

Special issue proposal for Project Management Journal

Joint value creation with nonmarket stakeholders in unwanted projects

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1. The Aim and Scope of this Special Issue

Unwanted projects are initiatives that are undesired by certain groups of stakeholders due to their potential negative impacts on these stakeholders (cf. van Den Ende & van Marrewijk, 2019). These projects are subject of intense debate, or contention among stakeholders and involve conflicting opinions, interests, or values, leading to significant controversy or disagreement (Aaltonen & Kujala, 2010; Nguyen et al., 2019; Vuorinen & Martinsuo, 2019). In this special issue, we focus on projects that are unwanted specifically by nonmarket stakeholders including for example (local) communities, (I)NGOs, the public, and special interest groups. The lack of desire surrounding these projects arise from various factors that concern and negatively impact nonmarket stakeholders (see, e.g., Bond et al., 2019; Cottrell & Nelson, 2011; Ho et al., 2006; van Den Ende & van Marrewijk, 2019; Wegerer & Nadegger, 2023), as summarized in Table 1 below.

Table 1. Unwanted project examples and potential negative impacts on nonmarket stakeholders

Unwanted project example	Examples of potential negative impacts on nonmarket stakeholders
Large-scale infrastructure projects	<ul style="list-style-type: none"> • Displacement of communities • Destruction of natural habitats • Disruption of cultural heritage sites
Public sector digital transformation and IT projects	<ul style="list-style-type: none"> • Privacy infringements and mass surveillance • Social inequalities and exclusion
Industrial facilities near residential areas	<ul style="list-style-type: none"> • Pollution and health risks • Adverse impacts on property values
Space and deep-sea exploration projects	<ul style="list-style-type: none"> • Ethical and environmental concerns regarding disruptions and damage to celestial environments and marine ecosystems • Unsustainability of exploration activities
Land development and urbanization	<ul style="list-style-type: none"> • Loss of green spaces and agricultural land • Impact on existing natural environment
Genetically Modified Organisms (GMOs) and biotechnology projects	<ul style="list-style-type: none"> • Health, environmental, and ethical risks associated with genetically engineered organisms
Extractive industries	<ul style="list-style-type: none"> • Environmental degradation • Loss of livelihoods and potential hazards
Large-scale tourism development	<ul style="list-style-type: none"> • Disruption of local culture, identity, and traditional ways of life
Power plants and waste disposal sites	<ul style="list-style-type: none"> • Safety and security concerns • Long-term environmental impacts
Mega events and stadiums	<ul style="list-style-type: none"> • Financial burden and displacement of residents • Lack of long-term legacy and use

Despite facing resistance from nonmarket stakeholders, these projects play a crucial role in the development of societies (van Den Ende & van Marrewijk, 2019). These projects provide new infrastructure, facilities, technologies, discoveries, experiences, energy solutions, and land development, generating value for several stakeholder groups. Nevertheless, the potential negative externalities of unwanted projects hinder their value creation potential to nonmarket stakeholders and draw significant public attention, media coverage, and scrutiny (Ninan & Sergeeva, 2022). Addressing the potential negative externalities and enabling value creation to nonmarket stakeholders calls for a careful engagement of these stakeholders. However, nonmarket stakeholders are easily ignored in practice by project organizations of unwanted projects due to their possible negative influences on project delivery, e.g., through resistance (Gonzalez-Porrás et al., 2021), and due to their vulnerable position, stemming from their lack of direct economic exchange and lack of well-defined property rights over these projects (Gil, 2023).

Research in turn has recognized the crucial role of nonmarket stakeholders as a stakeholder group whose interests, input, and resources are paramount for the sustainable production and distribution of value also in the context of unwanted projects (Di Maddaloni & Sabini, 2022; Gil & Fu, 2022). Despite the growing body of research on nonmarket stakeholders (Kujala et al., 2022; Ninan & Sergeeva, 2021) and joint value creation in both general stakeholder and project management literature (Kujala et al., 2019; Lehtinen & Aaltonen, 2022; Tantalo & Priem, 2016; Tapaninaho & Kujala, 2019; Vuorinen & Martinsuo, 2019), there is a dearth of studies focusing on the engagement and enfranchisement of nonmarket stakeholders in the joint value creation activities of unwanted projects. The role and participation of nonmarket stakeholders in creating joint project value are often overlooked and under-researched in project literature. We argue that this lack of knowledge presents a critical barrier to the development of project studies and the advancement of more sustainable and value-oriented project management practices.

This barrier is even more evident in practice, as many unwanted projects across different industries encounter issues related to nonmarket stakeholders that hinder value creation. Examples include the Not In My Backyard (NIMBY) rioting surrounding the Dakota Access Pipeline in the USA, the cancellation of the Melbourne East West Link in Australia, criticisms of invasion of privacy and abuse of civil rights in the National Security Agency Surveillance Programs, public opposition to Uber's Self-Driving Cars project following a fatal accident in Arizona, environmental and

community opposition to the fracking technique due to concerns about groundwater and air pollution, and many more. Build Absolutely Nothing Anywhere Near Anything (BANANA) or Citizens Against Virtually Everything (CAVE) evoke intense collective oppositions often by communities who don't want something like affordable housing in their community which could depreciate property values and change the tone of the community. These examples highlight how project managers and organizations of unwanted projects often perceive nonmarket stakeholders as barriers to project success, rather than recognizing them as enablers of value creation (Di Maddaloni & Davis, 2018).

Against this backdrop, this special issue serves as a springboard for gaining a deeper understanding of value creation with nonmarket stakeholders in unwanted projects and developing new theory of this phenomenon.

2. Potential Topics

We are interested in topics that are at the intersection of unwanted projects, nonmarket stakeholders, and joint value creation. Our purpose is not to limit or restrict the potential contributions, but the following topics and questions are examples of themes that could be included in this special issue:

Joint value creation processes with nonmarket stakeholders

- How can project organizations and nonmarket stakeholders jointly create value of unwanted projects over the project lifecycle?
- What kinds of roles and activities do different nonmarket stakeholder groups have in the joint value creation of unwanted projects, and why?
- How do different and even conflicting stakeholder goals connect to different project value (worth/output, outcomes, impacts) in unwanted projects?
- How do different institutional and cultural contexts impact the joint value creation of unwanted projects, and why?

The role of nonmarket stakeholder engagement and enfranchisement in joint value creation

- What are the practices, challenges, and opportunities of engaging and enfranchising nonmarket stakeholders for joint value creation in unwanted project management, particularly in the digital era?
- Why is it challenging to transform unwanted projects into neutral or even desirable ones through nonmarket stakeholder engagement and enfranchisement?

- How to operationalize and measure nonmarket stakeholder engagement and what are its implications on project performance and joint value creation in unwanted projects?
- How does nonmarket stakeholder engagement and enfranchisement emerge and evolve across different phases of unwanted projects such as the front-end, planning, execution, and operation phase to enable joint value creation (dynamics of joint value creation)?

Different perspectives to study joint value creation with nonmarket stakeholders

- How does cross-disciplinary integration with other fields, like political studies, urban development/planning studies, and business ethics help us understand joint value creation with nonmarket stakeholders of unwanted projects?
- How do various conceptual and theoretical perspectives like stakeholder theory, collective action theory, organizational governance, institutional theory, resource-based view, sensemaking, information system theories, and others, contribute to our understanding of joint value creation with nonmarket stakeholders of unwanted projects in the digital era?
- How can different approaches (e.g., ethnography) and ways of data collection (e.g., social media, online news articles, and other digital tools relevant to the 21st century) help study joint value creation processes with nonmarket stakeholders of unwanted projects?
- How are different contractual perspectives, e.g., non-contractual relationships, social contracts, or inclusive forms of governance practiced with nonmarket stakeholders of unwanted projects?

We welcome all kinds of research papers, reviews, empirical, conceptual, and methodological. We especially welcome novel perspectives and theories that bridge different disciplines and discourses, and studies that focus on the constructs of nonmarket stakeholder engagement and enfranchisement. Papers should primarily focus on issues related to nonmarket stakeholders of unwanted projects. We also invite studies that particularly give voice to nonmarket stakeholders (e.g., as units of analysis and source of collected data).

All kinds of methodological choices are welcome, as long as the research design and data support the study phenomenon, selected theoretical perspective and findings. We particularly encourage prospective scholars to consider utilizing underutilized approaches in project management (e.g., ethnography, diary method) or novel sources of data (Sergeeva et al., 2022; Unterhitzberger & Lawrence, 2022), such as digital media and other online exchanges. The level of analysis can range from macro to micro or address the links between different levels as well as the relationships between nonmarket stakeholders and/or the focal project organization. We also welcome both focal project organization and issue-focussed approaches with multi-stakeholder perspective (Roloff, 2008).

3. Process and Key Dates

The preliminary timeline and process for this special issue is as follows:

- Draft submission (choose **either** 1 or 2):
 1. EURAM 2024 submission DL: January 11, 2024
 2. Proposal submission DL: January 31, 2024
- Draft feedback:
 - Review feedback from EURAM 2024: March 2024
 - Proposal feedback from guest editors: March 2024
 - Presentation and additional feedback in EURAM 2024: June 2024
- Full paper submission to this special issue: October 31, 2024
- Review and revision rounds: October 2024 to January 2026
- Approximate acceptance and online publication: January 2026

Draft submission

Prospective authors are required to do one of the following two options: 1) submit a draft manuscript to EURAM 2024 conference or 2) submit a proposal.

1) Prospective authors can submit a draft version of their research manuscript to the European Academy of Management (EURAM) 2024 Conference in Bath, England (26–28 June 2024). Authors wishing to take this opportunity should submit the manuscript to the Stakeholder standing track (part of Special Interest Group 10, Project Organizing) by January 11, 2024, directly through the EURAM submission system. In addition to the EURAM system submission, the authors should notify the lead guest editor of their interest in this special issue separately via email (jere.lehtinen@tuni.fi). The authors will receive feedback from reviewers and the guest editors to their EURAM submission in March 2024. The guest editors of this special issue are leading this track and will also be present at the conference in June 2024 to provide further feedback on the papers.

2) Alternatively, prospective authors can submit a proposal (~1,000 words summary of the research) to the lead editor of this special issue (via e-mail: jere.lehtinen@tuni.fi) by January 31,

2024. Please use the title of this call for papers as the subject line of the e-mail. Guest editors will review the proposals and contact authors with their recommendations by March 2024.

The submitted proposal must include a description of the following items:

- a) Relevance of the phenomenon being studied (a description of a real-world phenomenon related to nonmarket stakeholders and unwanted projects, and the need for research)
- b) Research question(s)
- c) Theoretical underpinning of the research
- d) Summary of the research design, data collection and analysis steps
- e) Contributions to the discipline of project studies and potentially to other fields as well

Prospective authors are advised to take use of the 5C's approach (Common ground, Complication, Concern, Course of action, and Contribution) when preparing their proposals and full papers to clearly demonstrate their potential contribution (Lange & Pfarrer, 2017).

Full paper submission

If a proposal/conference paper is accepted, author(s) must submit the full paper before October 31, 2024, via the manuscript submission portal <https://mc.manuscriptcentral.com/pmj>. Submissions should comply with the standard PMJ ® author guidelines (<https://www.pmi.org/learning/publications/project-management-journal/guidelines>) and will be subject to the standard PMJ ® review process. In the submission process, the authors should select the special issue/collection (Joint value creation with nonmarket stakeholders in unwanted projects). If you have additional questions, please contact the guest editors. All authors submitting an article to the special issue will be expected to perform an anonymized review of about two papers. We expect authors and reviewers to work in a timely manner in order to comply with the anticipated timeline outlined above.

For further information, please contact the guest editors of this special issue.

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Appendices

Appendix A1: Other Special Issues by The Guest Editors

Francesco di Maddaloni:

- On-going special issue in the International Journal of Project Management on Project Stakeholder Management
 - The SI in IJPM is more general whereas this proposal focuses on an under-explored phenomenon with a particular group of stakeholders in a novel context of unwanted projects

Johan Ninan:

- On-going special issue in the Project Leadership and Society journal on novel research methodologies, methods and data in project studies (<https://doi.org/10.1016/j.plas.2022.100060>)

Jere Lehtinen:

- On-going special issue in the journal IEEE Transactions on Engineering Management on Infrastructure Megaproject Delivery: Delivering Programs of Work with Alliances

Appendix A2: Dissemination Activities

The guest editors will take an active role in generating interest in the topic and improving the quality of submissions to the special issue. The call for papers will be shared in multiple lists such as CNBR, IRNOP, AOM/SIM&ONE, IABS and EBEN lists. We also plan to communicate the call regularly online via LinkedIn, Association for Project Management, and our personal networks.

Additionally, we are planning to organize a special issue paper development workshop as part of the Academy of Management (AOM) 2024 Conference in Chicago, USA (9–13 August 2024) in connection to Social issues in management and/or Organizations and the Natural Environment division(s). We intend to conduct this workshop as a hybrid event, allowing participants to join both online and on-site for wider engagement. During the event, we will be present to offer feedback and address any queries from prospective authors. More information about the AOM workshop will be available on the conference website closer to the event, and we will regularly share updates online regarding paper submission and participation. While participation in the PDW is not a prerequisite for submitting to this special issue, we will highly encourage it.

Appendix A3: List of potential reviewers

- Kirsi Aaltonen (in PMJ editorial review board)

- Tuomas Ahola (in PMJ editorial review board)
- Luca Sabini (in PMJ editorial review board)
- Tristano Sainati (in PMJ editorial review board)
- Alfons van Marrewijk (in PMJ editorial review board)
- Natalya Sergeeva (in PMJ editorial review board)
- Karlos Artto
- Jaakko Kujala
- Miia Martinsuo
- Martina Huemann
- Pernille Eskerod
- Tan Hai Dang Nguyen
- Roya Derakhshan
- Sybille Sachs
- Hanna Lehtimäki
- Laura Albareda
- Anna Heikkinen
- Annika Blomberg
- Ken Chung
- Sunila Lobo
- Nigel Williams