

The logo consists of the letters 'UN' in a white, bold, sans-serif font, centered within a solid blue square.

Inter-Agency Task Force on
Social and Solidarity Economy

This paper received the 2023 UNTFSSSE Ana María O'Neill Award during the 9th CIRIEC International Research Conference on Social Economy, held from 4 to 6 July 2023, at the Sungkonghoe University, Republic of Korea.

UNTFSSSE Award Series:

Paradoxical Tensions in the Implementation of a Social Innovation: The Case of the Sunny Spoon Pooling Project

Sara Landry-Pellerin,
Marie J. Bouchard

October 2022

Title:

Paradoxical Tensions in The Implementation of a Social Innovation: The Case of The Sunny Spoon Pooling Project¹

Authors:

Sara Landry-Pellerin (co-author)

Candidate Master of Science in Management, Social Innovation Specialization
at UQAM's School of Management (ESG UQAM).

landrypellerinsara@gmail.com

Marie J. Bouchard (co-author)

Research Director & Professor at UQAM's School of Management (ESG
UQAM).

bouchard.marie@uqam.ca

Corresponding Author:

Sara Landry-Pellerin, landrypellerinsara@gmail.com

¹ This paper was presented at the 9th CIRIEC International Research Conference on the Social Economy held in Seoul (Republic of Korea), 4th to 6th July 2023.

Contents

List of Figures.....	3
List of Tables.....	3
Acronyms.....	3
Abstract	4
Introduction.....	5
1. Paradox Perspective Under The Microscope of a Social Innovation Trajectory	6
1.1 Paradox Perspective	6
1.2 Social Innovation Trajectory.....	8
1.2.1 Models to Understand the Social Innovation Trajectory of The Sunny Spoon	9
1.3 Meta-organization.....	11
1.4 Social and Solidarity Economy Enterprises	13
2. Methodology and Research Context.....	13
3. Case Study: The Sunny Spoon	15
3.1 Emergence Context	15
3.2 Environment and Activity Sector.....	15
3.3 Initial Project	16
3.4 Services to Member-organizations	17
3.5 Organizational Dimension	18
3.6 Institutional Dimension	19
4. Pooling Project as a Social Innovation.....	20
4.1 Sharing Platform.....	21
4.2 Major Municipal Project.....	22
5. Results and Discussion	22
5.1 Innovating Theme.....	23
5.2 Paradoxes, Tensions, and Meta-organization.....	24
References.....	28

List of Figures

- Figure 1. Categorization of Organizational Tensions
- Figure 2. Common Trajectory of Social Innovation
- Figure 3. The Sunny Spoon Trajectory
- Figure 4. Profiles of Users of Pooling Services
- Figure 5. The Sunny Spoon Member Category
- Figure 6. The Sunny Spoon Organization Chart
- Figure 7. Illustration of Data Extraction Process
- Figure 8. Results – Innovating Theme

List of Tables

- Table 1. Adaptation - Four Categories of Organizational paradoxes
- Table 2. Examples of Definitions – Paradoxical tension
- Table 3. Observation Units

Acronyms

- MO Meta-organization
- MPP Major Municipal Project
- NO Network of Organizations
- PP Paradox Perspective
- PT Paradoxical Tensions
- SI Social Innovation
- SE Social Economy
- SSE Social and Solidarity Economy
- SSEE Social and Solidarity Economy Enterprises
- TSS The Sunny Spoon

Abstract

Social and solidarity economy enterprises (SSEs) are facing increasing pressure to expand their impact. One potential strategy to achieve this is for a group of organizations in the same activity field to pool their underutilized resources and equipment on a shared platform. This approach aims to enable user-organizations to meet an unfulfilled demand, thereby creating a collective offering and increasing the overall production. In this paper, we present the findings of a longitudinal case study examining a meta-organization engaging in such an endeavor within the social and solidarity economy (SSE), in the food security sector. Based on in-depth interviews, content analysis of organization documents, and observations from a year-long internship, this research explores the paradoxical tensions that arise during the implementation of the social innovation.

While existing literature generally focuses on paradoxical tensions within individual organizations, our research explored the tensions experienced by a network of organizations. Such networks are likely to generate paradoxical tensions within and between organizations as they coordinate their actions. Our research highlights the need for SSEs to reconcile a range of generic organizational tensions and those specific to their very nature. As the network serves the interests of individual organizations while increasing their collective impact, additional tensions emerge. Moreover, the non-linear trajectory of a SI's implementation also generates its own series of paradoxical tensions.

Our results demonstrate the relevance of examining meta-organizations from a paradox perspective, revealing tensions unique to their organizational dynamics, and those between the meta-organization and its member organizations and ecosystem partners. We also identify specific tensions related to implementing social innovations within the SSE.

Keywords: Paradoxes perspective; Paradoxical Tensions; Social Innovation; Meta-organization; Social and Solidarity Economy Enterprise.

Paradoxical Tensions in The Implementation of a Social Innovation: The Case of The Sunny Spoon Pooling Project

Introduction

As social inequalities like food insecurity continue rising, existing solutions must expand. Social and solidarity economy enterprises (SSEs), which are mainly cooperatives, mutual societies, and non-profit organizations, are being urged to increase their impact. This might require each SSE to develop new niches and expand its area of operation while increasing its capacity but with a concern to not compromise community service quality. SSEs can also achieve this by working together to build a genuine SSE response to socio-economic issues. This may involve pooling resources and equipment or establishing new structures to group their activities. Such projects aim to reduce operating costs and maximize existing resources. In so doing, they can contribute to a necessary and urgent social and environmental transition. Organizations established by member organizations to achieve these objectives can be classified as meta-organization (MO), some of which are SSEs themselves.

To date, few studies have delved into the pooling processes of a SSE MO within the food security sector. This research seeks to address this gap and better understand this new model by identifying the factors and challenges associated with its implementation. As part of a master's degree in management sciences, a 12-month research internship was conducted at The Sunny Spoon² (TSS), a socially responsible food producer's MO with a unique business model. This internship provided an opportunity to observe the organizational dynamics inherent in implementing a project that aims to pool resources and equipment among TSS member-organizations. TSS brings together SSEs from various regions across a vast territory, with a shared goal of expanding food processing and production to serve underprivileged populations. By pooling existing public and private infrastructures, TSS aims to increase the food supply through a form of sharing economy. This innovative approach presents exciting challenges for the TSS project team and us, the researchers!

Halfway through the internship, tensions and dilemmas could be observed within TSS and between TSS and its member-organizations, as the pooling project unfolded. Preliminary analysis of the data collected during that period led researchers to adopt a tensions and paradoxes analytical approach to conduct this investigation³. This paper examines a social innovation (SI) trajectory, led by MOs in the context of SSEs, and analyzed through the paradox perspective (PP).

The central question this research is asking is: "What unique tensions arise within meta-organizations due to their paradoxes?" A literature review made for each key concept shows gaps to be filled concerning the MOs' context. It also exposed that inevitable paradoxical tensions (PT) are typical of hybrid organizations, but MOs are rarely analyzed.

² Fictitious name.

³ These preliminary results and how the theoretical framework was elected were presented in 2021 at the XXIst International Virtual Conference of the International Society for Third-sector Research (ISTR) (Landry-Pellerin and Bouchard, 2021).

Following on from this observation, it seems pertinent to verify: 1. “What are the organizational paradoxes characteristic of a meta-organization?”; and 2. “Are there tensions specific to these paradoxes in a meta-organizational context?”

This article first discusses two key concepts - the paradox perspective and the social innovation trajectory, followed by the research methodology and then the TSS case study, presenting the SSEE MO pooling project as part of a SI trajectory. Secondly, the research findings are presented, highlighting the various paradoxes observed. The paper concludes by outlining the limitations of this work and suggesting avenues for future research.

1. Paradox Perspective Under The Microscope of a Social Innovation Trajectory

The research project focuses on two central concepts, namely the paradox perspective and the social innovation trajectory. Additionally, the meta-organization and social and solidarity economy enterprise are also utilized to define the organization under study. Therefore, a brief overview of these concepts is provided in the following section.

1.1 Paradox Perspective

The PP explicitly acknowledges that organizing raises tensions, such as collaboration–control, exploration–exploitation, individual–collective, flexibility–efficiency, profit–social responsibility, autocracy–democracy, global–local (Lewis, 2000; Smith and Lewis, 2011).

As Lewis and Smith have mentioned, researchers have been responding to organizational tensions for a long time by using a contingency approach. This approach recognizes that an organization's structure, including the methods of coordination, communication, and rules, is a result of its external and internal environment. In traditional models, when an organization faces a dilemma, it considers the solution as "either A or B" according to contingency theory. (Lewis and Smith, 2014, p. 128).

However, research conducted from the PP suggests that organizations can effectively manage oppositional demands through various strategies (Lewis and Smith, 2014, p. 16). As time goes on, individuals learn to coexist with these inherent demands. The PP provides insight into organizations' internal processes and their interactions with market, social, and political dynamics. This understanding is essential for informed organizational decision-making. The PP introduces a new way of perceiving decision-making within an organization. However, through the PP, an organization can view the solution as "both A and B" (Lewis and Smith, 2014).

Smith and Lewis have proposed a model with four categories of paradoxes that represent the core activities and elements of organizations: Belonging (identity/interpersonal relationships), Learning (knowledge), Organizing (processes), and Performance (goals) (Smith and Lewis, 2011). Table 1 provides a description for each category of paradoxes inherent to organizations.

Table 1. Adaptation - Four Categories of Organizational Paradoxes

CATEGORIE OF PARADOXE	DESCRIPTION
BELONGING	Identity promotes the tensions that exist between individuals and community, and between competing roles, values and competing memberships.
LEARNING	Efforts at adjustment, renewal, change and innovation and tensions between building on and destroying the past destruction of the past to create the future.
ORGANIZING	Structuring and leading promote collaboration and competition, autonomy and control, mastery and flexibility.
PERFORMANCE	Plurality encourages multiple competing objectives as stakeholders seek divergent organizational successes.

Source: Smith and Lewis, 2011, cited in Vas and Guilmot, 2017

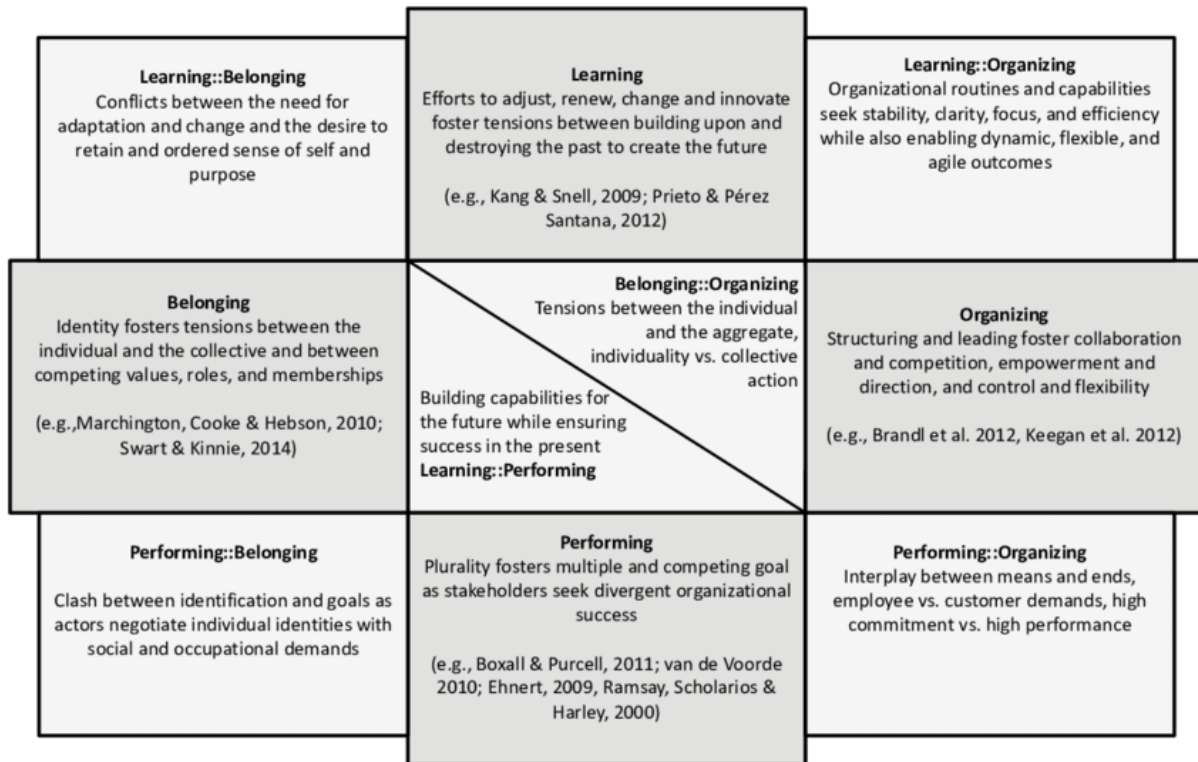
These paradoxes highlight the sources of tension within organizations. To understand the difference between a "tension" and a "paradoxical tension", Table 2 shows some definitions of what can be considered a PT.

Table 2. Examples of Definitions – Paradoxical tension

They're not dilemmas, because they're not based on a choice between two options, nor on a compromise (our definition).
These elements may seem logical in isolation, but become absurd and irrational when they persist over time. (Lewis, 2000, p. 760 cited in Lewis and Smith, 2014).
They are "polarities that are interrelated in a larger space" (Lewis, 2000, cited in Lewis and Smith, 2014, p. 8).
They are made up of two elements: the tensions that emanate from them and the simultaneous responses (Lewis, 2000, cited in Smith and Lewis, 2011, p. 382).
They are ubiquitous and persistent over time, and can therefore have a long-term impact on the development of organizations (Lewis, 2000, cited in Smith and Lewis, 2011, p. 382).

Finally, Smith and Lewis' model in Figure 1 identifies paradoxical tensions in TSS case study.

Figure 1. Categorization of Organizational Tensions



Source: Smith and Lewis, 2011

1.2 Social Innovation Trajectory

In general, the term "social innovation" can describe activities that aim to respond to societal problems (related to inequalities, for example) while having a transformative purpose (Schumpeter, 1967; Klein *et al.*, 2014; Lévesque *et al.*, 2016; Klein *et al.*, 2019). The *Centre de recherche sur les innovations sociales* (CRISES) (Center for Research on Social Innovations) defines SIs as

New social, organizational, or institutional arrangements or new products or services with an explicit social purpose resulting, voluntarily or involuntarily, from an action initiated by an individual or a group of individuals to respond to an aspiration, meet a need, provide a solution to a problem or take advantage of an opportunity for action to modify social relations, transform a framework for action or propose new cultural orientations. If successful, social innovations can lead to social transformation. (CRISES, 2023)

SI is a complex process in various phases. Our research project aims to explore the trajectory of a SI project, namely during its implementation. To analyse this, two models were referred to: the RQIS Social Innovation Process Model, proposed by the *R é s e a u q u é b é c o i s d ' i n n o v a t i o n s o c i a l e* (the Québec network of social innovation)⁴ (Rollin and Vincent, 2007), strongly inspired by the work at CRISES; and the Swirling Model, proposed by Arkich, Callon and Latour of the *Centre de s o c i o l o g i e (Center for the sociology of innovation)* (Arkich *et al.*, 2006). The former model follows a sequence from small-scale experimentation to a pilot project, eventually scaling up for social change. The latter model views innovation as a series of unpredictable loops which can lead to various outcomes. These two models are beneficial in understanding the evolution of an SI project and the potential changes it may undergo, particularly, as it is the case here, in the interaction between the SI and technical innovation. They were selected as they are well-regarded by academics and practitioners and have undergone testing to improve their effectiveness.

1.2.1 Models to Understand the Social Innovation Trajectory of The Sunny Spoon

As modeled by Rollin and Vincent in 2007, the RQIS Social Innovation Process (Figure 2) takes place in four phases: emergence; experimentation; ownership and alliance; and transfer and diffusion. The emergence phase corresponds to when there is a modification of current practice or application of knowledge from another environment (Rollin and Vincent, 2007, p.19). At this stage, the project has innovative potential. Actors come together to reject the "institutional paths already mapped out – or are inspired by them – to find a solution to a problem, to meet a need or to realize an aspiration" (Rollin and Vincent, 2007, p. 19). This phase consists of two sub-steps: the sharing of knowledge and skills by the group of actors and the reflection on the innovative strategy to find a solution, respond to the problem identified, and achieve their aspiration (this can take the form of a new approach, a new service, a new product) (Rollin and Vincent, 2007, p. 19).

The experimentation phase focuses on the implementation of the new approach chosen. This experimentation can take two forms: informal experimentation (trial and error, informal evaluation, adjustment) and formal experimentation (pilot project, theoretical application, knowledge transfer, proper evaluation) (Rollin and Vincent, 2007, p. 20). Actors may adjust their strategy during this phase to meet users' needs better (depending on who the service is offered to or what the product is aimed at) (Rollin and Vincent, 2007, p. 20). Moreover, given the evaluation component of this phase, it can extend over an indefinite period (Rollin and Vincent, 2007, p. 20). At this stage, actors take ownership of the SI. Given that the service or product is now used, it is possible to speak of "social innovation appropriated by local actors", i.e., local actors, organizations, and businesses (Rollin and Vincent, 2007, p. 20).

The appropriation phase refers to the broader recognition of the SI. Extensive appropriation means a social innovation born at the local or organizational level and disseminated in several

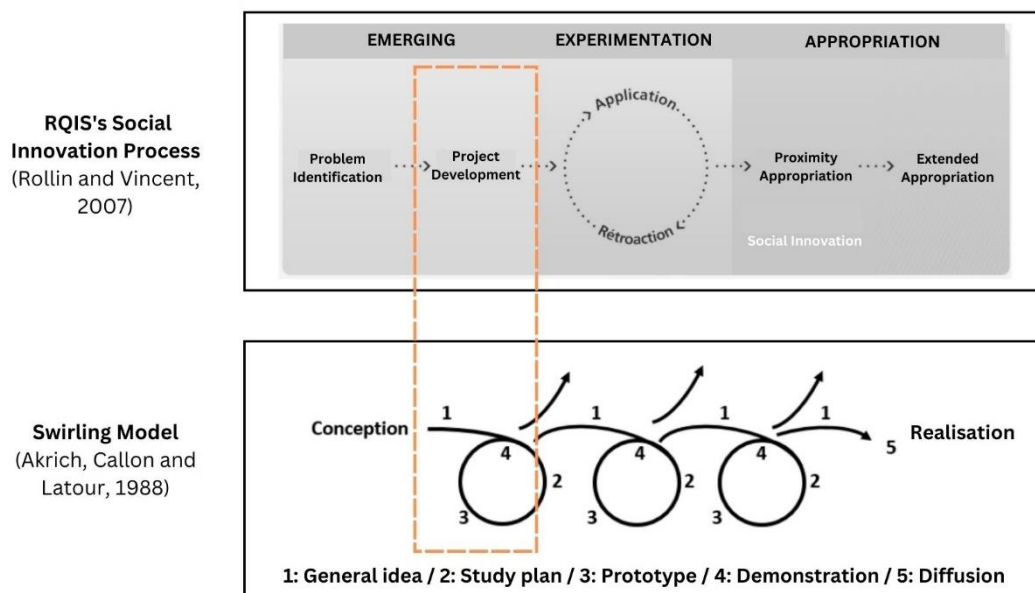
⁴ The RQIS is a non-governmental organization aiming to be a space for sharing and mobilizing knowledge and experiences to use SI for sustainable development in Québec (RQIS, 2023).

regions or organizations, even across Québec. It is often related to the "institutionalization of innovation" (Rollin and Vincent, 2007, p. 21).

Finally, the alliance, transfer, and diffusion phase have a different status than the previous three. It is considered a necessary "passage" for implementing a SI (Rollin and Vincent, 2007, p. 22). At this stage, alliances between groups or networks of players can be created. These alliances are opportunities to share and transfer knowledge and experiences during dissemination activities (Rollin and Vincent, 2007, p. 22).

In the field of science, technology, and society, the Swirling Model (Figure 2) is a part of the actor-network theory (Akrich *et al.*, 2006, p. 270). This Model represents the network of individuals (users) and non-human entities (objects, technologies, devices) that act as mediators for innovation. The observed innovation system in the TSS case study is the pooling project and its design. The Swirling Model depicts the innovation process as complex, unpredictable, and non-linear, involving many actants (human and non-human) with varying rationalities (Akrich *et al.*, 1988). The innovation process consists of a series of trials, adaptations, compromises, and appropriation. The model consists of three phases, each corresponding to an iterative loop, which is further divided into four steps: the general idea (the solution), the study of the solution, prototyping the solution, and demonstrating the solution (Akrich *et al.*, 1988). After these four steps, the solution leaves its iteration to be diffused (Akrich *et al.*, 1988). The objective is for the initial idea to go through a design process until the implementation of the solution, from conception to realization (Akrich *et al.*, 1988).

Figure 2. Common Trajectory of Social Innovation



In Figure 2, the vertical dotted orange rectangle shows that the in-company internship occurs during what is called the emergence phase in the RQIS model, and the general idea phase in the Swirling Model. Observations of the SI process of TSS pooling project referring to these two models, helped notice the multiple interactions between the stakeholders involved in the

project and TSS member-organizations. These interactions significantly affect the development of the pooling project.

1.3 Meta-organization

Organizational dynamics are crucial when analyzing the paradoxes and tensions within organizations. These dynamics are influenced by the organization's identity which, in the case of TSS, is unique as it is both an organization and a network of organizations. TSS's organizational form can be best described as a MO After exploring the concepts of network and network of organizations (NO), we found that MO reflects the nature of TSS more accurately as, although it shares some similarities with a NO, TSS' member-organizations retain their autonomy.

It should be noted that these concepts are not mutually exclusive but are partially interlocked. To begin with, it's essential to clarify what the term "network" means in a managerial context, as it can have multiple meanings and has been extensively studied. A network can refer to a specific group, organization, or institution, including social networks, internal organizational networks, or networks of companies (Josserand, 2007, p. 96). Alternatively, a network can organize or interact socially, focusing on the relationships between network members rather than the institutional framework underlying those relationships (Josserand, 2007, p. 96). The essential characteristic of a network is that it promotes cooperative, non-hierarchical relationships between members (Bradach and Eccles, 1989; Eccles and Crane, 1987; Jarillo, 1988; Powell, 1990, as cited in Josserand, 2007, p. 96), which is the case for TSS, being a SSEE. However, this SSEE goes beyond, as member organizations carry out some of their activities through it.

One way to define a NO is as a group of companies with solid and frequent exchanges, creating a separate entity from the global market. Then again, a NO can refer to an entity organizing itself in a network, establishing a system of exchange between organizations in the network. This network can provide a structure and a system to manage connections between organizations. Complex networks characterized by reciprocal patterns of communication and exchange can be a viable model of economic organization, contrasting with market and hierarchical structures. Transactions in these networks are not discretionary or made through administrative decisions but through networks of individuals engaging in reciprocal, preferential, and mutually supportive actions. In this sense, TSS may be considered as a network.

Furthermore, the nature of TSS's membership network has evolved with time. It is plausible that, in its early days, member organizations' desire to come together was indeed based on sharing similar experiences and escaping competition dynamics by joining forces and increasing their economic and political clout. In line with what Powell presents as the initial reason for creating a NO: "[they] are therefore handy for exchanging goods whose value is not easy to measure. Qualitative elements such as know-how, technological capability, a particular approach or style of production, a spirit of innovation or experimentation" (Powell, 1990, p. 304) are good examples.

As mentioned, TSS has some features of a NO, but what differs is the ownership of shared resources and the persistence of the self-interest and autonomy of member-organizations. Hence, the need for the concept of MO, which, according to Arhne and Brunsson (2005), is an organization or association with other organizations as members. A MO can also be an organization whose members include organizations and individuals (Gulati *et al.*, 2012). Finally, according to the European school, the MO is made up of three elements:

1) It is an organization, i.e., a decided social order (Berkowitz and Bor, 2018, p. 205). In this context, a decided social order means that "the elements necessary for the continuation or repetition of social interaction are the result of decisions rather than being the result of shared institutions, norms or status differences" (Arhne, Brunsson, and Seidl, 2016, p. 95, cited in Berkowitz and Bor, 2018, p. 205). These elements are their members, hierarchy, rules, control, and sanctions (Arhne and Brunsson, 2008; Arhne *et al.*, 2016, cited in Berkowitz and Bor, 2018, p. 205).

2) It is an association in that the members collectively constitute the center of authority (Berkowitz and Bor, 2018, p. 205). Thus, members can practice their collective control within executive committees or the administrative organization, but "final authority" belongs to the members (Berkowitz and Bor, 2018, p. 205). Membership in this association remains voluntary, and each member retains autonomy (Berkowitz and Bor, 2018, p. 205). Members are, therefore, seen as owners, co-producers and customers (or users) of this collective simultaneously (Bor, 2014, cited in Berkowitz and Bor, 2018, p. 205).

3) The members of this organization are themselves organizations, i.e., made up of organizations and individuals (Berkowitz and Bor, 2018, p. 205). These members possess resources that they can (if they wish) share with the collective but must ensure that they retain a certain degree of autonomy (linked to their identity) (Berkowitz and Bor, 2018, p. 205).

The members of a MO are called "member-organizations". Once established, the MO grows by recruiting other organizations (members). Each member organization claims "a high degree of autonomy and a unique identity" (Arhne and Brunsson, 2011, p. 447). Moreover, just like an organization, the MO can exclude and include members in its network of member-organizations and thus facilitate, or not, interaction between them and its ecosystem. To do so, the MO employs specific methods, including a concentration of power (setting up a center where responsibilities are organized) and isomorphism (similarities of recruited members) within its member-organizations (Arhne and Brunsson, 2011, p. 448). In this sense, the MO can be a way for its member-organizations to have a "negotiated environment" (Pferffer and Salancik, 1978, cited in Berkowitz and Bor, 2005, p. 207). This refers to the roles and functions that the MO takes on in its ecosystem: lobbying, reinforcing the legitimacy of member organizations, coordinating the production and supply of services, etc. (Berkowitz and Bor, 2005, p. 207).

MOs can have a wide variety of functions and objectives. The collective role can be peer-to-peer learning when member-organizations disseminate and share their practices (Berkowitz

and Bor, 2005, p. 206). Also, an organization may want to join the MO as a precautionary measure to avoid being excluded from a network, or to stop offering the services it provides and that the MO now offers (Arhne and Brunsson, 2011, p. 435). Some organizations may even want to join the MO to compete (Arhne and Brunsson, 2011, p. 435). Another reason for member-organizations to join the MO is to facilitate cooperation between its members to gain market clout (economic, political) or, conversely, to protect themselves from "external interventions" (Arhne and Brunsson, 2018, p. 434). Remember that belonging to a MO can also attract member-organizations because of its status in its ecosystem (weight). The member-organization thus sees this status transferred to its own organization (Arhne and Brunsson, 2018, p. 434).

1.4 Social and Solidarity Economy Enterprises

The Sunny Spoon is characterized by its service offering, including its pooling project. Still, it is a SSEE and represents member-organizations that are also part of the SSE. In Québec, the Social Economy Act recognizes cooperatives, associations, and mutuels as components of the social economy (SE). For this brief, the SE is defined as

All economic activities with a social purpose carried out within the framework of enterprises whose activities consist in the sale or exchange of goods or services and which are operated by the following principles:

1. The purpose of the enterprise is to meet the needs of its members or the community.
2. The company is not under the decision-making control of one or more public bodies within the meaning of the Act respecting access to documents held by public bodies and the production of personal information.
3. The rules applicable to the company provide for democratic governance by the members.
4. The company aspires to economic viability.
5. The rules applicable to the company prohibit the distribution of surpluses generated by its activities or provide for their distribution to members in proportion to the transactions carried out between them and the company.
6. The rules applicable to the legal entity operating the enterprise provide that, in the event of dissolution, the remainder of its assets must devolve to another legal entity sharing similar objectives. (Social Economy Act, 2013)

2. Methodology and Research Context

The research project took part in a twelve-month (May 2019 to May 2020) in-company research internship with The Sunny Spoon organization. It should be noted that the choice of

methodology and the impact of the evolution of the internship course were presented in a previous paper (Landry-Pellerin and Bouchard, 2021) as well as in the master’s thesis (Landry-Pellerin, 2023)⁵. For this reason, it is only approached here simply to explain the data collection context.

To take advantage of the in-company research internship, the approach chosen was to collect and analyze the data observed from actors in TSS ecosystem. As such, this qualitative data collection is being carried out during twelve months. Table 2 shows the different observation units, sources of data and periods of observation.

Table 3. Observation Units

OBSERVATION UNIT	SOURCE OF DATA	PERIOD
1 OBSERVATION	Participatory and Non-participatory	Through constant observation in TSS ecosystem: team meetings, work sessions, members-organizations meetings. May 2019 to May 2020
	Document and Complementary Sources Analysis	Through scientific, grey literature and complementary sources: annual reports, financial reports, feasibility studies, business plans.
2 EXPLORATORY	Semi-structured Interviews	Through interviews with member-organizations and potential future members of the pooling project. Through interviews with people who have been involved in the entire TSS pooling project. May 2019 to October 2019
	Semi-structured Interviews	Through interviews with people from organizations that have carried out projects like TSS's pooling project. Through interviews with experts in various fields (collaborative economy, social economy). October 2019 to May 2020
3 COMPLEMENTARY	Semi-structured Interviews	

However, it is important to mention that for the master’s thesis, and therefore the results presented in this paper, only the participatory and non-participatory observations were analyzed through the PP.

⁵ Link to the Master’s thesis: <https://archipel.uqam.ca/16711/>

3. Case Study: The Sunny Spoon

Given the specific nature of the organization (as a MO) and its impact on the development of the pooling project itself, it is necessary to present the essence of The Sunny Spoon. To do so, it is chosen to highlight the critical elements of TSS using two grids for collecting and categorizing information on SI: the "Data collection and categorization grid for the study of social economy activities" (Comeau, 2000, our translation) and the "Social innovation sensors" (Institut Jean-Baptiste Godin, 2015, our translation). The former is used for social economy case studies at CRISES (Comeau, 2000). The second is meant to be used by project leaders (Institut Jean-Baptiste Godin, 2015, p. 2). The summarized information that follows results from meshing these two grids⁶.

3.1 Emergence Context

Founded in 2010 by The Comfort Meals Collective⁷, TSS is a non-profit organization working in Québec's food security sector, bringing together a group of SSEE member-organizations. These member-organizations take the legal form of cooperatives and non-profit organizations, some identifying with the community action movement and others with the SSE movement⁸. All recognize themselves as being involved in producing and distributing healthy, affordable meals to vulnerable clientele (The Sunny Spoon, 2021). Some also have a second vocation of word insertion, with a view to socio-professional integration.

TSS's mission is to promote food security by "facilitating access to healthy, affordable meals" for two clientele: children and older people (The Sunny Spoon, 2021). The MO's objectives are threefold: to offer affordable, subsidized, or co-financed meals through its member-organizations to their target clientele, to optimize the production capacity of its member-organizations, and to promote the development and increase revenues of its member-organizations (The Sunny Spoon, 2021).

3.2 Environment and Activity Sector

According to the *Centre d'expertise et de référence en santé publique* (Expertise and Reference Center of Québec), food insecurity refers to "inadequate or uncertain access to food primarily due to a lack of financial security or access to a sustainable food system that maximizes healthy choices" (INSPQ, 2020). The *Conseil du système alimentaire montréalais* (Montréal Food System Council) on its part refers to "the deprivation of individuals and households to ensure their need to eat adequately to lead a healthy and active life" (Conseil du système alimentaire montréalais, 2023, our translation). In Québec, food insecurity is recognized as a public health issue. For example, in 2019, the number of people living in food insecurity in Montréal reached 234,500 people, or 13.6% of the population (Conseil du système alimentaire montréalais, 2023). The impact of the COVID-19 pandemic

⁶ It should be noted that, given the anonymization and nature of the MO, some information is deliberately omitted since it could prevent the anonymity of TSS and its member organizations from being maintained.

⁷ Fictitious name.

⁸ In Québec, many social-purpose community organizations, while being autonomous from State, do not have a market component of their activities and therefore do not identify themselves as social economy enterprises.

has exacerbated food insecurity in Québec, with nearly 26% of adults living in households considered food insecure (Conseil du système alimentaire montréalais, 2023). Several services and initiatives have been put in place to address the problems associated with this issue: food aid (in schools, for children/parents); collective kitchens and cooking workshops; Christmas baskets; free or reduced-price meals; prepared meals and meals-on-wheels (Reference Center of Greater Montréal, 2023).

3.3 Initial Project

The TSS project took shape in the early 1990s in a large urban area at the initiative of four SSEEs when the then Minister of Education visited one of them (TSS_12, 2019). This visit highlighted how to meet the need for access to hot, healthy, and affordable meals for the schoolchildren served by the organization visited (TSS_12, 2019). The Minister becomes aware of the urgency surrounding access to food for neighborhood youth and implements the Urban School Program⁹ in certain schools (where parents have lower-than-average incomes) in the urban area (History of The Comfort Meals Collective, n.d.). This measure was reviewed in 1996 when The Urban Schools Project¹⁰ identified poverty as a significant obstacle to young people's academic success (History of The Comfort Meals Collective, n.d.). In the following years, more students benefited from The Urban School Program (History of The Comfort Meals Collective, n. d.).

At the turn of the 2000s, a dozen SSEEs and local community organizations formed The Comfort Meals Collective. At that time, these organizations came together to discuss common issues concerning their shared reality: the production and distribution of meals in schools and their dual economic and social mission (TSS_12, 2019). At this time, The Collective also reorganized so that the executive managers of member-organizations were now involved in these meetings, rather than just certain employees' members. This change was made to ensure that the people representing The Collective were those best placed within the organizations to make changes and internal decisions in their own organization (and for the good of The Collective) when necessary (TSS_12, 2019). Over the next ten years, The Collective expanded. The aim is now for all SSEEs and community organizations involved in The Urban School Program to become part of The Collective. As one former Collective member points out, "it was always the goal to band together to respond to the problems of food insecurity among young people" (TSS_12, 2019).

TSS was officially founded in 2010 as a non-profit organization. However, it wasn't until 2014 that TSS hired a project manager to develop its members' network. The project manager then oversees the representation of TSS and its members to players in various networks: food security, seniors, school perseverance, university research, and public authorities. Finally, in 2018, an executive manager was hired to take the TSS project to another level, i.e., to organize the network of members and extend the school program with pilot projects outside the current territory (TSS_7, 2019). Figure 3 shows the organizational trajectory over the last 30 years.

⁹ Fictitious name.

¹⁰ Fictitious name.

Figure 3. The Sunny Spoon Trajectory



3.4 Services to Member-organizations

As of 2014, member-organizations benefit from a range of services offered by TSS, including developing member-organizations' production and distribution capacity (marketing food services and connecting with new clientele, as well as sharing production and distribution equipment and infrastructure); coordinating the collective effort by representing members' interests (network animation, fundraising for the TSS' School Program and representation at key meetings in the food, health, and education sectors) (The Sunny Spoon, 2021, p. 5). More specifically, TSS's service offering is based on three precise needs linked to its member network: a population to be fed healthily and sufficiently, a lack of shared resources, and the consolidation of a structure for its member network.

As mentioned, the first challenge is that a part of the population, namely schoolchildren and older people, cannot eat healthily and sufficiently. One of TSS's proposals to remedy this is to set up the TSS School Program. This program is aimed at elementary school children, without discriminating against families: "[...] students in participating schools receive a healthy, affordable lunch, prepared by their community's social caterer, thanks to a voluntary contribution system" (The Sunny Spoon, 2019-2020, p. 15). Through its voluntary-contribution approach, the program aims to break down economic barriers and thus combat social inequalities, offering "an effective and sustainable response to the fundamental need for healthy food" (The Sunny Spoon, 2019-2020, p. 15). In this case, member-organizations wishing to participate in this program are offered the opportunity, and the challenge, of increasing their meal production and delivery. Members can choose to reach a "plateau" and stay there, or find additional production, processing, and equipment space with another organization to increase production.

The second issue, arising from the previous one, is the potential need for shared resources and equipment in the food production and distribution sectors. However, actors outside the TSS members' network also feel this lack of shared resources. Organizations, be them SSEEs or community action groups, or even outside of these categories, may find it difficult to access equipment and resources and, above all, the time needed to develop structured sharing partnerships. Here, TSS acts as a catalyst throughout Québec, helping its member-organizations structure their food security approach (The Sunny Spoon, 2021). Depending on their needs, member-organizations may decide to rent out the resources and equipment they own as "owners", or to use the resources and equipment of other member-organizations as "tenants". This initiative is the pooling project, the SI discussed in this research project. Figure 4 shows the two profiles associated with TSS pooling services offering.

Figure 4. Profiles of Users of Pooling Services



TSS's vision is to develop "an effective, concerted response to food insecurity" (The Sunny Spoon, 2021, our translation). To do so, it "relies on the union of positive forces", i.e., on the development of collective programs to help Québec solve food problems "that go beyond the territories of intervention of community groups", and, therefore, of its member-organizations (The Sunny Spoon, 2021, our translation). To this end, TSS supports its member organizations in developing market opportunities through centralized efforts, and it backs the growth of its member-organizations by giving them access to production and distribution facilities under-used by other actors in their territory. In addition, TSS is committed to developing services that complement the needs of its member-organizations, such as software that facilitates the management of meal production, group purchasing, and so on. Member-organizations can thus take advantage of their network of members to gain access to complementary services they would not otherwise have due to lack of time, funding, human resources, capacity, etc.

3.5 Organizational Dimension

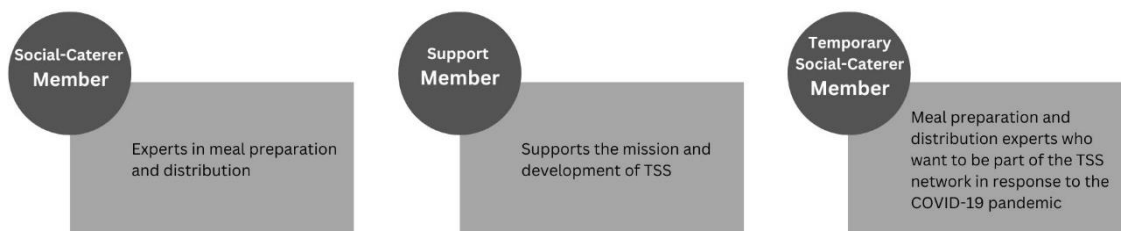
As mentioned, TSS results from the initiative of a group of "social caterers" who organized themselves to ensure food production and distribution to a vulnerable population. Starting as an informal network, in the form of a collective, the members institutionalized it by creating

TSS in 2010. The member-organizations were, and still are, Québec-based SSEE and community organizations. The vast majority were originally work insertion SSE enterprises (with a cooking apprenticeship component). All these member-organizations have been involved in their local communities for many years.

To be part of TSS, member-organizations must pay an annual membership fee of C\$100, which entitles them to vote at the annual general meeting, to be kept informed of the organization's current activities, and to use TSS's services (The Sunny Spoon, 2017). A member of the TSS network must: be a registered as a non-profit organization or a cooperative; be a meal producer; and be an active promoter of healthy eating for all and work to improve the food security of Quebecers, especially children and seniors (The Sunny Spoon, 2021, p. 2).

At the time of the data collection, there were two types of members: social-caterer members, considered "experts in meal preparation and distribution", and support members, who support TSS's mission and development (The Sunny Spoon, 2021). In addition, due to the health crisis resulting from the COVID-19 pandemic, temporary membership is granted to organizations wishing to join the TSS network to maximize their efforts during this challenging period (The Sunny Spoon, 2021). In May 2020, TSS had 23 catering members, two sympathizing members, and three temporary catering members (the TSS administrators decided to integrate temporary members as part of the specific service offer in response to the COVID-19 pandemic). Figure 5 shows the three categories of TSS members as of May 2020.

Figure 5. The Sunny Spoon Member Category



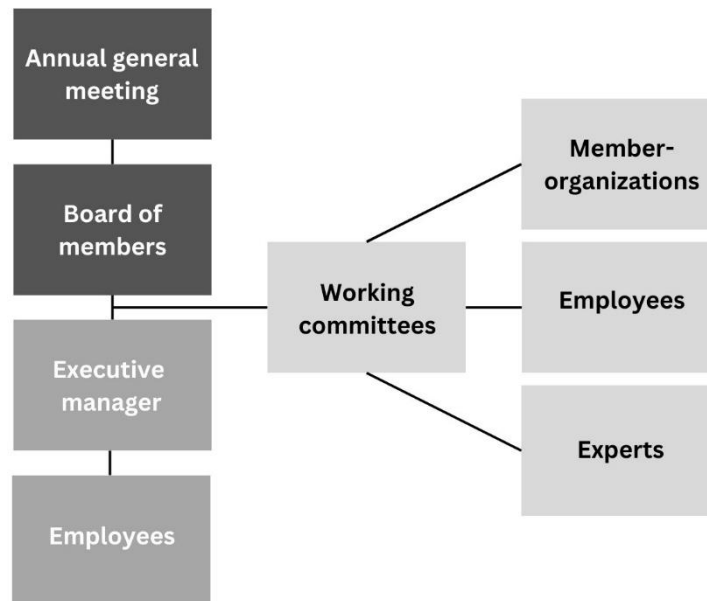
To achieve its mission, TSS collaborates with various partners from different backgrounds: social, collective, and private enterprises, community organizations, associations and think tanks, school boards, ministries, cities and municipalities, and philanthropic foundations. Moreover, since its inception, TSS has developed several partnerships (financial, research, food security) that create an ecosystem where it can solicit and be solicited on the issues it seeks to address.

3.6 Institutional Dimension

Since TSS operates under the legal form of a non-profit organization, it must comply with its legal and statutory obligations (Québec Companies Act, Part III). As a SSEE (Québec Social Economy Act), TSS ensures the principle of democratic governance through two bodies: the members' assembly (annual general meeting and extraordinary general meeting) and the

board of members. At the annual general meeting, each member organization in good standing has one vote (one member/one vote). As for the board of members, only caterer-members (their general managers) are entitled to sit as directors (The Sunny Spoon, 2017). The board of members comprises five directors (The Sunny Spoon, 2017). Figure 6 shows a simplified organization chart for TSS.

Figure 6. The Sunny Spoon Organization Chart



4. Pooling Project as a Social Innovation

The social innovation under study is the pooling project. This is in line with TSS's strategic vision and development priorities. The pooling of services, equipment, and resources (human, material) can have several meanings. In this case, TSS's pooling project is seen as a means of sharing and pooling assets in which owners retain their ownership rights and can be both operational and strategic.

Here is the definition used in the case of the TSS pooling project:

The pooling of the physical and logistical resources (warehouses, platforms, trucks, kitchens, information systems, etc.) of the networked organizations and of the data required for management to improve the economic, environmental, and social performance of the supply chain of their mutualist member-organizations¹¹.

¹¹ This definition was proposed by the student-researcher and validated by TSS executive manager.

To understand the pooling project, knowing how it's evolving within TSS and with regards to the players involved is essential. First, in 2016, Le Chantier de l'économie sociale (one of the two Québec SSE apex organization with the Conseil de la coopération du Québec) conducted a feasibility study for the TSS School Program using the pooling of resources. This feasibility study shows that maximizing public and associative kitchen infrastructure and equipment would increase production capacity while keeping production costs more affordable among member-organizations (Le Chantier de l'économie sociale, 2016). The study highlights the various avenues and collaborations to implement this pooling offering. The pooling project and its *raison d'être* are inspired by these conclusions. Moreover, pooling would support and perpetuate TSS member-organizations' growth by facilitating access to production and distribution equipment under-used by other actors in the same territory (Le Chantier de l'économie sociale, 2016). This equipment includes kitchens, cold rooms, trucks, storage space, etc.

Thus, since 2018, TSS has been developing its services along two well-defined lines of intervention (The Sunny Spoon, 2021, p. 7), supporting member-organizations in expanding their market opportunities through centralized canvassing efforts, efficient management tools, including a common transactional website, and supporting the growth of member-organizations by offering them access to the under-used production and distribution equipment of other actors in their territory through an online sharing platform.

Member-organizations determine two areas of intervention based on their needs. Firstly, for those who want to increase their meal production but need help investing in new infrastructure and resources to develop their services. They often need more production and distribution facilities, such as kitchens, cold rooms, warehouse, and trucks, which happen to be underutilized in their territory. Secondly, those who produce meals often work in isolation due to limited resources and time to establish collaborative partnerships. (The Sunny Spoon, 2021, p. 7).

Today, TSS's pooling project aims to set up a service to support the growth of user-members (and, by the same token, of TSS's member-organizations) by offering access to under-used equipment, such as ovens, refrigerated cabinets, cookware, detergent, bain-marie, blenders, etc.; services, such as recipe management tools, databases, expertise; and under-used infrastructures, such as kitchens, trucks, storage spaces, offices. (The Sunny Spoon, 2021, p. 2).

4.1 Sharing Platform

Since the early days of the pooling project, the idea has been to create and use a technological solution to facilitate collaboration and transactions between mutualist members. The technology platform component, i.e., its implementation, is identified by TSS as the innovative element, i.e., the SI under study. This "technological platform" is now being developed as part of the Major Municipal Project (MMP).

TSS is taking part to a collaborative economy by developing its pooling project and integrating a technological platform. Specifically, the sharing platform aims to help different users and

resource owners establish “healthy mutual relationships” and shared goals (The Sunny Spoon, 2020, p. 20). TSS even mentions that its technological tool would promote the creation of a social bond through a network of organizations, by simplifying exchanges and direct production between mutualist members, with no intermediary other than TSS itself (The Sunny Spoon, 2020, p. 20). To achieve these objectives, TSS has drawn up a portrait of the logistical, operational, and technological needs identified by its member organizations and, potentially, its future mutualist members. It should be noted that the results of this study are not presented in this paper.

4.2 Major Municipal Project

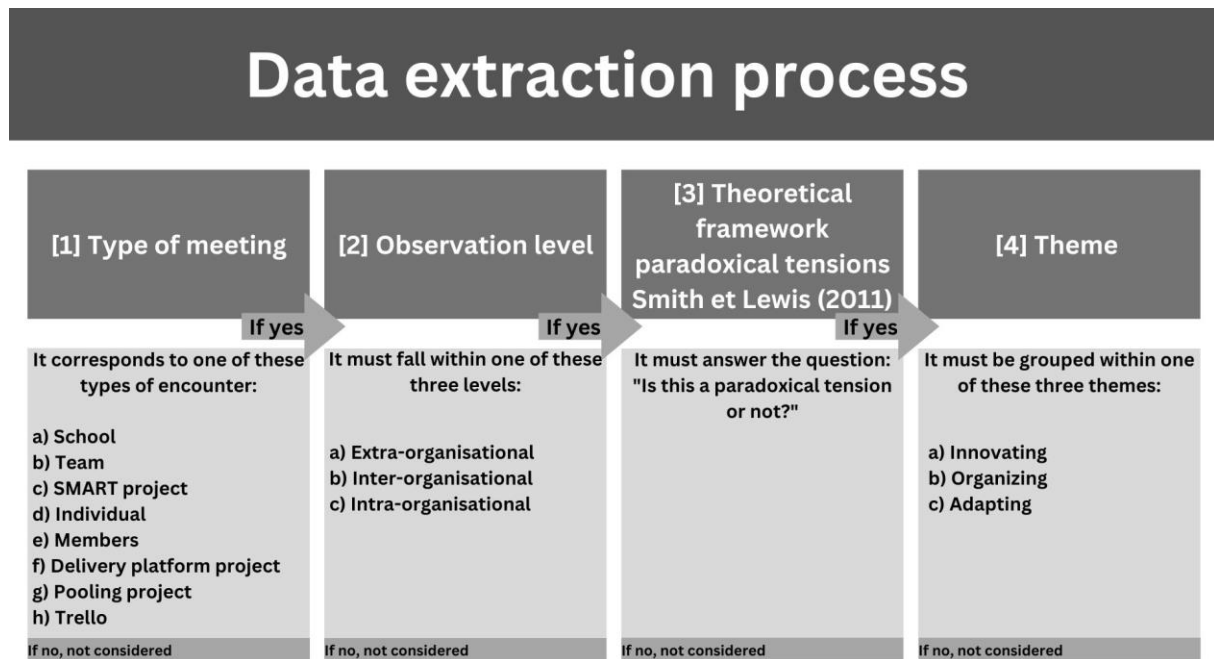
The arrival of the major municipal project is an important milestone in the development of the pooling project. The MMP focuses on three clusters of activity: a local and integrated food system, integrated mobility, and experimentation with data and regulation. In 2018, when TSS received confirmation that it was included in the MMP, its technology platform solution was integrated into the MMP food cluster (Municipality, 2018). Thus, as part of the food cluster of the MMP, TSS must review the planning and development of its pooling project and its platform according to the criteria and deliverables imposed by the sponsor. These include project management (timeline, implementation approach, and control mechanisms), governance, mobilization strategy, performance measurement (metrics), data protection (administration and management framework), technology (architecture), and financial resources.

5. Results and Discussion

Firstly, it is important to note that the results shown in this paper do not completely represent the results presented in the master's thesis. Instead, they serve as a sample to highlight one of the three themes that emerged during data analysis, i.e. "innovating". It's worth mentioning that these results were extracted (as shown in Figure 7) and were determined to be PT based on observed tensions. It is, therefore, essential to keep in mind the relevance of these results, in the sense that the tensions observed may enrich our understanding of other similar cases, as they may impact SIs in the making.

Secondly, various types of meetings were attended during the observation period to collect data (109 meetings in total). These data were classified based on their observation level to analyze the interactions and dynamics between the participants. The raw data underwent an initial extraction process to determine if they could be considered PT. The data was then grouped by the observed themes while maintaining their level of observation to identify potential sources of PT. This procedure is summarized in Figure 7.

Figure 7. Illustration of Data Extraction Process



Through this analysis, it was possible to discern three overarching themes that encapsulate the findings: Innovation, Organization, and Adaptation. These themes are linked to various levels of observation, offering crucial insights into the meetings, participants' dynamics, meeting objectives, and identified sources of PT. The primary objective is to emphasize the PT elements that are unique to a SI within an MO, functioning as a SSEE.

5.1 Innovating Theme

The Innovating theme pertains to data gathered during MMP meetings. It involves an "in-organization" level of analysis and an "extra-organizational" level of observation. Most participants are external to TSS, including the city, organizations, partners involved in MMP, and TSS itself. The observed PTs can be categorized into four distinct groups, illustrating the complex dynamics of a socially and technologically-oriented project. Figure 8 presents the results specific to this theme.

Figure 8. Results – Innovating Theme

A. Innovating	Source of paradoxical tension observed	Characteristics
	Different types of property in a context of SI and technological innovation	<u>Type of meeting:</u> Major municipal project <u>Analysis level:</u> In organization <u>Observation level:</u> Extra-organizational <u>People involved:</u> City, organizations and partners of the Major municipal project and TSS
	A SEE's dual mission: to fulfill its social mission while carrying on an economic activity	
	Articulation of an SI between an SEE and a financial backer, specifically in the start-up phase of a large-scale project.	
	Articulating an SI between an SEE and a funder in a context where the realities of SEEs are not fully taken into account.	

According to the analysis of MMP encounters, the MO is frequently confronted with tensions arising from three organizational paradoxes: "Performance, Belonging, and Organizing." Moreover, a triad dominated by the same three paradoxes is also present.

The first paradoxical dyad highlights the tension between the non-profit mission and the profit objective expected of the MMP's technology platform. The platform must generate profit for financial sustainability and meet the needs of stakeholders, including member users and participating organizations, for long-term sustainability. The second dyad emphasizes the tension between the Learning paradox and the Performance paradox involved in the creation of the technology platform. The platform must be both socially and technologically innovative while being efficient and meeting criteria, requirements, and standards.

The second dyad with the paradox of Belonging and the paradox of Performance arises from the "small platforms" produced by participating organizations within the MMP platform. This element highlights the tension between a collective vision of the project determined by various stakeholders and the financial backer's guidelines, which are complex and difficult for participating organizations to understand due to lack of expertise.

The triad demonstrates the tension between the Performance paradox, the Organizing paradox, and the Belonging paradox. The set-up of operating modes and managerial tools must satisfy the funder's performance and efficiency criteria, respond to the participating organizations' different needs and realities resulting from SSE, and meet the requirements imposed by the financial backer.

5.2 Paradoxes, Tensions, and Meta-organization

The internal dynamics of organizations are likely to generate PTs that present themselves in dyads (according to Smith and Lewis, 2011). This aspect is visible in the results of the TSS case study, where several paradox dyads are identified across the different types of meetings

attended. However, triads are also visible, a phenomenon which does not appear in the literature review conducted for this paper. Given the specific nature of the MO and its member-organizations, i.e., a multiplicity of interactions between organizations rather than just two of them, the latter would impact organizational dynamics and thus increase the risk of having PTs with more than two paradoxes at a time.

Furthermore, literature mentions that hybrid organizations in the SSE, through their dual mission (social and economic), are susceptible to tensions concerning their identity, their performance and their governance (Michaud, 2013; Jacklin-Jarvis, 2015; Berge *et al.*, 2016; Audebrand *et al.*, 2017; Bouillé and Cornée, 2017; Arvidson, 2018; Rey-García *et al.*, 2019; Civera *et al.*, 2020; Best *et al.*, 2021). This is also the case for this MO, given that, as a SSEE itself, it carries such a dual social and economic mission, but also having to respond to its collective mission and that of its member-organizations individually.

The PTs identified here concern:

- ◁ TSS member's identity, about its identity as an MO and that of its member-organizations: collective vs. individual; collaboration vs. autonomy; homogeneity vs. heterogeneity; inclusion vs. exclusion.
- ◁ Performance of TSS members, about its MO service offering: long-term vision vs. short-term vision; achievement of economic objectives vs. achievement of social goals.
- ◁ Governance and management of TSS members, about decision-making within the MO and that of its member-organizations: hierarchy vs. democracy; formal vs. informal; imposition vs. empowerment.
- ◁ Learning within TSS members, about its modes of operation and those of its member-organizations: stability vs. change; flexibility vs. control; staying in the mainstream vs. moving towards innovation.

Also, knowing that SSEEs such as cooperatives experience paradoxes and tensions related to economic efficiency and democratic participation of members within the enterprise (Audebrand *et al.*, 2017), it is interesting to note that the MO TSS demonstrates similarities in this aspect. Indeed, the results show a tendency to have this same Performance paradox. However, for TSS, it is often found in a dyad: Belonging (when linked to its network of member organizations) or Organizing (when linked to an entity in its external ecosystem, such as a donor). This latter element also echoes what Dumez (2009) identifies as the characteristic of an MO, i.e., being "structurally weak" but highly effective in its field.

Finally, as raised by Arhne and Brunsson, MO member-organizations often find themselves in conflict when they must agree on guidelines but seem to be the best at stating them (Arhne and Brunsson, 2018, p. 447). This element is perceptible in the results obtained since several paradox dyads highlight conflicting situations of Organizing categories (establishing norms within the MO) and Belonging (where its guidelines disturb the member organizations' ways of doing things).

Conclusion

In this article, we introduce a socially innovative project that aims to improve food security through a SSE approach. This case study highlights the challenges faced during the implementation phase.

The main question addressed in this research is: "What unique tensions arise within meta-organizations due to their paradoxes?" To answer this, we utilized two key concepts: the PP and the SI trajectory. Our primary objective was to present TSS MO and its pooling project, from its inception to implementation. This solution was viewed by members of the mutualist community and the TSS ecosystem as a way to enable users and member organizations to take actions that contribute to social and environmental transitions.

The research had two sub-questions: "What are the organizational paradoxes characteristic of a meta-organization?"; and 2. "Are there tensions specific to these paradoxes in a meta-organizational context?" To answer these questions, a literature review was conducted for each key concept to identify gaps in understanding within the context of MO. This revealed that certain tensions based on paradoxes are inevitable in hybrid organizations, but MOs are rarely studied.

The research also highlighted the usefulness of the PP, which allows for analysis of both intra-organizational dynamics (within a hybrid organization) and inter-organizational dynamics (between the hybrid organization and its member organizations). This approach is ideal for analyzing the dynamics of an IS and exposing new sources of tension as it is implemented. It also shows the effect of a strong dependence on external resources whose values are exogenous to those of the SSE on organizational dynamics.

In this sense, there are undoubtedly lessons to be learned from this analysis for managerial and institutional players. A few can be cited (which would nevertheless need to be validated by other case studies). The first lesson concerns the importance of understanding the notion of MO as a specific organizational form, close to but distinct from a network organization, calling for developing specific management tools. As a MO is structurally weak but effective in its field (Dumez, 2009), it will have a propensity to expand its area to reinforce its relevance to its member organizations, but this may be to the detriment of its legitimacy among its members. From a SSE perspective, this risk has already been identified and theorized based on a vision of the organization founded on the combination of a group of persons (which may be legal entities) and a company (Vienney, 1994). Over time, the SSE's projects can become distant from those of its members if, in its evolution, the company fails to take sufficient account of the needs of the group of members, a process known as "functional reversal" (*retournement fonctionnel*) (Vienney, 1994). Thus, if it does not re-equilibrate its strategy and strengthen its relations with its members (Malo, 2001), the SSE risks a disconnection between the group of members and the company (Desforges, 1980), which could lead to its *de facto* demutualization. Finally, a third lesson concerns the vision of the SI trajectory as something other than a linear series of successive phases but rather as a swirling process involving humans and non-humans. This situation can generate tensions between reflexive, rational, and strategic human beings and non-human actants whose impact on the trajectory

might not have been imagined – even less planned – such as norms, rules, specifications, and schedules, the pandemic linked to COVID-19, etc. The study shows that, as the trajectory unfolds, the arrival of new players can lead to the risk of the alliance crumbling and members losing interest, potentially reducing their future commitment to the project (Akrich *et al.*, 2006).

The results presented in this paper may inspire future research. It would be relevant to examine, for example, the transferability or generalizability of the findings regarding the case of TSS as an MO in the food sector, to that of other sectors of activity in the SSEE. Finally, in the continuation of this paper, it would be interesting to explore further the impact of the nature of an MO on the emergence of this type of tension dynamics and how it is managed on a day-to-day basis.

References

- Ahrne, G., and Brunsson, N. (2005). Organizations and meta-organizations. *Scandinavian Journal of Management*, 21(4), 429-449.
<https://doi.org/10.1016/j.scaman.2005.09.005>
- Akrich, H., Callon, M. and Latour, B. (2006). *Sociologie de la traduction : Textes fondateurs*. Mines Paris, les Presses; WorldCat.org.
<http://catalogue.bnf.fr/ark:/12148/cb40941029t>
- Andriopoulos, C., and Lewis, M.W. (2009). Exploitation-Exploration Tensions and Organizational Ambidexterity: Managing Paradoxes of Innovation. *Organ. Sci.*, 20, 696-717.
- Argyris, C. (1988). Crafting a theory of practice: The case of organizational paradoxes. In R. Quinn & K. Cameron (Eds.), *Paradox and transformation: Toward a theory of change in organization and management*: 255-278.
- Arvidson, M. (2018). Change and Tensions in Non-profit Organizations: Beyond the Isomorphism Trajectory. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations: Official journal of the International Society for Third-Sector Research*, 29(5), 898–910. <https://doi.org/10.1007/s11266-018-0021-z>
- Audy, J.-F., Lehoux, N., D'Amours, S., and Rönnqvist, M. (2012). A framework for an efficient implementation of logistics collaborations. *International Transactions in Operational Research*, 19(5), 633-657. <https://doi.org/10.1111/j.1475-3995.2010.00799.x>
- Audebrand, L. K., Michaud, V., and Camus, A. (2017). A Mosquito in the Classroom: Using the Cooperative Business Model to Foster Paradoxical Thinking in Management Education. *Journal of Management Education*, 41(2), 216-248.
<https://doi.org/10.1177/1052562916682552>
- Basso, F., D'Amours, S., Rönnqvist, M., and Weintraub, A. (2019). A survey on obstacles and difficulties of practical implementation of horizontal collaboration in logistics. *International Transactions in Operational Research*, 26(3), 775-793.
- Battilana, J., and Dorado, S. (2010). Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *The Academy of Management Journal*, 53(6), 1419-1440.
- Belalia, S., and Houmat, A. (2010). Non-linear free vibration of elliptic sector plates by a curved triangular p-element. *Thin-Walled Structures*, 48(4-5), 316–326.
<https://doi.org/10.1016/j.tws.2009.12.001>

- Berge, S., Caldwell, W., and Mount, P. (2016). Governance of nine Ontario Food Cooperatives. *Annals of Public and Cooperative Economics*, 87(3), 457474. <https://doi.org/10.1111/apce.12134>
- Berkowitz, H., Bucheli, M., and Dumez, H. (2017). Collectively Designing CSR Through Meta-Organizations: A Case Study of the Oil and Gas Industry. *Journal of Business Ethics*, 143(4), 753769. <https://doi.org/10.1007/s10551-016-3073-2>
- Berkowitz, H., and Bor, S. (2018). Why Meta-Organizations Matter: A Response to Lawton et al. And Spillman. *Journal of Management Inquiry*, 27(2), 204211. <https://doi.org/10.1177/1056492617712895>
- Best, B., Miller, K., McAdam, R., and Moffett, S. (2021). Mission or margin? Using dynamic capabilities to manage tensions in social purpose organisations' business model innovation. *Journal of Business Research*, 125, 643657. <https://doi.org/10.1016/j.jbusres.2020.01.068>
- Bouchard, M. J., Ferraton, C., and Michaud, V. (2008). First Steps of an Information System on the Social Economy: Qualifying the Organizations. *Estudios de Economía Aplicada*, 26 (1), 7-24.
- Bouchard, M. J., Filho, P. C., and Zerdani, T. (2015). Social Enterprise in Quebec: Understanding Their « Institutional Footprint ». *Canadian journal of nonprofit and social economy research*, 6(1). <https://doi.org/10.22230/cjnser.2015v6n1a198>
- Bouillé, J., and Cornée, S. (2017). La gouvernance des organisations de l'Économie Sociale et Solidaire à l'épreuve dynamique de leurs « Grandeurs ». *Annals of Public and Cooperative Economics*, 88(4), 567588. <https://doi.org/10.1111/apce.12173>
- Bouncken, R. B., Fredrich, V., Ritala, P., and Kraus, S. (2018). Coopetition in New Product Development Alliances: Advantages and Tensions for Incremental and Radical Innovation. *British Journal of Management*, 29(3), 391410. <https://doi.org/10.1111/1467-8551.12213>
- Cameron, K., and Quinn, R. (1988). Organizational paradox and transformation. In R. Quinn & K. Cameron (Eds.), *Paradox and transformation: Toward a theory of change in organization and management*: 1-18. Cambridge.
- Centre de recherche sur les innovations sociales (2023). À propos. Récupéré de <https://crises.uqam.ca/a-propos/presentation/>
- Centre de référence du Grand Montréal (2023). Insécurité alimentaire. Récupéré de <https://www.centraide-mtl.org/blogue/linsecurite-alimentaire/>
- Chantier de l'économie sociale (2016). *Étude de faisabilité: Rapport final du mandat* [Étude de marché].

- Château-Terrisse, P. (2012). Le dispositif de gestion des organisations hybrides, régulateur de logiques institutionnelles hétérogènes? Le cas du capital-risque solidaire. *Management Avenir*, (4), 145-167.
- Civera, C., Cortese, D., Mosca, F., and Murdock, A. (2020). Paradoxes and strategies in social enterprises' dual logics enactment: A csQCA between Italy and the United Kingdom. *Journal of Business Research*, 115, 334347.
<https://doi.org/10.1016/j.jbusres.2019.11.004>
- Cohen, M. D., and March, J. G. 1974. Leadership and ambiguity: The American college president. New York: McGraw- Hill.
- Coheur, A. (2019). *Towards an appropriate European legal framework for social economy enterprises (own-initiative opinion)*. (INT/871-EESC-2019). European Economic and Social Committee. <https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions/towards-appropriate-european-legal-framework-social-economy-enterprises-own-initiative-opinion>
- Comeau, Y. (2000). Grille de collecte et de catégorisation des données pour l'étude d'activités de l'économie sociale 2e édition, no ET9605. Collection études théoriques. Récupéré de <https://crises.uqam.ca/wp-content/uploads/2018/10/ET9605.pdf>
- CommunicAction. (2017). *Document final et recommandations*. [Étude de marché]
- Cook, M. L., and Burrell, M. (2009). A cooperative life cycle framework. Récupéré de <http://departments.agri.huji.ac.il/economics/en/events/p-cook.pdf>
- Cooperatives Europe. (2017, November). *A cooperative vision for the collaborative economy: Shaping a people-centered and democratic collaborative economy*. Récupéré de <https://coopseurope.coop/sites/default/files/Cooperative%20Vision%20for%20Collaborative%20economy%20CoopsEurope.pdf>
- Coopérative d'Intérêt Collectif dans le secteur du logement social. *Management international / International Management / Gestión Internacional*, 22(2), 128143. Érudit. <https://doi.org/10.7202/1058166ar>
- Conseil du Système alimentaire montréalais (2019). Forum SAM. Récupéré de [https://sam.montrealmetropoleensante.ca/uploads/resources/files/Forum_SAM/Presentations_Forum_SAM_2019/Insecurite_alimentaire_\(Presentation\).pdf](https://sam.montrealmetropoleensante.ca/uploads/resources/files/Forum_SAM/Presentations_Forum_SAM_2019/Insecurite_alimentaire_(Presentation).pdf)
- Desforges, J.-G. (1980), « Stratégie et structure des coopératives », *Coopératives et Développement*, vol. 21, no 1 (extrait du vol. 12, no 1, 1979-80), p. 133-154
- Dumais, L. (2013). *La recherche partenariale au Québec : tendances et tensions au sein de l'université*. *Revue Sociologique*. Récupéré de https://chairrp.uqam.ca/fichier/document/Publications/La_recherche_partenariale_au_Qu%3%A9bec_Tendances_et_tensions_au_sein_de_luniversit%C3%A9.pdf

- Dumez, H. (2009). La théorie des méta-organisations. *Annales des Mines - Gérer et comprendre*, 95. <https://doi.org/10.3917/geco.095.0077>
- Dumez, H. (2012). Qu'est-ce que l'abduction, et en quoi peut-elle avoir un rapport avec la recherche qualitative? *Le Libellio AEGIS*, Vol. 8, No3, pp. 3-9. Récupéré de <http://lelibellio.com/wp-content/uploads/2013/02/DOSSIER-Abduction.pdf>
- Fernandez, A.-S., and Chiambaretto, P. (2016). Managing tensions related to information in coopetition. *Industrial Marketing Management*, 53, 6676. <https://doi.org/10.1016/j.indmarman.2015.11.010>
- Ferrary, M., and Pesqueux, Y. (2004). *L'organisation en réseau*. Presses universitaires de France. <https://www.cairn.info/l-organisation-en-reseau-mythes-et-realites--9782130542544.htm>
- Fontan, J.-M. (dir.), Bussière, D., Caillouette, J., Ahmed Soussi, S., Tremblay, D.-G., and Tremblay, P.-A. (2012). La recherche partenariale au CRISES. Version 9. Cahiers du Centre de recherche sur les innovations sociales (CRISES), Collection Études théoriques – no ET1301. Récupéré de https://chairrp.uqam.ca/fichier/document/Publications/La_recherche_partenariale_au_CRISES.pdf
- Gittel, J.H. (2004). Paradox of coordination and control. *California Management Review*, 42 (3), 101–117.
- Guedri, Z., Hussler, C., and Loubaresse, E. (2014). Contradictions, paradoxes et tensions en contexte (s). *Revue française de gestion*, (3), 13-28.
- Ho, D., Kumar, A., and Shiwakoti, N. (2019). A Literature Review of Supply Chain Collaboration Mechanisms and Their Impact on Performance. *Engineering Management Journal*, 31(1), 4768. <https://doi.org/10.1080/10429247.2019.1565625>
- Huy, Q. N. (2002). The emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative Science Quarterly*, 47, 31-69.
- Institut Jean-Baptiste Godin (2023). Outils. *Les capteurs de l'innovation*. Récupéré de <https://institutgodin-ressources.com/outils/>
- Institut national de la santé publique du Québec (INSPQ). (2020). Centre d'expertise et de référence en santé publique. Récupéré de <https://www.inspq.qc.ca/covid-19/sondages-attitudes-comportements-quebecois/insecurite-alimentaire-juin-2020>
- Jacklin-Jarvis, C. (2015). Collaborating across sector boundaries: a story of tensions and dilemmas. *Voluntary Sector Review*, 6(3), 285-302.

- Jakobsen, S. (2020). Managing tension in coopetition through mutual dependence and asymmetries: A longitudinal study of a Norwegian R&D alliance. *Industrial Marketing Management*, 84, 251260. <https://doi.org/10.1016/j.indmarman.2019.07.006>
- Jarzabkowski, P., and Sillince, J. (2007). A rhetoric-in-context approach to building commitment to multiple strategic goals. *Organization Studies*, 28, 1639-1665.
- Jay, J. (2013). Navigating paradox as a mechanism of change and innovation in hybrid organizations. *Academy of Management Journal*, 56, 137-159.
- Kerlin, J. (2010). The Diffusion of State-Level Nonprofit Program Innovation. *Nonprofit and Voluntary Sector Quarterly*, 39(3), 478497.
- Klein, J.-L., Lévesque, B., Fontan, J.-M., and Klein, J.-L. (2014). *L'innovation sociale et les marchés d'une construction*. Presses de l'Université du Québec.
- Klein, J.-L., Boucher, J., Camus, A., Noiseux, Y., Champagne, C., and CRISES (Collectif de recherche sur les innovations sociales dans les entreprises et les syndicats). (2019). *Trajectoires d'innovation*. Presses de l'Université du Québec.
- Landry-Pellerin, Sara (2023). « Les tensions paradoxales dans la mise en œuvre d'une innovation sociale : le cas du projet de mutualisation de la Cuillère ensoleillée » Mémoire. Montréal (Québec, Canada), Université du Québec à Montréal, Maîtrise ès sciences de la gestion.
- Landry-Pellerin, S. (2021). *La mutualisation pour assurer une meilleure sécurité alimentaire : Rapport d'éf-Accélération* [Document non publié]. Université du Québec à Montréal.
- Landry-Pellerin, S., and Bouchard, M. J. (2021). Managing paradoxical tensions in the implementation of a social innovation: The impact of action research on the methodological framework (*preliminary results*). ISTR Conference Working Papers Series Social Enterprise and Social Entrepreneurship from a Global Perspective.
- Lévesque, B. (2016). Les innovations sociales et les transformations : Un enchaînement qui ne va pas de soi. Dans J.-L. Klein, A. Camus, C. Jetté, C. Champagne, et M. Roy (Éds.), *La transformation sociale* (1^{re} éd., p. 213-240). Presses de l'Université du Québec. <https://doi.org/10.2307/j.ctt1f1163h.9>
- Lewis, M. W. (2000). Exploring Paradox: Toward a More Comprehensive Guide. *The Academy of Management Review*, 25(4), 760776. <https://doi.org/10.2307/259204>
- Lewis, M. W., and Smith, W. K. (2014). Paradox as a Metatheoretical Perspective: Sharpening the Focus and Widening the Scope. *Journal of Applied Behavioral Science*, 50(2), 127149. <https://doi.org/10.1177/0021886314522322>

Loi sur les compagnies, C-38, partie III, RLRQ, c. From

https://www.legisquebec.gouv.qc.ca/fr/document/lc/C-38?langCont=fr#ga:l_iii-h1

Loi sur l'é E-1.1, RLRQ, c. From *o c i a l e*

<https://www.legisquebec.gouv.qc.ca/fr/document/lc/E-1.1.1>

Markus, H., and Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion and motivation. *Psycho- logical Review*, 98: 224-253.

Michaud, V. (2011). Proposition pour l'étude des tensions dans le mouvement, la sociomatérialité et le paradoxe. *Communiquer. Revue de communication sociale et publique*, (5), 47-74.

Michaud, V. (2013). Business as a pretext? Managing social-economic tensions on a social enterprise's websites. *M@n@gement*, 16(3), 294-331.

Mitacs. (2023). *About Mitacs*. From <https://www.mitacs.ca/fr/a-propos>

Monzon, J. L., and Chaves, R. (2017). *Recent evolution of the social economy in the European Union*. Brussels: European Economic and Social Committee.

Municipality. (2018). SMART project.

Municipality. (2018) Major project.

Murray, R., Caulier-Grice, J. and Mulgan, G., (2010), "The Process of Social Innovation" (2010), pp. 11-123, in: Murray, R., J. Caulier-Grice and G. Mulgan, *The open book of social innovation*, London, NESTA, Social Innovator Series. Disponible en ligne : <https://www.nesta.org.uk/report/the-open-book-of-social-innovation/>

Neamtan, N. (2019). *Trente ans d'économie sociale au Québec : un mouvement en chantier* (Ser. Coopération, mutualité et économie sociale). Fides.

O'Mahony, S., and Bechky, B. A. (2006). Stretchwork: Managing the career progression paradox in external labor markets. *Academy of Management Journal*, 49, 918-941.

Organisation de coopération et de développement économiques et Office statistique des communautés européennes. (1997). *Manuel : Principes directeurs proposés pour le recueil et l'interprétation* ([Norme de s d éd.]). Office statistique des communautés européennes.; WorldCat.org.

Poulin, D., Montreuil, B. and Gauvin, S. (1994). *L'entreprise réseau: bâtir aujourd'hui l'organisation de demain*. Montréal : Publi-Relais.

- Powell, W.W. (1990). Neither market nor hierarchy: network forms of organization. *Research In Organizational Behavior*, 12, 295-336.
- Puusa, A., Hokkila, K., and Varis, A. (2016). Individuality vs. communality: A new dual role of co-operatives? *Journal of Co-operative Organization and Management*, 4, 22-30.
- Quivy, R., Campenhoudt, L. van, and Campenhoudt, L. van. (1995). *Manuel de recherche en sciences sociales* (Nouv. éd, Ser. Sciences humaines Dunod). Dunod.
- Réseau Québécois en Innovation Sociale. (2023). *Innovation sociale*. From <http://www.rqis.org/innovation-sociale/>
- Rey-García, M., Calvo, N., and Mato-Santiso, V. (2019). Collective social enterprises for social innovation. *Management Decision*, 57(6), 1415-1440. <https://doi.org/10.1108/MD-01-2017-0091>
- Rollin, J. and Vincent, V. (2007). Acteurs et processus d'innovation sociale au Québec. Récupéré de <https://www.rqis.org/wp-content/uploads/2021/04/Acteurs-et-processus-dinnovation-sociale-au-Quebec.pdf>
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46, 655-684.
- Royer, I. and Zarlowski, P. (1999). Échantillon(s). In Thiétart R.-A. (dir.), *Méthodes de recherche en management* (p.188-223). France.
- Ruel, S. (2019). Freins à la mutualisation horizontale : Enseignements d'une étude de cas dans le secteur agroalimentaire. *Logistique & Management*, 27(2), 119-131. <https://doi.org/10.1080/12507970.2019.1597647>
- Schumpeter, J. A. (1967). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle* (Oxford University Press).
- Simatupang, T. M., and Sridharan, R. (2002). The Collaborative Supply Chain. *The International Journal of Logistics Management*, 13(1), 1530.
- Smith, K., and Berg, D. (1987). *Paradoxes of group life*. San Francisco: Josey-Bass.
- Smith, W. K., and Tushman, M. L. (2005). Managing strategic contradictions: A top management model for managing innovation streams. *Organization Science*, 16, 522-536.
- Smith, W. K., and Lewis, M. W. (2011). Toward a Theory of Paradox: A dynamic equilibrium model of organizing. *The Academy of Management Review*, 36(2), 381-403.

Smith, W. K., Gonin, M., and Besharov, M. L. (2013). Managing social-business tensions. A review and research agenda for social enterprises. *Business Ethics Quarterly*, 23, 407-442.

Social Economy Act, CQLR c E-1.1.1. From <https://canlii.ca/t/5494v>

Sundaramurthy, C., and Lewis, M. W. (2003). Control and collaboration: Paradoxes of governance. *Academy of Management Review*, 28, 397-415.

The Sunny Spoon (s.d.). Warm Meals Collective History [Intern Document].

The Sunny Spoon (2017). General regulations [Intern Document].

The Sunny Spoon (2019-2020). Annual Report [Intern Document].

The Sunny Spoon (2020). Project file [Intern Document].

The Sunny Spoon (2021). Web site.

TSS_12. (2019, November 15). [Audio recording].

TSS_7. (2019, August 6). [Audio recording].

Tidström, A. (2013). Managing tensions in coepetition. *Industrial Marketing Management*, 43. <https://doi.org/10.1016/j.indmarman.2013.12.001>

Tidström, A., Ritala, P., and Lainema, K. (2018). Interactional and procedural practices in managing coepetitive tensions. *Journal of Business & Industrial Marketing*, 33(7), 945957. WorldCat.org. <https://doi.org/10.1108/JBIM-06-2016-0125>

Tremblay, D.-G. (2014). *L'innovation technologique en presse de organisation*. l'Université du Québec; WorldCat.org.

Tushman, M. L., and O'Reilly, C. A. (1996). Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change. *California Management Review*, 38(4), 8–29. <https://doi.org/10.2307/41165852>

Van Der Vegt, G. S., and Bunderson, J. S. (2005). Learning and Performance in Multidisciplinary Teams: The Importance of Collective Team Identification. *Academy of Management Journal*, 48(3), 532–547. <https://doi.org/10.5465/AMJ.2005.17407918>

Vangen, S. (2017). Developing Practice-Oriented Theory on Collaboration: A Paradox Lens. *Public Administration Review*, 77(2), 263272. <https://doi.org/10.1111/puar.12683>

- Van Marrewijk, A., Clegg, S. R., Pitsis, T. S., and Veenswijk, M. (2008). Managing public-private megaprojects: Paradoxes, complexity, and project design. *International Journal of Project Management* 26: 591-600.
- Vas, A., and Guilmot, N. (2017). Paradoxes et changement organisationnel : Les stratégies d'adaptation des cadres intermédiaires. *Gestion 2000*, 34(5), 381. WorldCat.org. <https://doi.org/10.3917/g2000.345.0381>
- Vienney, C. (1994). *L'économie*, Paris, La Découverte, 126 p.
- Zerdani, T. (2015). « Gouvernance de réseaux interorganisationnels : cas d'un réseau d'organisations sociales et collectives » Thèse. Montréal (Québec, Canada), Université du Québec à Montréal, Doctorat en administration