, U., & Emanuelsson, A. (2013). *The methodology of the FAO study: "Global Food Losses and Food Waste - extent, causes and prevention" - FAO, 2011: Vol. SIK report (Issue 857)*. <https://www.diva-portal.org/smash/get/diva2:944159/FULLTEXT01.pdf>
- Gustavsson, J., Cederberg, C., Sonesson, U., van Otterdijk, R., & Meybeck, A. (2011). Global food losses and food waste: Extent, causes and prevention. In *FAO*. <https://doi.org/10.1098/rstb.2010.0126>
- Hanson, C., & Mitchell, P. (2017). The Business Case for Reducing Food Loss and Waste. In *Champions 12.3*. [https://champions123.org/wp-content/uploads/2019/02/Report\\_The-Business-Case-for-Reducing-Food-Loss-and-Waste\\_Restaurants.pdf](https://champions123.org/wp-content/uploads/2019/02/Report_The-Business-Case-for-Reducing-Food-Loss-and-Waste_Restaurants.pdf)
- Harrison, J. S., & Freeman, R. E. (2004). Special Topic: Democracy in and Around Organizations. *Academy of Management Perspectives*, 18(3), 49–53. <https://doi.org/10.5465/ame.2004.14776168>
- Harrison, J. S., Freeman, R. E., & de Abreu, M. C. S. (2015). Stakeholder theory as an ethical approach to effective management: Applying the theory to multiple contexts. *Revista Brasileira de Gestao de Negocios*, 17(55), 858–869. <https://doi.org/10.7819/rbgn.v17i55.2647>
- Hassan, D., & O'Boyle, I. (2017). Stakeholder governance and Irish sport. *Sport in Society*, 20(5–6), 735–749. <https://doi.org/10.1080/17430437.2016.1158474>
- Hatch, M. J., & Yanow, D. (2003). Organization Theory as an Interpretive Science. In *The Oxford Handbook of Organization Theory* (pp. 63–87). <https://doi.org/10.1093/oxfordhb/9780199275250.003.0003>
- Head, B. W., & Xiang, W. N. (2016). Working with wicked problems in socio-ecological systems: More awareness, greater acceptance, and better adaptation. *Landscape and Urban Planning*, 154, 1–3. <https://doi.org/10.1016/j.landurbplan.2016.07.011>
- Hendry, J. (2001). Missing the Target: Normative Stakeholder Theory and the Corporate Governance Debate. *Business Ethics Quarterly*, 11(1), 159–176.
- Hitt, M. A., Beamish, P. W., Jackson, S. E., Mathieu, J. E., Hitt, M. A., Beamish, P. W., & Jackson, S. E. (2007). Building Theoretical and Empirical Bridges across Levels : Multilevel Research in Management Published by : Academy of Management Linked references are available on JSTOR for this article : BUILDING THEORETICAL AND EMPIRICAL BRIDGES ACROSS LEVELS : MULTIL. *The Academy of Management Journal*, 50(6), 1385–1399.
- Hoornweg, D., & Bhada-Tata, P. (2012). What a Waste: A Global Review of Solid Waste Management. *Urban Development Series; Knowledge Papers No.15, World Bank*, 116. <https://doi.org/10.1111/febs.13058>
- Horvath, R. J. (1972). A Definition of Colonialism. *Current Anthropology*, 13(1), 45–57.

- Hospes, O. (2014). Marking the success or end of global multi-stakeholder governance? The rise of national sustainability standards in Indonesia and Brazil for palm oil and soy. *Agriculture and Human Values*, 31(3), 425–437. <https://doi.org/10.1007/s10460-014-9511-9>
- Innes, J. E., & Booher, D. E. (2003). Collaborative policymaking: Governance through dialogue. *Deliberative Policy Analysis: Understanding Governance in the Network Society*, 33–59. <https://doi.org/10.1017/CBO9780511490934.003>
- Institution of Mechanical Engineers. (2015). Global food - Waste not, want not. In *Institution of Mechanical Engineers*. [http://www.imeche.org/knowledge/themes/environment/global-food%5Cnhttp://www.imeche.org/docs/default-source/reports/Global\\_Food\\_Report.pdf?sfvrsn=0](http://www.imeche.org/knowledge/themes/environment/global-food%5Cnhttp://www.imeche.org/docs/default-source/reports/Global_Food_Report.pdf?sfvrsn=0)
- Interreg Central Europe. (2016). Definition of Best Practice Activities in Food Waste Prevention and Management. In *EU Interreg Central Europe* (Vol. 1, Issue D.T1.2.1).
- Iyer, E. S., & Reczek, R. W. (2017). The intersection of sustainability, marketing, and public policy: Introduction to the special section on sustainability. *Journal of Public Policy & Marketing*, 36(2), 246–254. <https://doi.org/10.1509/jppm.36.250>
- Jansson, E. (2005). The stakeholder model: The influence of the ownership and governance structures. *Journal of Business Ethics*, 56(1), 1–13. <https://doi.org/10.1007/s10551-004-2168-3>
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. *Journal of Financial Economics*, 305–360. <https://doi.org/10.1177/0018726718812602>
- Jo, H., Song, M. H., & Tsang, A. (2016). Corporate social responsibility and stakeholder governance around the world. *Global Finance Journal*, 29, 42–69. <https://doi.org/10.1016/j.gfj.2015.04.003>
- Jones, T. M. (1995). Instrumental Stakeholder Theory: a Synthesis of Ethics and Economics. *Academy of Management Review*, 20(2), 404–437. <https://doi.org/10.5465/amr.1995.9507312924>
- Jones, T. M., Felps, W., & Bigley, G. A. (2007). Ethical Theory and Stakeholder-Related Decisions: The Role of Stakeholder Culture. *Academy of Management Review*, 32(1), 137–155. <http://www.jstor.com/stable/20159285>
- Kabanoff, B. (1991). Equity, Equality, Power, and Conflict. *The Academy of Management Review*, 16(2), 416–441.
- Kilduff, M. (2006). Editor's Comments: Publishing Theory. *Academy of Management Review*, 31(2), 252–255.
- Kim, J., Rundle-Thiele, S., & Knox, K. (2019). Systematic literature review of best practice in food waste reduction programs. *Journal of Social Marketing*, 9(4), 447–466. <https://doi.org/10.1108/jsocm-05-2019-0074>
- Klein, P. G., Mahoney, J. T., McGahan, A. M., & Pitelis, C. N. (2012). Who is in charge? A property rights perspective on stakeholder governance. *Strategic Organization*, 10(3), 304–315. <https://doi.org/10.1177/1476127012453108>
- Klein, P. G., Mahoney, J. T., McGahan, A. M., & Pitelis, C. N. (2019). Organizational governance adaptation: Who is in, who is out, and who gets what. *Academy of Management Review*, 44(1), 6–27. <https://doi.org/10.5465/amr.2014.0459>
- Köhne, M. (2014). Multi-stakeholder initiative governance as assemblage: Roundtable on Sustainable Palm Oil as a political resource in land conflicts related to oil palm plantations. *Agriculture and Human Values*, 31(3), 469–480. <https://doi.org/10.1007/s10460-014-9507->

- Kor, Y. Y., Prabhu, J., & Esposito, M. (2017). How large food retailers can help solve the food waste crisis. *Harvard Business Review*, 1–6. <https://doi.org/10.1093/schbul/sbq008>
- Kouwenhoven, G., Nallab, V. R., & von Losoncz, T. L. (2012). Creating sustainable businesses by reducing food waste: A value chain framework for eliminating inefficiencies. *International Food and Agribusiness Management Review*, 15(3), 119–138.
- Kuhn, T. (2008). A communicative theory of the firm: Developing an alternative perspective on intra-organizational power and stakeholder relationships. *Organization Studies*, 29(8–9), 1227–1254. <https://doi.org/10.1177/0170840608094778>
- Kulikowskaja, V., & Aschemann-Witzel, J. (2017). Food Waste Avoidance Actions in Food Retailing: The Case of Denmark. *Journal of International Food and Agribusiness Marketing*, 29(4), 328–345. <https://doi.org/10.1080/08974438.2017.1350244>
- Kummu, M., de Moel, H., Porkka, M., Siebert, S., Varis, O., & Ward, P. J. (2012). Lost food, wasted resources: Global food supply chain losses and their impacts on freshwater, cropland, and fertiliser use. *Science of the Total Environment*, 438, 477–489. <https://doi.org/10.1016/j.scitotenv.2012.08.092>
- Lazell, J. (2016). Consumer food waste behaviour in universities: Sharing as a means of prevention. *Journal of Consumer Behaviour*, 15, 430–439. <https://doi.org/10.1002/cb>
- Lazell, J., Magrizos, S., & Carrigan, M. (2018). Over-claiming the circular economy: The missing dimensions. *Social Business*, 8(1), 103–114. <https://doi.org/10.1362/204440818x15208755029618>
- Licht, A. N. (2004). The Maximands of Corporate Governance: A Theory of Values and Cognitive Style. *Delaware Journal of Corporate Law*, 29(3), 649–746.
- Lieder, M., & Rashid, A. (2016). Towards circular economy implementation: A comprehensive review in context of manufacturing industry. *Journal of Cleaner Production*, 115, 36–51. <https://doi.org/10.1016/j.jclepro.2015.12.042>
- Lin, L., Nasaw, D., Turner, Z., Houston-Waesch, M., Koh, Y., Chaudhuri, S., Smith, E., Dalton, M., McGroarty, P., Passy, C., & George-Cosh, D. (2017). How the World Eats Lunch; From Beijing to New York, midday meal habits are upended by the rise of delivery apps, food trucks. *Wall Street Journal*. <https://www.proquest.com/newspapers/how-world-eats-lunch-beijing-new-york-midday-meal/docview/1903498386/se-2?accountid=11226>
- Loboguerrero, A. M., Birch, J., Thornton, P., Meza, L., Sunga, I., Bong, B. B., Rabbinge, R., Reddy, M., Dinesh, D., Korner, J., Martinez-Baron, D., Millan, A., Hansen, J., Huyer, S., & Campbell, B. (2018). Feeding the World in a Changing Climate: An Adaptation Roadmap for Agriculture. *Global Commission on Adaptation*, 1–20.
- Locke, K. D. (2001). *Grounded Theory in Management Research*. SAGE Publications. <https://doi.org/10.4135/9780857024428>
- Lomax, J., Demassieux, F., Swannell, R., & Herszenhorn, E. (2014). Prevention and reduction of food and drink waste in businesses and households. *United Nations Environment Programme*.
- Lundqvist, J., de Fraiture, C., & Molden, D. (2008). Saving Water: From Field to Fork - Curbing Losses and Wastage in the Food Chain. *SIWI Policy Brief*. SIWI. <http://www.siwi.org/publications/>
- Luo, J., & Kaul, A. (2019). Private action in public interest: The comparative governance of social issues. *Strategic Management Journal*, 40(4), 476–502. <https://doi.org/10.1002/smj.2961>

- Madhok, A. (2002). Reassessing the fundamentals and beyond: Ronald Coase, the transaction cost and resource-based theories of the firm and the institutional structure of production. *Strategic Management Journal*, 23(6), 535–550. <https://doi.org/10.1002/smj.247>
- Marx, A. (2013). Varieties of legitimacy: a configurational institutional design analysis of eco-labels. *Innovation: The European Journal of Social Science Research*, 26(3), 268–287. <https://doi.org/10.1080/13511610.2013.771892>
- Matzembacher, D. E., Vieira, L. M., & de Barcellos, M. D. (2020). An analysis of multi-stakeholder initiatives to reduce food loss and waste in an emerging country – Brazil. *Industrial Marketing Management*, August, 0–1. <https://doi.org/10.1016/j.indmarman.2020.08.016>
- Matzembacher, D. E., Vieira, L. M., & de Barcellos, M. D. (2021). An analysis of multi-stakeholder initiatives to reduce food loss and waste in an emerging country – Brazil. *Industrial Marketing Management*, 93(September 2019), 591–604. <https://doi.org/10.1016/j.indmarman.2020.08.016>
- McKinsey Center for Business and Environment. (2016). The circular economy: Moving from theory to practice. In *McKinsey & Company* (Issue October).
- Meadows, D. H. (2008). *Thinking in Systems Overview* (D. Wright (ed.)). Chelsea Green Publishing. <https://www.cdc.gov/policy/polaris/tis/index.html>
- Mees-Buss, J., Welch, C., & Piekari, R. (2020). From Templates to Heuristics: How and Why to Move Beyond the Gioia Methodology. *Organizational Research Methods*. <https://doi.org/10.1177/1094428120967716>
- Mena, C., Adenso-Diaz, B., & Yurt, O. (2011). The causes of food waste in the supplier-retailer interface: Evidences from the UK and Spain. *Resources, Conservation and Recycling*, 55(6), 648–658. <https://doi.org/10.1016/j.resconrec.2010.09.006>
- Mena, S., & Palazzo, G. (2012). Input and Output Legitimacy of Multi-Stakeholder Initiatives. *Business Ethics Quarterly*, 22(3), 527–556. <https://doi.org/10.5840/beq201222333>
- Mesiranta, N., Närvänen, E., & Mattila, M. (2021). Framings of Food Waste: How Food System Stakeholders Are Responsibilized in Public Policy Debate. *Journal of Public Policy and Marketing*, 1–18. <https://doi.org/10.1177/07439156211005722>
- Mitchell, R. K., Agle, Bradley, R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience : Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853–886.
- Mitchell, R. K., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853–886. <https://www.jstor.org/stable/259247> Accessed:
- Monks, R. A. G., & Minow, N. (1995). Corporate Governance. In *Blackwell Publishing* (Vol. 28, Issue 3). <https://doi.org/10.1177/0256090920030313>
- Moro Visconti, R. (2019). Combining network theory with corporate governance: Converging models for connected stakeholders. *Corporate Ownership and Control*, 17(1), 125–139. <https://doi.org/10.22495/cocv17i1art12>
- Moult, J. A., Allan, S. R., Hewitt, C. N., & Berners-Lee, M. (2018). Greenhouse gas emissions of food waste disposal options for UK retailers. *Food Policy*, 77. <https://doi.org/10.1016/j.foodpol.2018.04.003>
- Mourad, M. (2016). Recycling, recovering and preventing “food waste”: Competing solutions for food systems sustainability in the United States and France. *Journal of Cleaner Production*, 126, 461–477. <https://doi.org/10.1016/j.jclepro.2016.03.084>

- Murray, A., Skene, K., & Haynes, K. (2017). The Circular Economy: An Interdisciplinary Exploration of the Concept and Application in a Global Context. *Journal of Business Ethics*, 140(3), 369–380. <https://doi.org/10.1007/s10551-015-2693-2>
- Nesadurai, H. E. S. (2019). Transnational Private Governance as a Developmental Driver in Southeast Asia: The Case of Sustainable Palm Oil Standards in Indonesia and Malaysia. *Journal of Development Studies*, 55(9), 1892–1908. <https://doi.org/10.1080/00220388.2018.1536262>
- Nicholes, M. J., Qusted, T. E., Reynolds, C., Gillick, S., & Parry, A. D. (2019). Surely you don't eat parsnip skins? Categorising the edibility of food waste. *Resources, Conservation and Recycling*, 147. <https://doi.org/10.1016/j.resconrec.2019.03.004>
- OECD. (2018). Multinational enterprises in the global economy: Heavily debated by hardly measured. In *OECD*. <https://doi.org/10.1002/da.22770>
- Ostrom, E. (1990). Governing the Commons: The Evolution of Institutions for Collective Action. In *Cambridge University Press*.
- Oxford Languages. (2022). *Power*.
- Palazzo, G., & Scherer, A. G. (2006). Corporate legitimacy as deliberation: A communicative framework. *Journal of Business Ethics*, 66(1), 71–88. <https://doi.org/10.1007/s10551-006-9044-2>
- Palazzo, G., & Scherer, A. G. (2008). Corporate Social Responsibility, Democracy, and the Politicization of the Corporation. *The Academy of Management Review*, 33(3), 773–775.
- Papargyropoulou, E., Lozano, R., K. Steinberger, J., Wright, N., & Ujang, Z. Bin. (2014). The food waste hierarchy as a framework for the management of food surplus and food waste. *Journal of Cleaner Production*, 76, 106–115. <https://doi.org/10.1016/j.jclepro.2014.04.020>
- Parfitt, J., Barthel, M., & MacNaughton, S. (2010). Food waste within food supply chains: Quantification and potential for change to 2050. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 365(1554), 3065–3081. <https://doi.org/10.1098/rstb.2010.0126>
- Parker, J. R., Umashankar, N., & Schleicher, M. G. (2019). How and Why the Collaborative Consumption of Food Leads to Overpurchasing, Overconsumption, and Waste. *Journal of Public Policy & Marketing*, 38(2), 154–171. <https://doi.org/10.1177/0743915618823783>
- Pek, S. (2019). Rekindling Union Democracy Through the Use of Sortition. *Journal of Business Ethics*, 155(4), 1033–1051. <https://doi.org/10.1007/s10551-017-3526-2>
- Persson, T., Roland, G., & Tabellini, G. (1996). *Separation of Powers and Accountability: Towards a Formal Approach to Comparative Politics* (Seminar Paper No. 612, ISSN 0347-8769).
- Pfeffer, J. (1992). Understanding Power in Organizations. In *Managing with Power* (pp. 29–50). Harvard Business School Press. <https://doi.org/10.1017/CBO9780511626562.003>
- Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependence Perspective*. Stanford University Press.
- Phillips, R., Freeman, R. E., & Wicks, A. C. (2003). What Stakeholder Theory Is Not. *Business Ethics Quarterly*, 13(4), 479–502.
- Piekkari, R., & Welch, C. (2018). The Case Study in Management Research: Beyond the Positivist Legacy of Eisenhardt and Yin? *The SAGE Handbook of Qualitative Business and Management Research Methods: History and Traditions*, 345–358. <https://doi.org/10.4135/9781526430212.n21>
- Piekkari, R., Welch, C., & Paavilainen, E. (2009). The case study as disciplinary convention:

- Evidence from international business journals. *Organizational Research Methods*, 12(3), 567–589. <https://doi.org/10.1177/1094428108319905>
- Piekkari, R., Welch, C., & Zølner, M. (2020). The Uneasy Relationship Between the Case Study and Cross-Cultural Management. In B. Szkudlarek, L. Romani, D. V. Caprar, & J. S. Osland (Eds.), *The SAGE Handbook of Contemporary Cross-Cultural Management* (pp. 156–170). SAGE Publications, Inc. <http://dx.doi.org/10.4135/9781529714340.n13>
- Piercy, N. F., & Lane, N. (2009). Corporate social responsibility: impacts on strategic marketing and customer value. *The Marketing Review*, 9(4), 335–360.
- Porter, M. E. (1980). Industry Structure and Competitive Strategy: Keys to Profitability. *Financial Analysts Journal*, 36(4), 30–41. <https://www.jstor.org/stable/4478361>
- Porter, M. E., & Kramer, M. R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, December, 1–378. <https://doi.org/10.1007/3-540-33247-2>
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1–2). <https://doi.org/10.32591/coas.ojss.0201.04037b>
- Powell, E. E., Hamann, R., Bitzer, V., & Baker, T. (2018). Bringing the elephant into the room? Enacting conflict in collective prosocial organizing. *Journal of Business Venturing*, 33(5), 623–642. <https://doi.org/10.1016/j.jbusvent.2017.11.006>
- Press, M., & Arnould, E. J. (2009). Constraints on Sustainable Energy Consumption: Market System and Public Policy Challenges and Opportunities. *Journal of Public Policy & Marketing*, 28(1), 102–113. <https://doi.org/10.1509/jppm.28.1.102>
- Prieto, L. C., & Phipps, S. T. A. (2019). *African American Management History: Insights on Gaining a Cooperative Advantage*. Emerald Group Publishing.
- Randall, A. (1974). Coase Externality Theory in a Policy Context. *Natural Resources Journal*, 14(1).
- Ravindran, R., & Jaiswal, A. K. (2016). Exploitation of Food Industry Waste for High-Value Products. In *Trends in Biotechnology* (Vol. 34, Issue 1, pp. 58–69). Elsevier Ltd. <https://doi.org/10.1016/j.tibtech.2015.10.008>
- Redlingshöfer, B., Barles, S., & Weisz, H. (2020). Are waste hierarchies effective in reducing environmental impacts from food waste? A systematic review for OECD countries. *Resources, Conservation and Recycling*, 156(November 2018), 104723. <https://doi.org/10.1016/j.resconrec.2020.104723>
- ReFED. (2016). *A Roadmap to Reduce U.S. Food Waste by 20 Percent - Foundation Action Guide*.
- ReFED. (2018). *Retail Food Waste Action Guide 2018*.
- Renneboog, L., Ter Horst, J., & Zhang, C. (2008). The price of ethics and stakeholder governance: The performance of socially responsible mutual funds. *Journal of Corporate Finance*, 14(3), 302–322. <https://doi.org/10.1016/j.jcorpfin.2008.03.009>
- Reynolds, C., Goucher, L., Quested, T., Bromley, S., Gillick, S., Wells, V. K., Evans, D., Koh, L., Carlsson Kanyama, A., Katzeff, C., Svenfelt, Å., & Jackson, P. (2019). Review: Consumption-stage food waste reduction interventions – What works and how to design better interventions. In *Food Policy* (Vol. 83). <https://doi.org/10.1016/j.foodpol.2019.01.009>
- Ribeiro, I., Sobral, P., Peças, P., & Henriques, E. (2018). A sustainable business model to fight food waste. *Journal of Cleaner Production*, 177. <https://doi.org/10.1016/j.jclepro.2017.12.200>
- Ritvala, T., Granqvist, N., & Piekkari, R. (2021). A processual view of organizational

- stigmatization in foreign market entry: The failure of Guggenheim Helsinki. *Journal of International Business Studies*, 52(2), 282–305. <https://doi.org/10.1057/s41267-020-00329-7>
- Roloff, J. (2008). Learning from multi-stakeholder networks: Issue-focussed stakeholder management. *Journal of Business Ethics*, 82(1), 233–250. <https://doi.org/10.1007/s10551-007-9573-3>
- Rothschild, M. L. (1999). A Conceptual Framework for the Management of Public Health and. *Journal of Marketing*, 63(October), 24–37.
- Rowley, T. J. (1997). Moving beyond Dyadic Ties: A Network Theory of Stakeholder Influences. *The Academy of Management Review*, 22(4), 887–910. <http://www.jstor.org/stable/259248>
- Rutten, M. M. (2013). Economic Theory and the Impact of Reducing Food Losses and Waste. *Agriculture & Food Security*, 1–13. <https://doi.org/10.1186/2048-7010-2-13>
- Sachs, S., Rühli, E., & Meier, C. (2010). Stakeholder governance as a response to wicked issues. *Journal of Business Ethics*, 96(2010), 57–64. <https://doi.org/10.1007/s10551-011-0944-4>
- Said, E. (2012). *Culture and Imperialism*. Knopf Doubleday Publishing Group.
- Said, E. W. (1993). *Culture and Imperialism*. Vintage Books. <https://doi.org/10.3724/SP.J.1010.2008.00129>
- Sandberg, J. (2005). How do we justify knowledge produced within interpretive approaches? *Organizational Research Methods*, 8(1), 41–68. <https://doi.org/10.1177/1094428104272000>
- Sauer, P. C., & Hiete, M. (2020). Multi-stakeholder initiatives as social innovation for governance and practice: A review of responsible mining initiatives. *Sustainability (Switzerland)*, 12(1). <https://doi.org/10.3390/SU12010236>
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality and Quantity*, 52(4), 1893–1907. <https://doi.org/10.1007/s11135-017-0574-8>
- Scherer, A. G., & Palazzo, G. (2007). Toward a political conception of corporate responsibility: Business and society seen from a habermasian perspective. *Academy of Management Review*, 32(4), 1096–1120. <https://doi.org/10.5465/AMR.2007.26585837>
- Schleifer, P. (2019). Varieties of multi-stakeholder governance: selecting legitimization strategies in transnational sustainability politics. *Globalizations*, 16(1), 50–66. <https://doi.org/10.1080/14747731.2018.1518863>
- Scholte, J. A. (2020). *Multistakeholderism Filling the Global Governance Gap? Introduction: What Is Multistakeholder Global Governance? April*, 1–47. <https://globalchallenges.org/wp-content/uploads/Research-review-global-multistakeholderism-scholte-2020.04.06.pdf>
- Schouten, G., Leroy, P., & Glasbergen, P. (2012). On the deliberative capacity of private multi-stakeholder governance: The Roundtables on Responsible Soy and Sustainable Palm Oil. *Ecological Economics*, 83, 42–50. <https://doi.org/10.1016/j.ecolecon.2012.08.007>
- Scott, M. L., & Vallen, B. (2019). Expanding the Lens of Food Well-Being: An Examination of Contemporary Marketing, Policy, and Practice with an Eye on the Future. *Journal of Public Policy & Marketing*, 38(2), 127–135. <https://doi.org/10.1177/0743915619831647>
- Sheth, J. N., & Apte, S. (2016). *The Sustainability Edge: How to drive top-line growth with triple-bottom-line thinking*. University of Toronto Press. <https://doi.org/10.3138/9781442624351>

- Short, C., & Winter, M. (1999). The problem of common land: Towards stakeholder governance. *Journal of Environmental Planning and Management*, 42(5), 613–630.  
<https://doi.org/10.1080/09640569910911>
- Silverman, D. (1989). Six Rules of Qualitative Research: A Post-Romantic Argument. *Symbolic Interaction*, 12(2), 215–230. <https://doi.org/10.1525/si.1989.12.2.215>
- Sowell, T. (2000, August). Wake up, parents! *Jewish World Review*.  
<http://www.jewishworldreview.com/cols/sowell081800.asp>
- Spitzeck, H., & Hansen, E. G. (2010). Stakeholder governance: How stakeholders influence corporate decision making. *Corporate Governance*, 10(4), 378–391.  
<https://doi.org/10.1108/14720701011069623>
- Spitzeck, H., Hansen, E. G., & Grayson, D. (2011). Joint management-stakeholder committees - a new path to stakeholder governance? *Corporate Governance*, 11(5), 560–568.  
<https://doi.org/10.1108/14720701111176975>
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), 100708. <https://doi.org/10.1016/j.hrmr.2019.100708>
- Sternberg, E. (1996). Stakeholder Theory Exposed. *Economic Affairs*, 16(3), 36–38.
- Stewart, R., & Niero, M. (2018). Circular economy in corporate sustainability strategies: A review of corporate sustainability reports in the fast-moving consumer goods sector. *Business Strategy and the Environment*, 27(7), 1005–1022. <https://doi.org/10.1002/bse.2048>
- Stolzenberg, E. B., Aragon, M. C., Romo, E., Couch, V., McLennan, D., Eagan, M. K., & Kang, N. (2020). *The American Freshman: National Norms Fall 2019*.
- Teigiserova, D. A., Hamelin, L., & Thomsen, M. (2020a). Towards transparent valorization of food surplus, waste and loss: Clarifying definitions, food waste hierarchy, and role in the circular economy. *Science of the Total Environment*, 706, 136033.  
<https://doi.org/10.1016/j.scitotenv.2019.136033>
- Teigiserova, D. A., Hamelin, L., & Thomsen, M. (2020b). Towards transparent valorization of food surplus, waste and loss: Clarifying definitions, food waste hierarchy, and role in the circular economy. *Science of the Total Environment*, 706.  
<https://doi.org/10.1016/j.scitotenv.2019.136033>
- The Economist, & Intelligence Unit. (2017). Food Sustainability Index 2017. In *Barilla Center for Food and Nutrition*. [www.foodsustainability.eiu.com](http://www.foodsustainability.eiu.com)
- Thyberg, K. L., & Tonjes, D. J. (2016). Drivers of food waste and their implications for sustainable policy development. *Resources, Conservation and Recycling*, 106, 110–123.  
<https://doi.org/10.1016/j.resconrec.2015.11.016>
- Tirole, J. (2001). Corporate governance. *Econometrica*, 69(1), 1–35.  
<https://doi.org/10.1111/1468-0262.00177>
- Tricker, R. I. (1996). *Pocket Director*. The Economist Books.
- Tuczek, F., Castka, P., & Wakolbinger, T. (2018). A review of management theories in the context of quality, environmental and social responsibility voluntary standards. *Journal of Cleaner Production*, 176, 399–416. <https://doi.org/10.1016/j.jclepro.2017.12.161>
- Tulshyan, R. (2021). Take Your Lunch Break! *Harvard Business Review*.
- Turnbull, S. (1997). Corporate governance: Its scope, concerns and theories. *Corporate Governance: An International Review*, 5(4), 180–205.
- United Nations. (2015). *Transforming Our World: The 2030 Agenda for Sustainable*

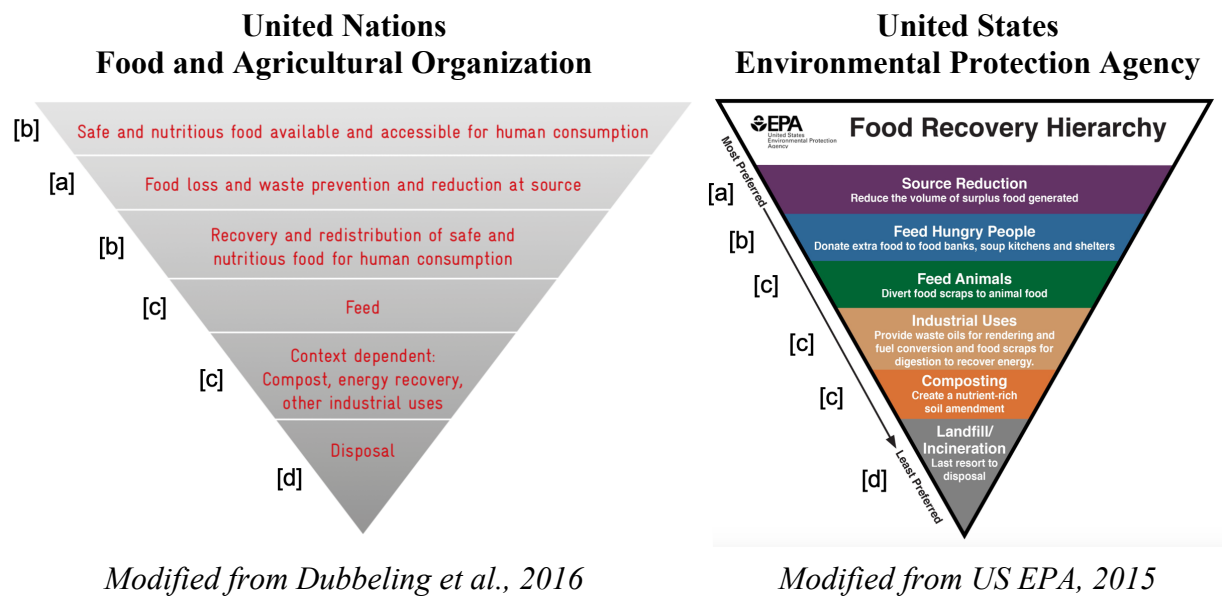


- Development*. <https://doi.org/10.1201/b20466-7>
- United States Environmental Protection Agency. (2018). Advancing Sustainable Materials Management: 2015 Fact Sheet. *United States Environmental Protection Agency, Office of Land and Emergency Management, Washington, DC 20460, November, 22*. <https://doi.org/EPA530F-18-004>
- United States Environmental Protection Agency. (2020). *2018 Wasted Food Report: Estimates of generation and management of wasted food in the United States in 2018* (Issue November). [https://www.epa.gov/sites/production/files/2020-11/documents/2018\\_wasted\\_food\\_report.pdf](https://www.epa.gov/sites/production/files/2020-11/documents/2018_wasted_food_report.pdf)
- Urquhart, C. (2007). The evolving nature of grounded theory method: The case of the information systems discipline. In A. Bryant & K. Charmaz (Eds.), *The Sage handbook of grounded theory* (pp. 339–359). SAGE Publications, Inc.
- US EPA. (2015). *Food Recovery Hierarchy*. <https://www.epa.gov/sustainable-management-food/food-recovery-hierarchy>
- US EPA. (2018). *National Overview: Facts and Figures on Materials, Wastes and Recycling*. 1–5. <https://www.epa.gov/facts-and-figures-about-materials-waste-and-recycling/national-overview-facts-and-figures-materials#NationalPicture>
- Van Hootegeem, A., Abts, K., & Meuleman, B. (2020). Differentiated Distributive Justice Preferences? Configurations of Preferences for Equality, Equity and Need in Three Welfare Domains. *Social Justice Research*, 33(3), 257–283. <https://doi.org/10.1007/s11211-020-00354-9>
- Van Maanen, J. (1979). The Fact of Fiction in Organizational Ethnography. *Administrative Science Quarterly*, 24(4), 539–550.
- van Zanten, J. A., & van Tulder, R. (2018). Multinational enterprises and the sustainability development goals: An institutional approach to corporate engagement. *Journal of International Business Policy*, 1(3–4), 208–233. <https://doi.org/10.1057/s42214-018-0008-x>
- Weber, M. (1978). *Economy and society: An outline of interpretive sociology* (Vol. 2). University of California Press.
- Welch, C., Piekkari, R., Plakoyiannaki, E., & Paavilainen-Mäntymäki, E. (2011). Theorising from case studies : Towards a pluralist future for international business research. *Journal of International Business Studies*, 42, 740–762. <https://doi.org/10.1057/jibs.2010.55>
- Williamson, O. E. (1975). *Markets and Hierarchies: Analysis and Antitrust Implications* (Issue 2630). <https://doi.org/10.2307/2392191>
- Williamson, O. E. (1979). Transaction-cost economics: The governance of contractual relations. *The Journal of Law and Economics*, 22(2), 233–261. <https://doi.org/10.1086/466942>
- Williamson, O. E. (1991). Strategizing, economizing, and economic organization. *Strategic Management Journal*, 12, 75–94.
- Wilson, D. C., Butler, R. J., Cray, D., Hickson, D. J., & Mallory, G. R. (2017). The Limits of Trade Union Power in Organisational Decision Making. *The Bradford Studies of Strategic Decision Making*, 235–254.
- Yin, R. K. (2013). *Case Study Research Design and Methods* (5th ed.). SAGE Publications, Inc.
- York, J. G., Vedula, S., & Lenox, M. J. (2018). It's not easy building green: The impact of public policy, private actors, and regional logics on voluntary standards adoption. *Academy of Management Journal*, 61(4), 1492–1523. <https://doi.org/10.5465/amj.2015.0769>
- Young, C. W., Russell, S. V., Robinson, C. A., & Chintakayala, P. K. (2018). Sustainable Retailing – Influencing Consumer Behaviour on Food Waste. *Business Strategy and the*

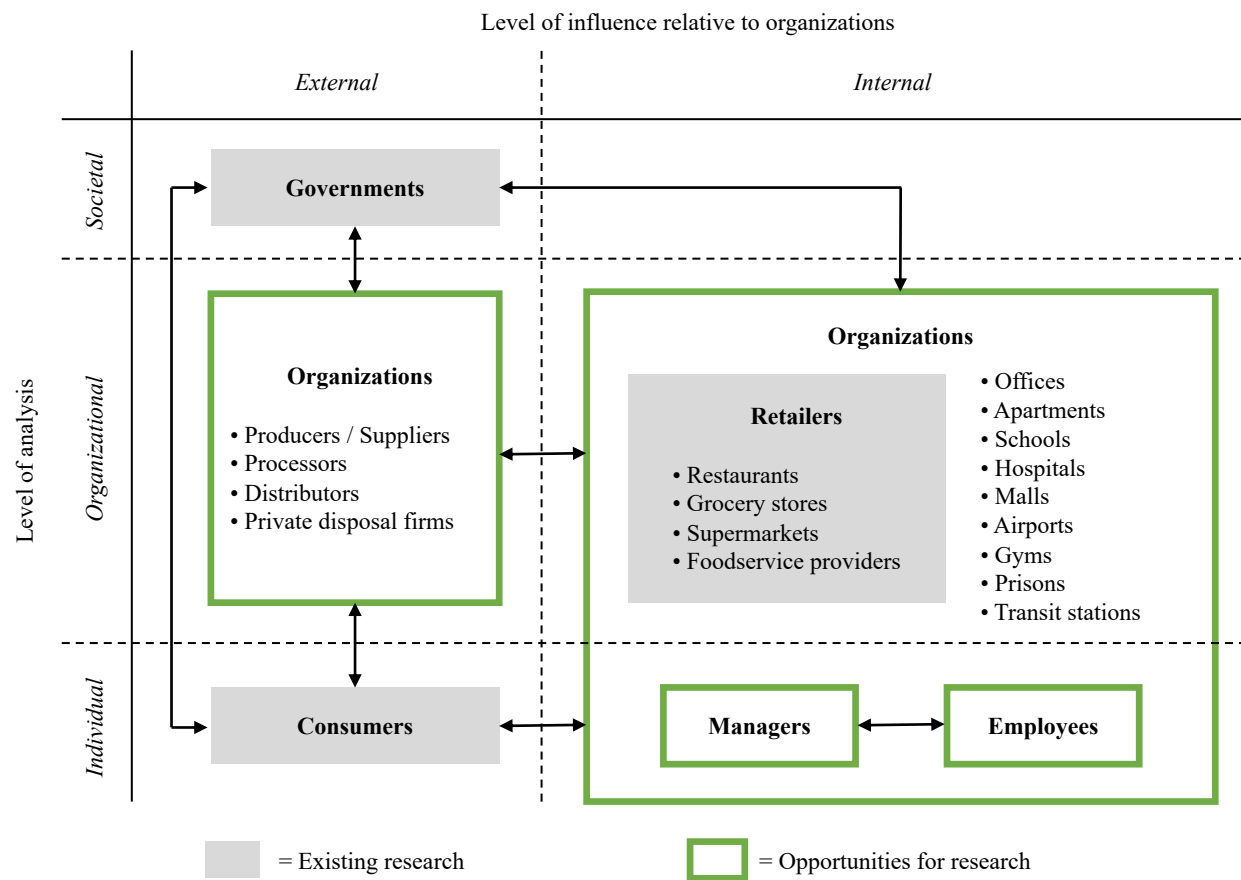
- Environment*, 27(1), 1–15. <https://doi.org/10.1002/bse.1966>
- Zeitoun, H., Osterloh, M., & Frey, B. S. (2014). Learning from ancient athens: Demarchy and corporate governance. *Academy of Management Perspectives*, 28(1), 1–14. <https://doi.org/10.5465/amp.2012.0105>
- Zucchella, A., & Previtali, P. (2019). Circular business models for sustainable development: A “waste is food” restorative ecosystem. *Business Strategy and the Environment*, 28(2), 274–285. <https://doi.org/10.1002/bse.2216>

5. FIGURES

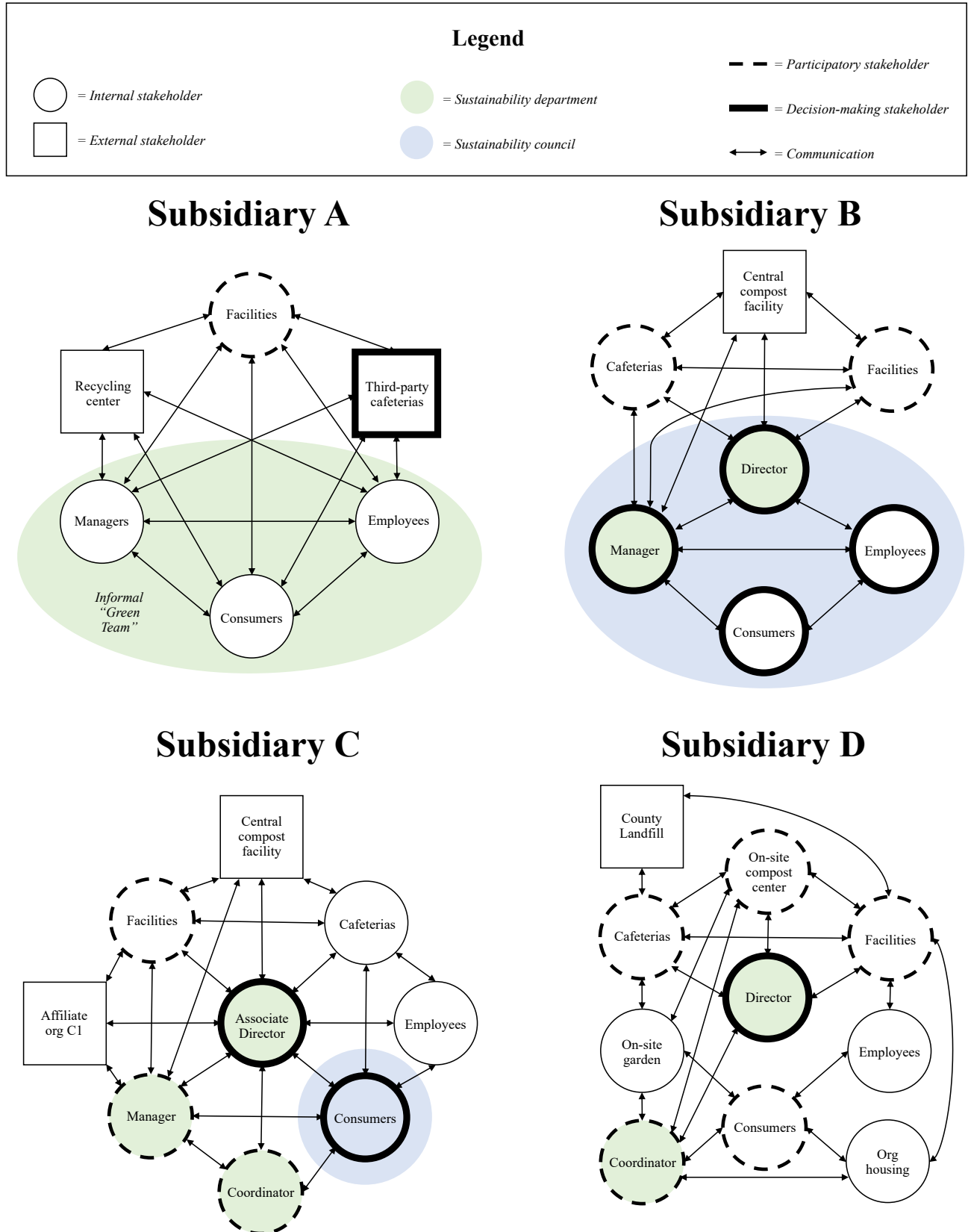
5.1. Figure 1: Food waste and recovery hierarchies



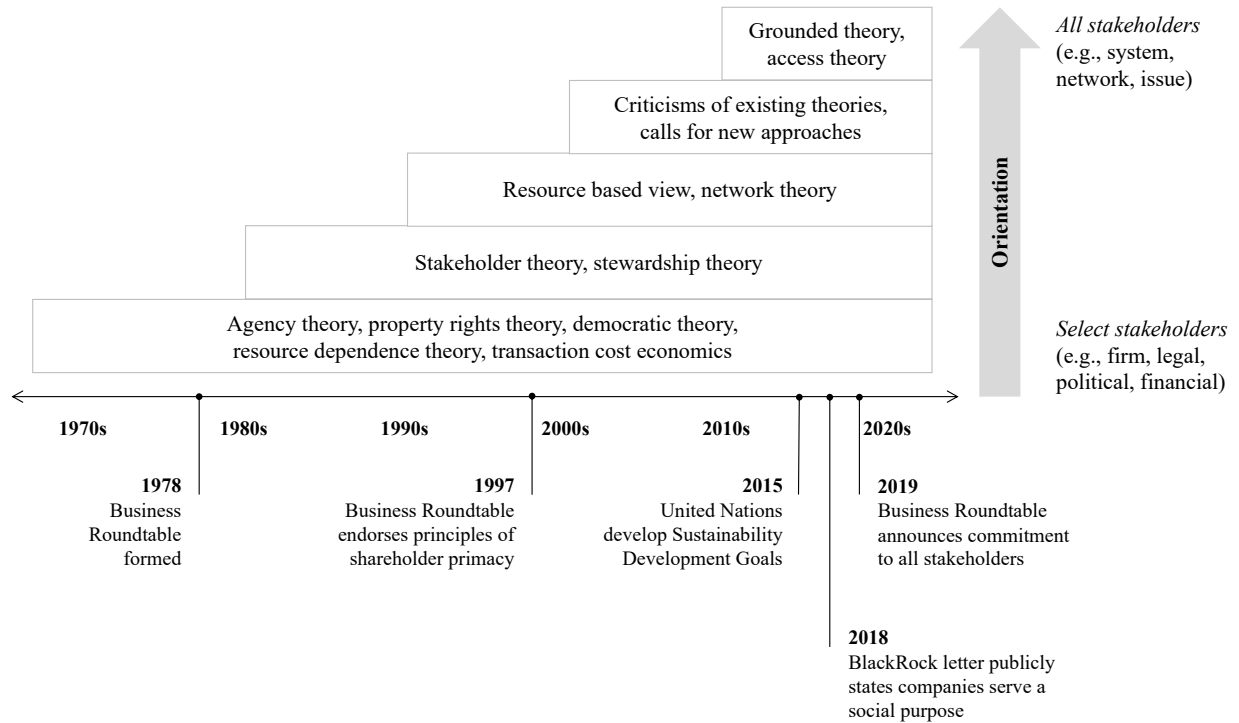
5.2. **Figure 2:** Conceptual framework of the positioning of organizational food waste in the current landscape of food waste research



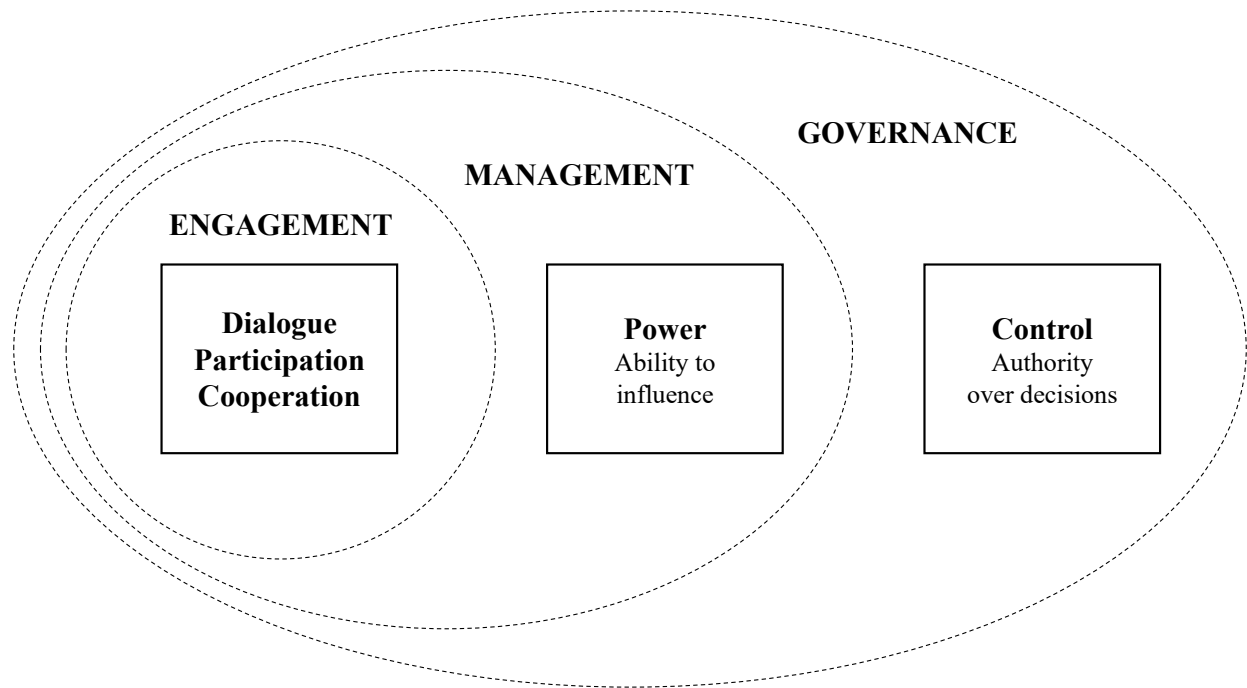
### 5.3. Figure 3: Stakeholder interactions and decision-making dynamics



#### 5.4. Figure 4: Evolution of theoretical orientations in stakeholder governance literature



5.5. **Figure 5:** Conceptualization of stakeholder governance



## 6. TABLES

6.1. **Table 1:** Theoretical framework of food waste contexts and responsible actors in business research

Food Waste Hierarchy Level	Government / Public Policy / Nonprofit	Retailers	Consumers
[a] Prevention and Reduction	<b>Reduction / awareness / education campaigns</b> <u>Consumer onus</u> Aschenmann-Witzel et al., 2018; Block et al., 2016; Bublitz et al., 2019; Kor et al., 2017; Priefer et al., 2016; Young et al., 2018  <i>Example: WRAP's "Love Food Hate Waste" campaign in UK</i>	<b>Reduction / awareness / education campaigns</b> <u>Consumer onus</u> Kor et al., 2017; Kulikovskaja & Aschenmann-Witzel, 2017; Young et al., 2018; Parker et al., 2019  <b>Operational activities</b> <u>Mixed onus</u> Gruber et al., 2016; Kor et al., 2017; Parker et al., 2019  <i>Examples:</i> <i>Inventory technology (e.g., Leanpath, Wimow); date labeling; providing caloric information</i>	<b>Dumpster diving / scavenging</b> Gollnhöfer, 2017b  <b>Food sharing / charitable donations</b> Lazell, 2016  <b>Source separation</b> Kim et al., 2019
	<b>Anthropomorphism campaigns</b> <u>Consumer onus</u> Cooremans & Geuens, 2019  <b>Nonprofit programs</b> <u>Mixed onus</u> Bublitz et al., 2019; Block et al., 2016  <i>Example:</i> <i>Hunger Task Force Food Recovery Network</i>	<b>Food sharing / charitable donations</b> <u>Manager / employee onus</u> Cicatiello et al., 2016; Gollnhöfer 2017a; Gollnhöfer, 2017b; Kor et al., 2017; Kulikovskaja & Aschenmann-Witzel, 2017  <b>Anthropomorphism campaigns</b> <u>Consumer onus</u> Cooremans & Geuens, 2019	<b>Dumpster diving / scavenging</b> Brosius et al., 2013; Cherrier & Hill, 2018  <b>Food sharing / charitable donations</b> Gollnhöfer, 2017a; Lazell, 2016; Lazell et al., 2018; Mägel et al., 2019  <b>Anthropomorphism purchasing</b> Cooremans & Geuens, 2019  <b>Reusing leftovers</b> Mägel et al., 2019  <b>Participation / socialization</b> Mägel et al., 2019
	<b>Compost</b> <u>Mixed onus</u> Azmat et al., 2015	<b>Feedstock for bioplastics</b> <u>Mixed onus</u> Confente et al., 2020	<b>Feedstock for bioplastics</b> Confente et al., 2020
[c] Recycling			



6.2. **Table 2:** Sources and types of data collection

Data source	Observations	Physical artifacts			Archival sources			Interviews
		Measurement hardware (scales)	Compost bins	Recycling bins	Websites	Emails	Historic records / reports	
Subsidiary A	X			X	X	X	X	2
Subsidiary B	X	X	X	X	X	X	X	6
Subsidiary C	X	X	X	X	X	X	X	4
Subsidiary D	X	X	X	X	X	X	X	4
Parent organization	X				X		X	
Partner organizations	X		X		X	X	X	7
Government agencies	X			X	X	X	X	2
Total		25						

**6.3. Table 3: Quotations from the data**

Theme	Thematic components	Quotations
<b><u>LOGISTICS</u></b>		
<b>A. Organizational structure</b>	Formal documentation and language outlining rules, roles, and responsibilities	<p><b>A1:</b> “The role of The Green Team is to bring together the perspectives of various stakeholders to ensure that sustainable principles and practices reflect the resources and mission of [Subsidiary A]. The Green Team is not an oversight, or rulemaking body, and thus is expected to arrive at decisions by consensus rather than by vote.”  <i>Website from Subsidiary A, accessed April 23, 2021</i></p> <p><b>A2:</b> Detailed meeting minutes in PDF format from eight Green Team meetings in 2013  <i>Website from Subsidiary A, downloaded October 22, 2021</i></p> <p><b>A3:</b> “Programs and services supported by the [Consumer] Activity Fee are [consumer] centered with [consumers] as the primary beneficiaries. The Sustainability Fee Council, made up of [consumers and employees] then accepts and votes on funding proposals submitted by [Subsidiary B] members and allocates the funding as they see appropriate.”  <i>Internal document titled “Sustainability Fee Council Guidelines” from Subsidiary B, emailed May 14, 2021</i></p>
<b>B. Organizational culture</b>	Shift norms, behaviors, and expectations; leadership signaling	<p><b>B1:</b> “We need to change the culture, as most people don’t care about [recycling].”  <i>Email from employee of Subsidiary A, Feb. 2, 2021</i></p> <p><b>B2:</b> “[Consumers] do seem to care about waste more than our other issues”  <i>Joint interview with manager and senior manager of Subsidiary C, Feb. 16, 2021</i></p>
<b>C. Financial resources</b>	Funding / capital	<p><b>C1:</b> “We developed a detailed plan [for recycling], but the administration wouldn’t provide the capital to get it going.”  <i>Email from employee of Subsidiary A, Feb. 2, 2021</i></p> <p><b>C2:</b> “The budget for the sustainability office at [Subsidiary C] has never been significant.”  <i>Interview with employee of Subsidiary C, Mar. 5, 2021</i></p> <p><b>C3:</b> “[Custodial workers] are the lowest paid, least supported employees in the county. [...] So we're trying not to just say like, ‘Well why don't you just do this?’ That's something that I think ten years ago a sustainability office would have probably done or suggested and had to learn not to suggest things in that way.”  <i>Interview with employee of Subsidiary D, Feb. 1, 2021</i></p>
<b>D. Human resources</b>	Dedicated positions, motivation	<p><b>D1:</b> “I don't think there's much support. [The president] brought in this new facilities guy and I think [The Green Team] talked to him at some point and he suggested that maybe he would hire somebody to do sustainability. But that was not a priority and he had lots of other things going on and it just never happened.”  <i>Interview with employee of Subsidiary A, Feb. 2, 2021</i></p> <p><b>D2:</b> “As far as I know, there's nobody anymore that's really championing, or whose role it is to even look at sustainability [in the parent organization], which is sad”  <i>Interview with employee of Subsidiary B, Dec. 8, 2020</i></p>

**Table 3 (continued)**

Theme	Thematic components	Quotations
<b>E. Other resources</b>	Processing equipment, transport vehicles, standard operating procedures	<p><b>E1:</b> “I have visited [Subsidiary D’s] facility and they recycle food. They create mulch and recycle their material [onsite]. They have a true composting program. It is impressive. They are fortunate enough to have funding, equipment, and labor to devote to their facility.”  <i>Email from manager of Subsidiary A, Feb. 8, 2021</i></p> <p><b>E2:</b> “I think if somebody had kind of standard operating procedures for composting and suggestions for models, that makes sense from an internal perspective-- that stuff is always helpful.”  <i>Joint interview with manager and senior manager of Subsidiary C, Feb. 16, 2021</i></p>
<b>F. Legal constraints</b>	Risk aversion, liability concerns, regulatory compliance	<p><b>F1:</b> “[An employee of the parent organization] was trying to start what's called a green revolving fund, which I tried to push so many times at [Subsidiary B], but legal told me no.”  <i>Interview with employee of Subsidiary B, Dec. 8, 2020</i></p> <p><b>F2:</b> “Our legal team is remarkably risk averse. We have tried to come up with different initiatives to donate food or to transfer food between places and eventually we'll find them getting shut down. And it does go back to this risk aversion and us not having clear kinds of guidelines that we can point to or procedures that we could follow. [...] I think they're very supportive. But at the same time, we're just not going to take unnecessary risk.”  <i>Joint interview with manager and senior manager of Subsidiary C, Feb. 16, 2021</i></p> <p><b>E3:</b> “My understanding of the situation is that [Subsidiary D’s on-site composting facility was] operating as though the permit that they had allowed food waste to be incorporated into it. Because why wouldn't you? It's all just organic stuff and it's beneficial to the process so why would this be an issue? But my understanding is that in closer inspection of the permit that they had, it did not allow for food waste collection. And this is just what I've been told. I've never laid eyes on any of this officially. So just to be safe, they reapplied. I think they've asked for a revision to the permit, I think it's in process. But to be safe and kind of play by the rules, we have stopped sending food waste to [the on-site composting facility] and rather are taking it to the county facility, which is easy enough for our crew to do. They're just going to a different place. And it's not that much farther away.”  <i>Interview with employee of Subsidiary D, Feb. 1, 2021</i></p>
<b><u>STAKEHOLDER GOVERNANCE</u></b>		
<b>G. Stakeholder inclusion</b>	Dialogue, communication, participation, engagement, ownership, equity	<p><b>G1:</b> “When you challenge [employees] and give them ownership, I think that's when they get to buy into it, you know?”  <i>Interview with contracted manager of Subsidiary A, March 3, 2021</i></p> <p><b>G2:</b> Managers initially didn’t want to burden their staff or consumers with having to sort food waste. However, we piloted a program with the employees, and they got really into it and were interested to do it. It became a barrier that wasn’t really real; it was an illusion of a barrier.  <i>Field notes from interview with director of Subsidiary D, Jan. 28, 2021</i></p>

**Table 3** (continued)

Theme	Thematic components	Quotations
<b>H. Stakeholder exclusion</b>	Lack of diversity in decision makers, ignoring or dismissing stakeholders, actively suppressing stakeholders	<p><b>H1:</b> “A former Facilities manager was part of the Green Team, and he did lots of great things like the LEED certifications. [Subsidiary A’s president] got rid of him, unfortunately.”  <i>Email from employee of Subsidiary A, Feb. 2, 2021</i></p> <p><b>H2:</b> “At the end of the day, we're in Georgia and it's a good ol' boys club.”  <i>Joint interview with two directors Subsidiary B, March 3, 2021</i></p>
<b>I. Stakeholder conflicts</b>	Conflicting or misaligned interests	<p><b>I1:</b> “You just have kind of the feeling that [higher ups at Subsidiary A] don't really care. But they purposely leave [the Green Team] out of a lot of these decisions that we'd like to be involved in. So, it's that kind of thing, and it'd be nice to overcome that feeling.”  <i>Interview with employee of Subsidiary A, Feb. 2, 2021</i></p> <p><b>I2:</b> “We have the internal goal of making [food waste separation] an institutional operation just like recycling is. And that was a hard sell initially too. [Food waste separation] is a harder sell because it's gross and you can't just go out to the dumpster. It needs to be handled in a different way and the bags are weird and expensive. And it's smelly and has goo and all of the things that go along with that that [consumers] are willing to put up with because they're saving the planet, for better or worse. I think you could custodial workers and saving the planet is not their highest priority. We know that there are some who are like super into this kind of thing, but they're the small minority.”  <i>Interview with employee of Subsidiary D, Feb. 1, 2021</i></p>
<b>J. Stakeholder-driven initiatives</b>	Leverage intrinsic motivations of employees, consumers, communities, etc.	<p><b>J1:</b> “I think people get very frustrated because people don't want to change things. I do feel that we're moving in a better direction. [...] Let's get the low-hanging fruit. Let's show that we've got some stamina behind this. Let's show some of these things instead of always shooting for the stars and the moon. We can't always do that because we don't have that type of support yet.”  <i>Joint interview with two directors Subsidiary B, March 3, 2021</i></p> <p><b>J2:</b> “Magically, we have managed to have really high retention for [compost interns]. I don't know why because it's like, I look at the weather coming up this week and it's cold and rainy. They're like yeah, it's great! Alright! And you have to haul garbage, like, you know, it's stinky. The worst part of garbage. They're really into it! They're very proud of what they do and it's infectious and they make puns like there's this kind of tradition of making puns about composting. It's really funny. So, if we could harness that magic fairy dust that has infected them somehow, that would be really beneficial.”  <i>Interview with employee of Subsidiary D, Feb. 1, 2021</i></p>

*Table format adapted from (Ritvala et al., 2021)*

6.4. Table 4: Key theoretical tensions in stakeholder governance literature

Type of tension	Description of tension	Key challenge	Core insights of past studies	Potential future research questions
<i>Power</i>	Underutilization of power in research	How do we integrate power into theories?	<ul style="list-style-type: none"> <li>Power represents an essential theoretical concept in governance (Greenfield, 2008; Licht, 2004; Mitchell and Wood, 1997; Spitzack and Hansen, 2010)</li> <li>Governance scholarship lacks theoretical foundations of power (Banerjee, 2003; Benn <i>et al.</i>, 2009)</li> </ul>	<ul style="list-style-type: none"> <li>What are ways in which stakeholders gain, lose, and transfer power in governance structures?</li> <li>Which stakeholders have power in governance? (Descriptive)</li> <li>Which stakeholders could have power in governance? (Instrumental)</li> <li>Which stakeholders should have power in governance? (Normative)</li> </ul>
<i>Theory</i>	Fragmented and inappropriate theoretical perspectives; Pressing needs for holistic synthesis	How do we move away from agency and stakeholder theories? How do we integrate theoretical perspectives from multiple disciplines?	<ul style="list-style-type: none"> <li>Agency and stakeholder theories are dominant in governance literature yet have limited capacity to serve as suitable theoretical foundations (Daily <i>et al.</i>, 2003; Freeman, 1994; Klein <i>et al.</i>, 2012; Phillips <i>et al.</i>, 2003; Roloff, 2008)</li> <li>Theoretical bases must be updated to reflect modern landscapes (De Jong and Van Witteloostuijn, 2004; Kilduff, 2006; Palazzo and Scherer, 2006)</li> <li>Need holistic, interdisciplinary integration for stakeholder governance theorizing (Amis <i>et al.</i>, 2020; Cook, 1977; Gersel and Johnsen, 2020; Ghoshal, 2005; Rowley, 1997; Turnbull, 1997)</li> </ul>	<ul style="list-style-type: none"> <li>How does pluralist theoretical integration alter definitions and terminologies of stakeholder governance?</li> <li>How do different theoretical perspectives affect the conceptualization of stakeholder governance?</li> <li>Do theoretical foundations of stakeholder governance differ in non-Western contexts?</li> </ul>
<i>Orientation</i>	Overwhelming orientation surrounding firms	How do we shift away from firm centrality in stakeholder governance?	<ul style="list-style-type: none"> <li>“Wicked issues” require collective stakeholder collaborations and governance (Camillus, 2008; Fyke and Buzzanell, 2013; Sachs <i>et al.</i>, 2010)</li> <li>Systems thinking positions governance in macro / societal networks (Grewatsch <i>et al.</i>, 2021; Laczniak and Murphy, 2012; Rowley, 1997)</li> <li>Focusing on issues represents an alternative approach to focusing on firms (Roloff, 2008)</li> </ul>	<ul style="list-style-type: none"> <li>What stakeholders are affected by governance decisions?</li> <li>What stakeholders are missing from governance structures?</li> <li>Who decides which stakeholders receive priority in governance decisions and structures?</li> </ul>

Table adapted from (Schmitt *et al.*, 2018)

## **7. APPENDICES**

### **7.1. Appendix A: Interview protocol for Essay 1**

This interview protocol was approved by the Georgia State University Institutional Review Board on July 8, 2020 (IRB Number: H20568).

The interview guide initially focused on organizational logistics of food waste management, guided by information found in the literature. Not all of these questions were asked of each participant as they were adapted to fit relevance and appropriateness based on their position, knowledge, and involvement regarding the food waste management activities of the subsidiary / organization. The questions posed were general and open ended to facilitate exploration and flexibility. The interview guide is provided below:

#### **Establish Interviewee Criteria**

- Can you please tell me your name?
- Where do you work and what is your job title?
- Could you tell me about how your position interacts with food waste activities?
- Could you please describe the decisions you make that surround these activities?

#### **Establish Activities / Awareness**

- What happens to food waste in your organization?
- How are these activities going?
- Can you tell me about the considerations (both internal and external) that surround these activities?
- Can you tell me about the economic considerations (both internal and external) that surround these activities? For example, what are the costs and opportunity costs of these activities?
- Can you tell me about the environmental considerations (both internal and external) that surround these activities? For example, what are the regulations that limit or support these activities?
- Can you tell me about the social considerations (both internal and external) that surround these activities? For example, what are the tasks and jobs associated with these activities?
- What are all the different ways in which an organization could deal with food waste?
- What are the differences between these activities and the ones utilized by the organization?
- What do you know about [specific food waste management activity]?
- What additional considerations would be involved with these other activities?

#### **Uncover Barriers**

- What difficulties, if any, do you experience with your existing food waste activities?
- Can you share some examples, if any, of any negative experiences you've had with these activities?

- Can you please talk about what (internal and/or external) specifically, if anything, prevents you from doing your existing activities?
- Can you please talk about what (internal and/or external) specifically, if anything, might prevent you from doing other activities?
- Can you please share some examples / reasons why you do your existing activities?
- Can you please share some examples / reasons why you don't do other activities?
- Do you feel supported in the food waste management activities you conduct within your organization? Can you tell me more about that?
- Do you feel supported by other stakeholders within your organization? Outside your organization? Can you tell me more about that?

### **Uncover Opportunities**

- What opportunities, if any, do you experience with your existing food waste activities?
- Can you share some examples, if any, of any positive experiences you've had with these activities?
- Can you please talk about what (internal and/or external) specifically, if anything, supports you from doing your existing or other activities?
- Can you please talk about what (internal and/or external) specifically, if anything, might supports you from doing other activities?
- Can you please share some examples / reasons why you do your existing activities?
- Can you please share some examples / reasons why you don't do other activities?

### **Future Directions**

- What are your highest personal priorities when making decisions surrounding food waste activities?
- What are the highest organizational priorities when making decisions surrounding these activities?