

# The Role of Institutional Entrepreneurs in Stakeholder Collaborations

## Towards Sustainable Urban Transformations

# Agenda

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# 01. Introduction

# 01. Introduction

## Problem Statement

### Cities and urban areas: crucial drivers of SUD and climate change solutions

### (Inter)national efforts continue to fall short in realising systematic change

GEBIEDSONTWIKKELING.NU

Voorpagina Agenda GO Projectenkaart Thema's Over ons

#### Steden als motor in de duurzaamheidstransitie



Kees de Graaf 11 februari 2025 7 minuten

Private ondernemingen proberen meer te doen aan duurzaamheid in brede zin, ook in sociaal opzicht, mede door nieuwe wetgeving. Steden bezinnen zich echter evenzeer op deze opgave en kunnen een katalyserende rol vervullen, vindt Caroline Nevejan. De Chief Science Officer van de gemeente Amsterdam, vertelt over het verbinden van wetenschap en stadsontwikkeling om zo duurzaamheid de zo noodzakelijke push te geven.

WORLD BANK GROUP

Our Priorities Who We Are What We Do Where

Who We Are / News

PRESS RELEASE | MAY 18, 2023

#### Cities Key to Solving Climate Crisis

Innovation and investment in lower-income cities essential to achieving global net-zero emissions by 2050

WASHINGTON, May 18, 2023— Cities - home to more than half of the world's population and responsible for about 70% of global greenhouse gas emissions - are at the heart of the climate challenge. A new World Bank report, "Thriving: Making Cities Green, Resilient, and Inclusive in a Changing Climate," investigates the crucial role cities play in both stopping climate change and protecting people from its impacts.

WORLD RESOURCES INSTITUTE

RESEARCH DATA INITIATIVES INSIGHTS

Our Approach Our Work

#### STATEMENT: UN Report Finds Country Climate Commitments Falling Short

October 28, 2025

Statement *Topic: International Climate Action*

WASHINGTON, DC (October 28, 2025) — The UNFCCC released its *NDC Synthesis Report* today, reviewing climate plans from 64 countries, covering roughly 30% of global emissions. The report aggregates submitted plans and their projected emissions reductions, finding that current pledges would reduce emissions by about 17% from their 2019 levels, far short of what's needed to limit warming to 1.5°C. The analysis reflects submissions received up until September 30, 2025.

Countries representing 64% of global emissions still have not formally submitted new NDCs and are not included in this analysis.

Following is a statement from Melanie Robinson, Global Climate, Economics and Finance Program Director, World Resources Institute:

POLITICO

#### UN: Global climate plans falling short of the goal

Greenhouse gas pollution in 2035 would be only 6 percent lower than levels that countries have previously promised to hit by 2030, according to a U.N. report based on skimpy submissions from governments around the world.



Mais de 1 milhão de pessoas ao redor do mundo apoiam

UN Climate Promise

#### Cities have a key role to play in tackling climate change – here's why

EXPLAINER | June 4, 2024



UN-HABITAT

COVID-19 | GOVERNANCE | DONORS | PROGRAMMES | MEDIA CENTRE | GET INVOLVED | EVENTS

ABOUT US TOPICS WHERE WE ARE KNOWLEDGE SEARCH DONATE



#### Why cities are the future of climate action

CLIMATE CHANGE

#### National Climate Commitments Fall Short of Global Energy Innovation Goals

Countries reiterated their commitment to global clean energy goals at the most recent climate summit. But, few have translated those goals into national policy, leaving the world on track for dangerous warming.

PUBLISHED January 18, 2026 11:11 a.m.

#### Climate-Fighting Efforts Show Slight Gain but Still Fall Far Short, UN Says

A new United Nations report finds that global climate plans have barely impacted future warming

By Associated Press | Nov. 4, 2025, at 9:06 a.m.

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JOSHUA A. BICKEL

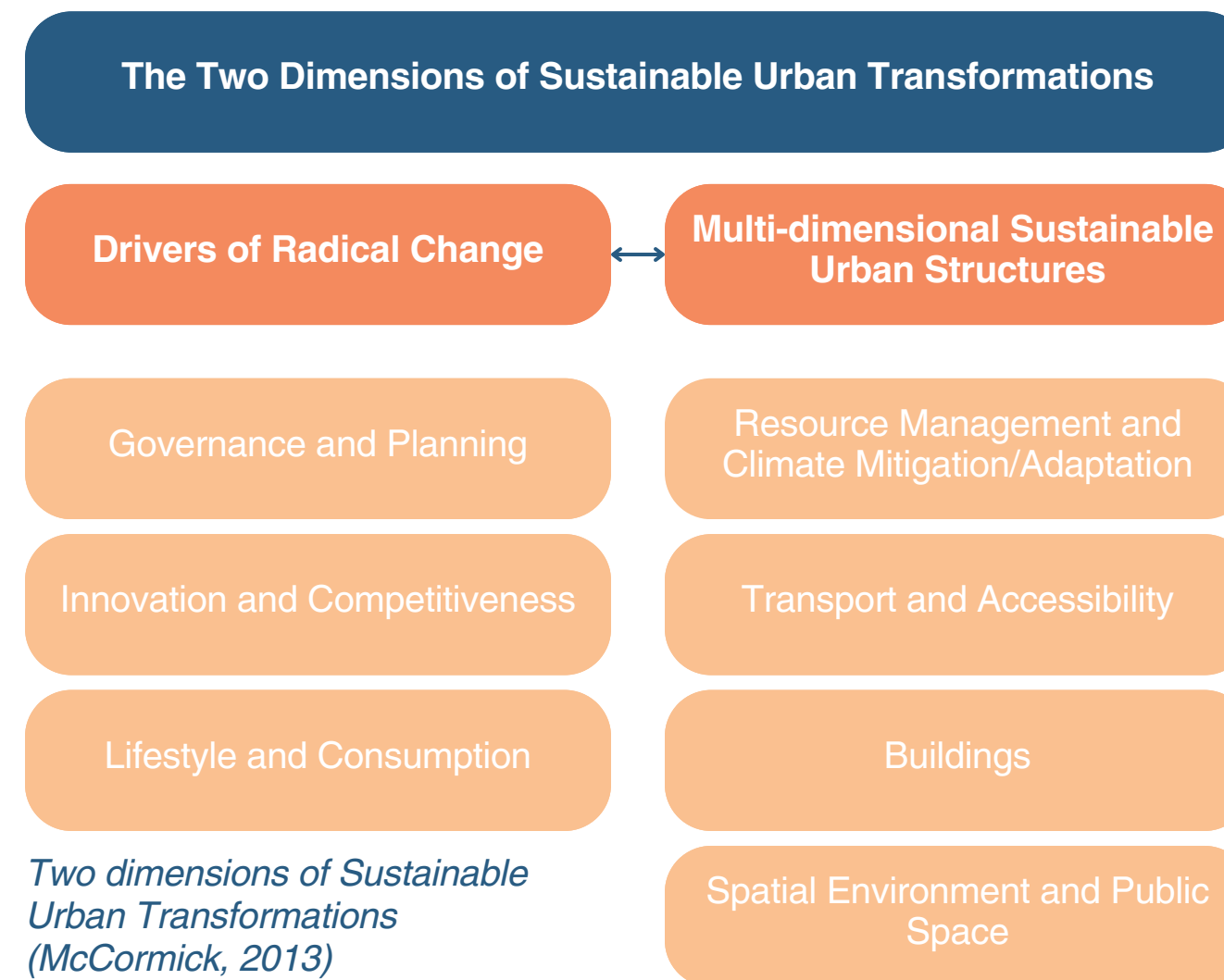
RECOMMENDED

- Barbadian PM Mia Mottley Wins Third Term as BLP Sweeps Every Seat in Election
- New Mexico Approves Comprehensive Probe of Epstein's Zorro Ranch
- US Envoys Juggle Two Crisis Talks, Raising Questions About Prospects for Success
- Iran Foreign Minister Says Progress Made in Nuclear Talks With US in Geneva
- Canadian Police Identify 18-Year-Old Woman as Suspect in Mass School Shooting

# 01. Introduction

## Problem Statement

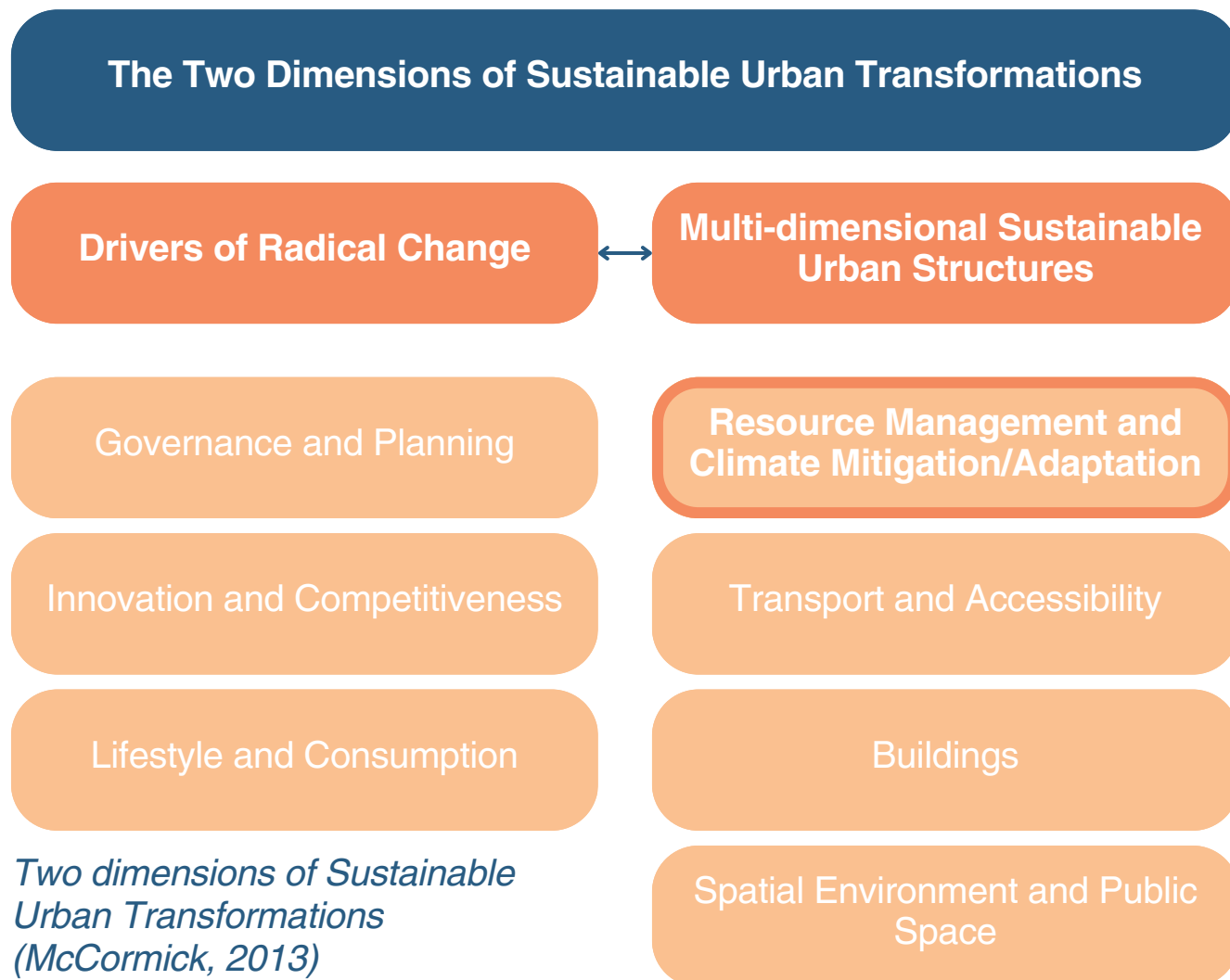
But what exactly are **sustainable urban transformations**?



# 01. Introduction

## Problem Statement

But what exactly are **sustainable urban transformations**?



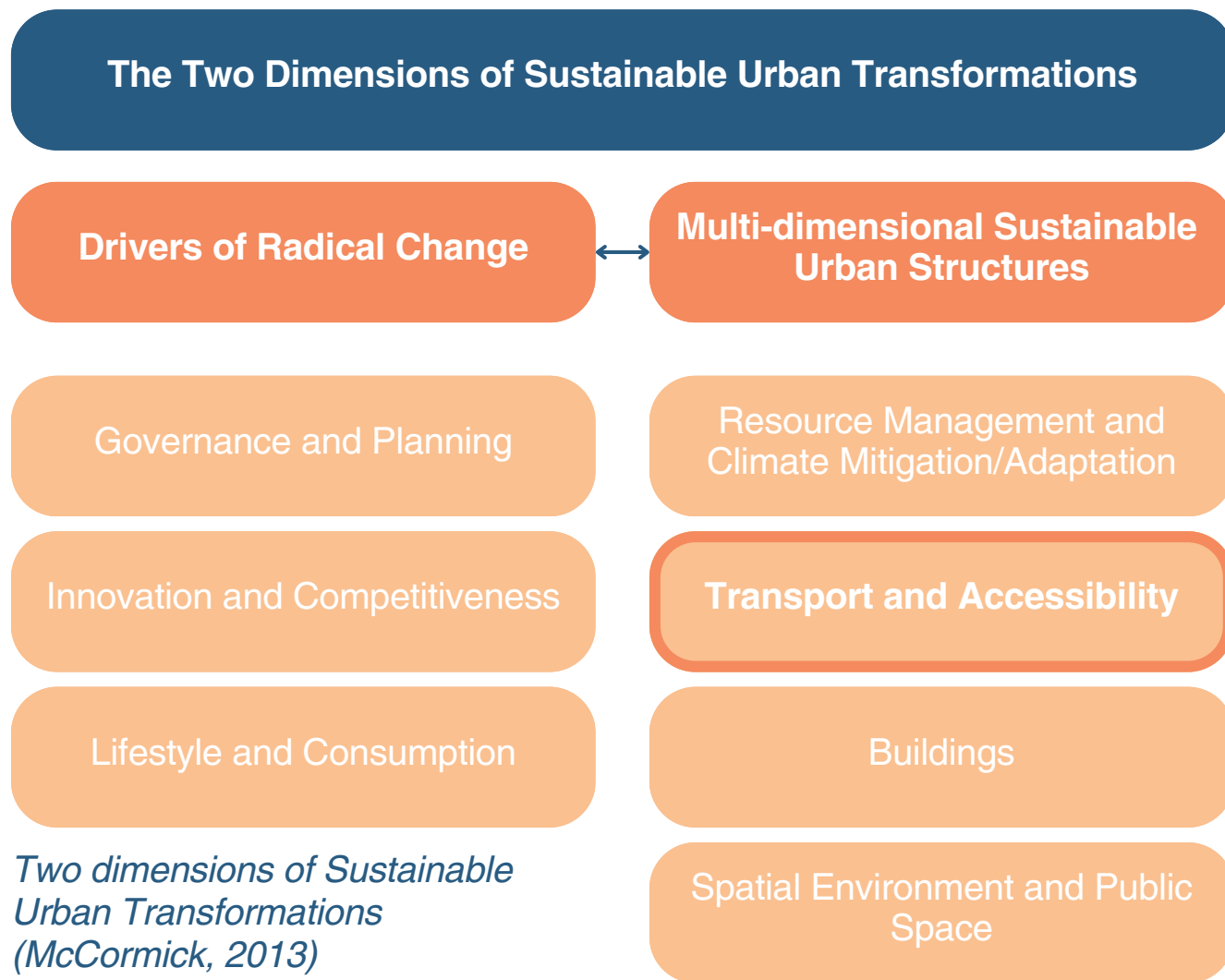
Illustrative examples:



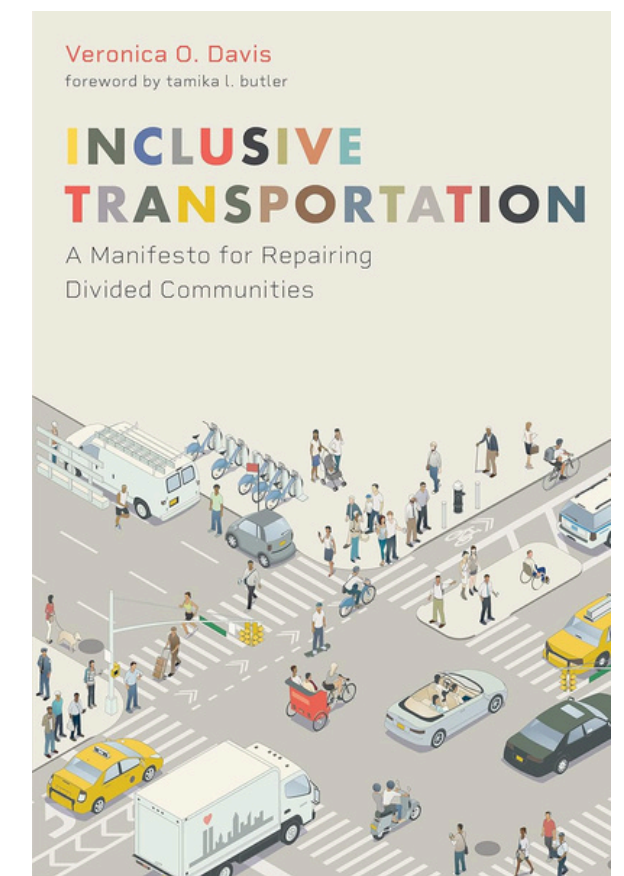
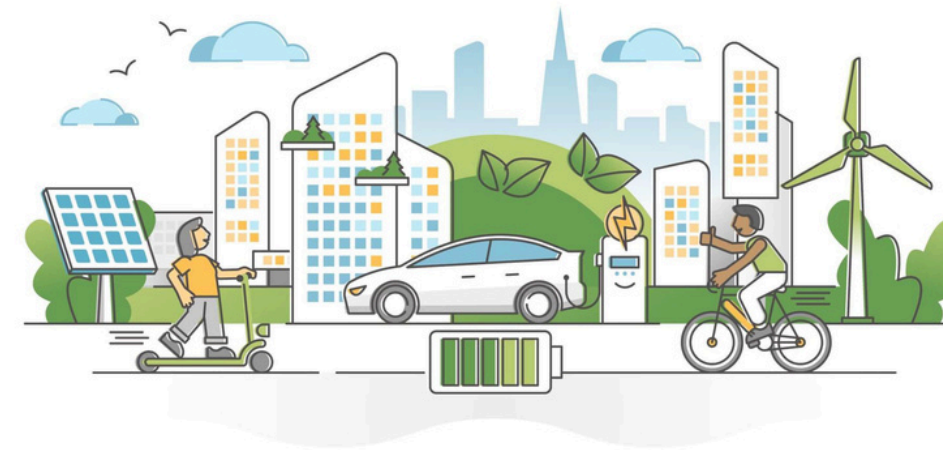
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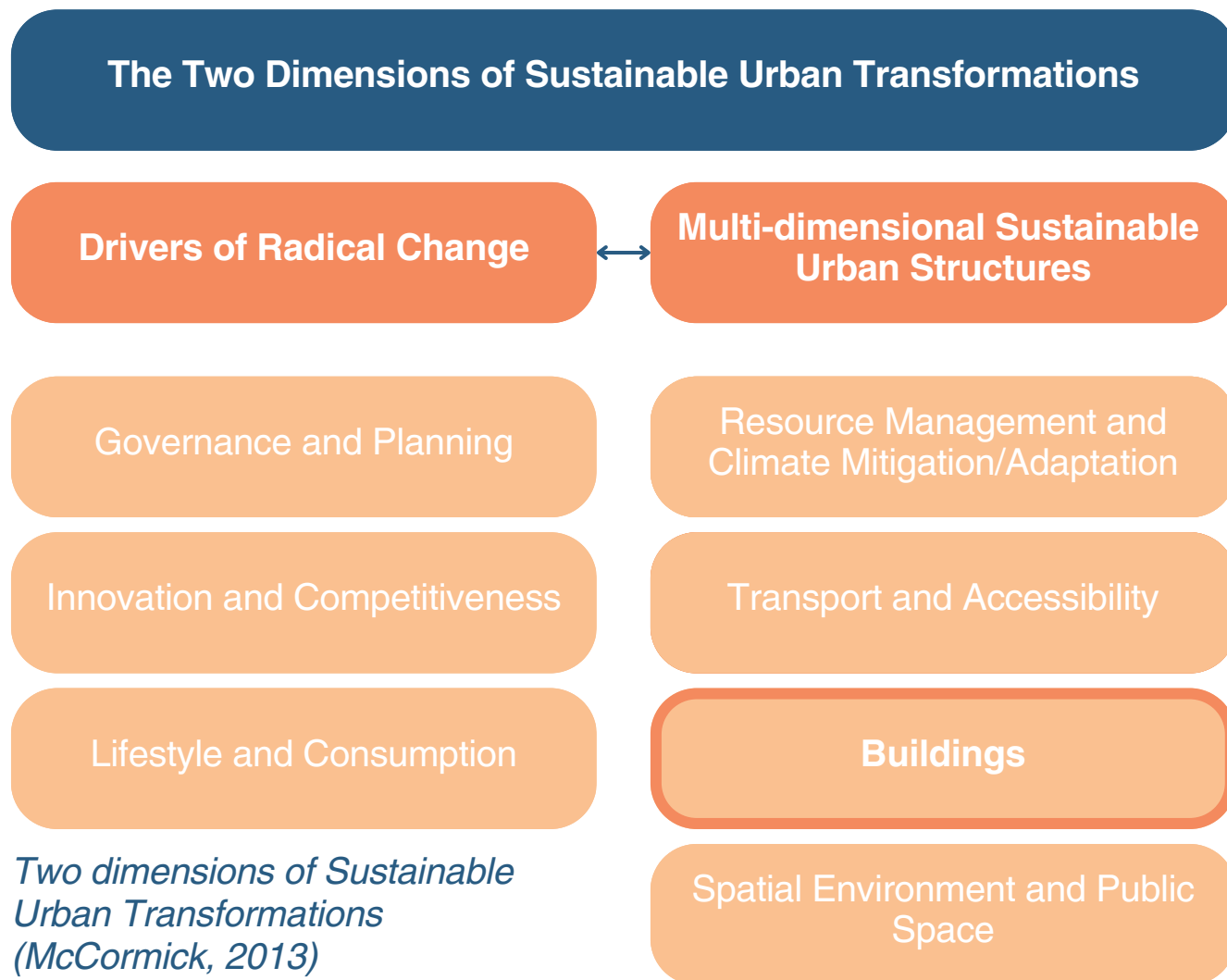
Illustrative examples:



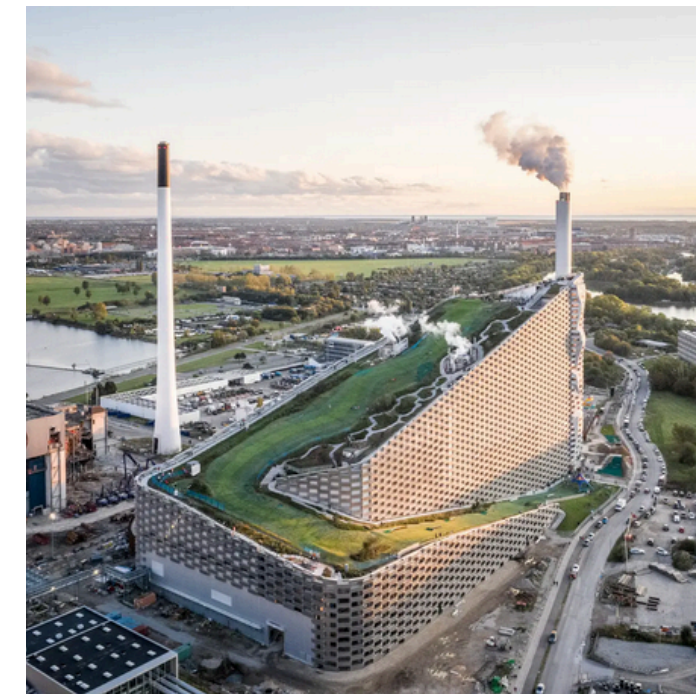
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But what exactly are **sustainable urban transformations**?



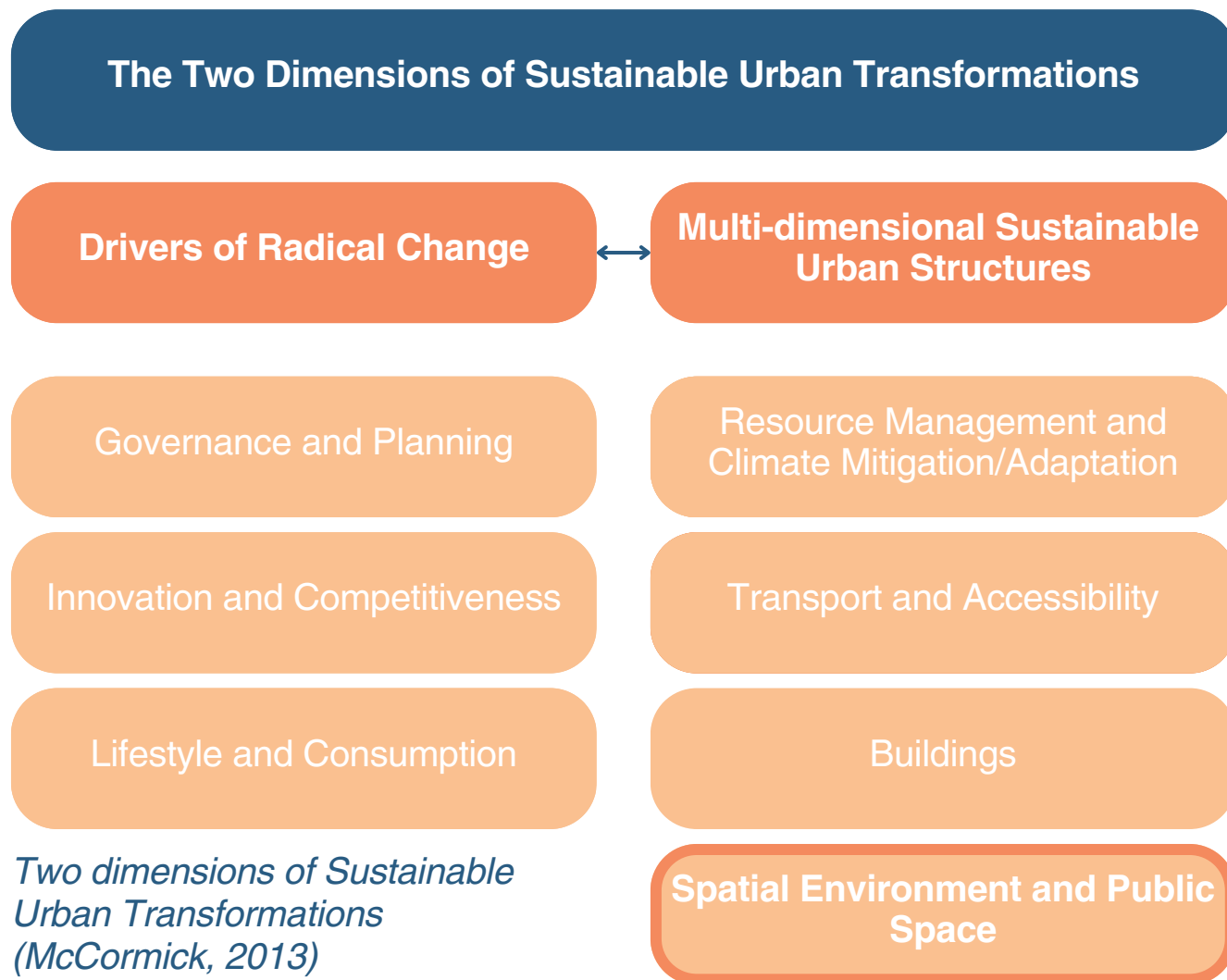
*Illustrative examples:*



# 01. Introduction

## Problem Statement

But what exactly are **sustainable urban transformations**?



*Illustrative examples:*

EQUITABLE PUBLIC SPACE  
ENVIRONMENTAL JUSTICE THROUGH POLICY AND DESIGN

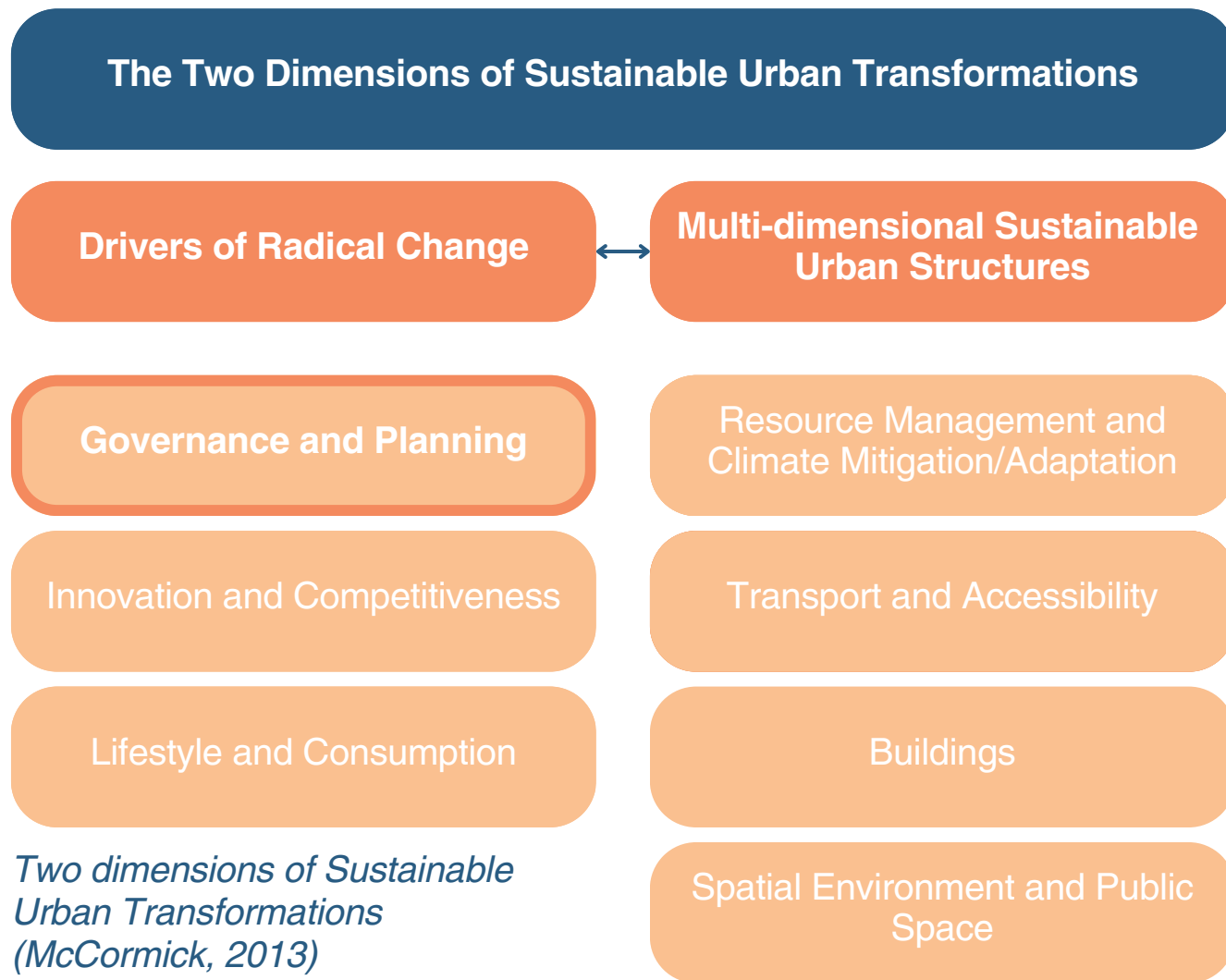


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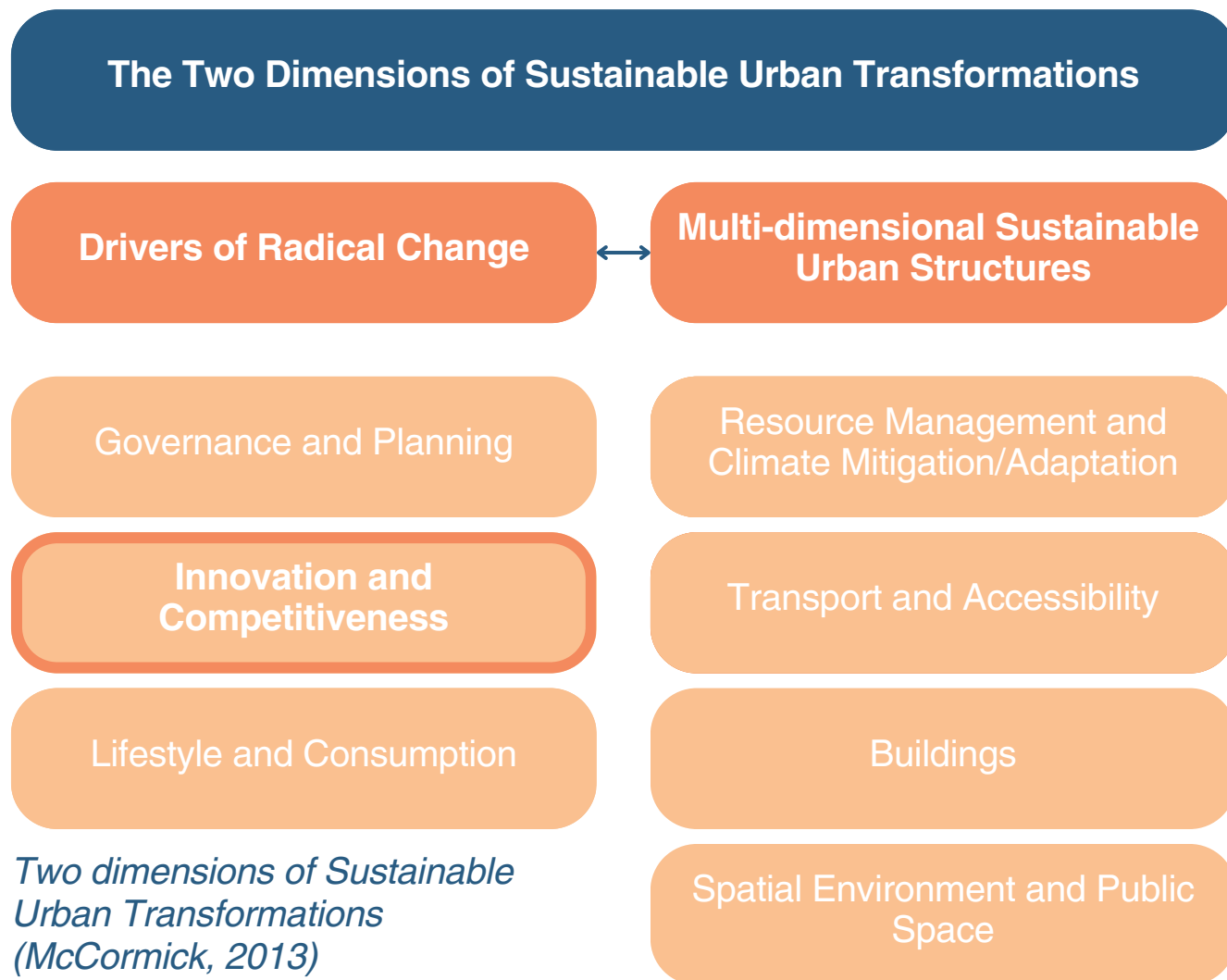
*Illustrative examples:*



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But what exactly are **sustainable urban transformations**?



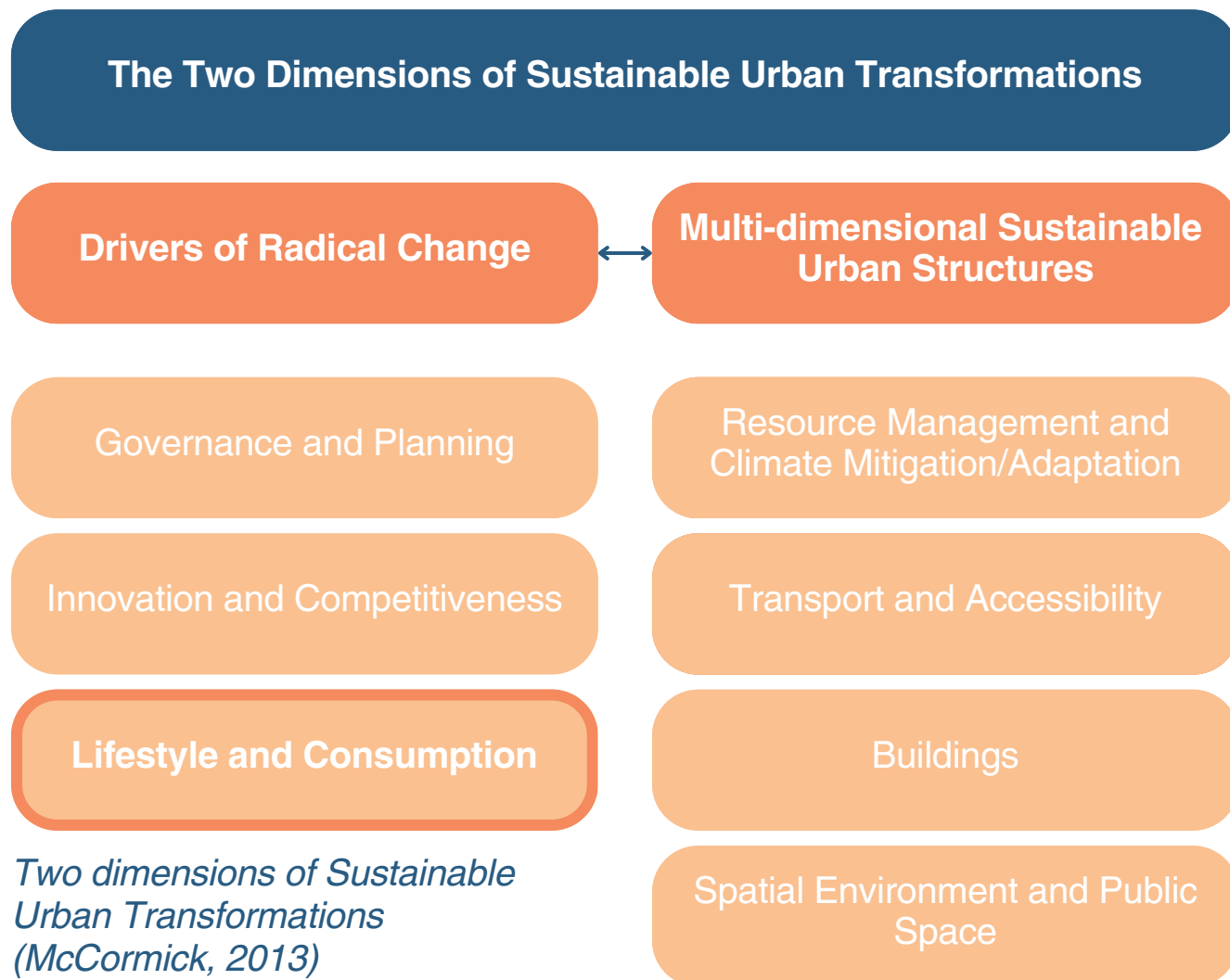
Illustrative examples:



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But what exactly are **sustainable urban transformations**?

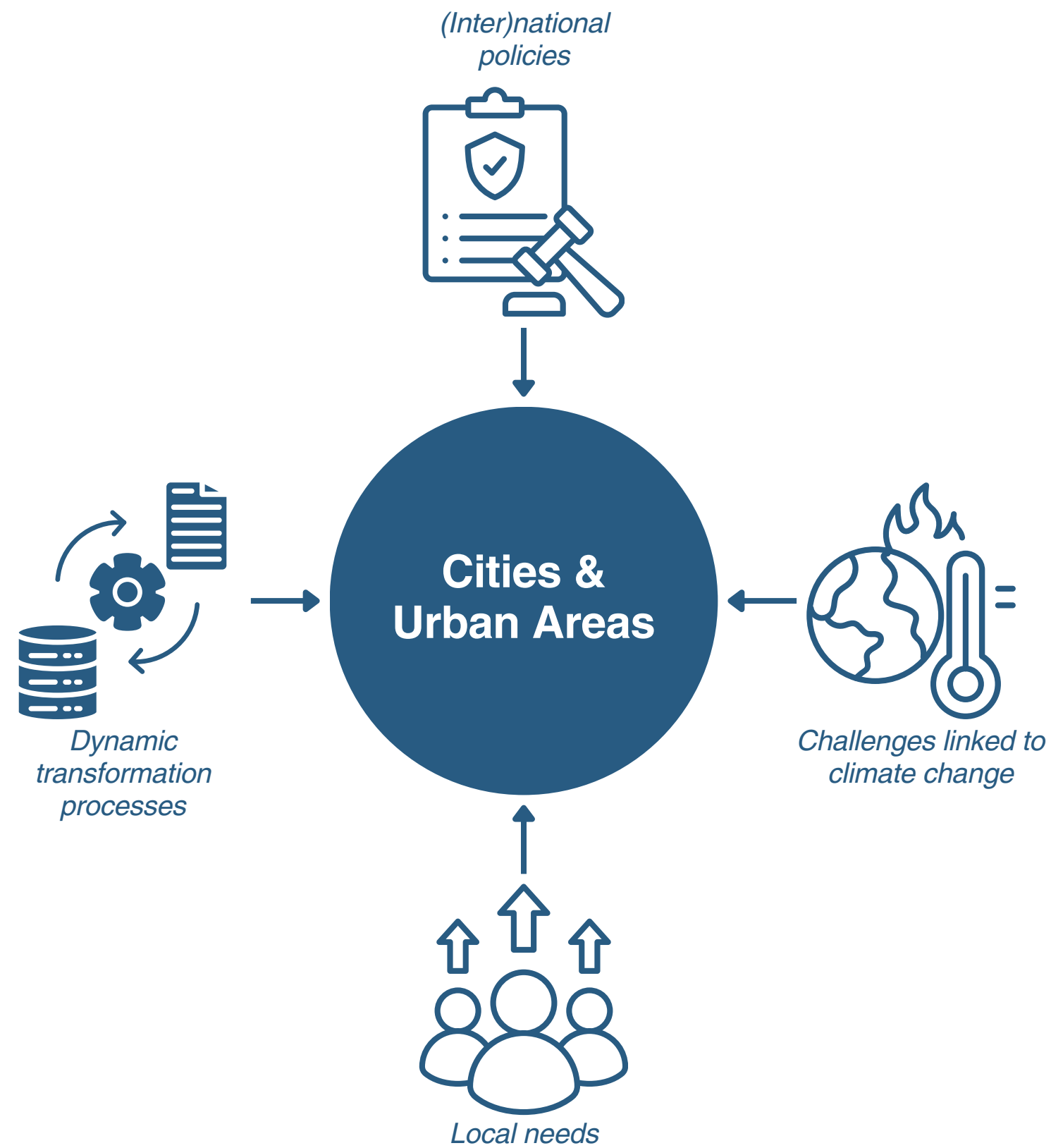


Illustrative examples:



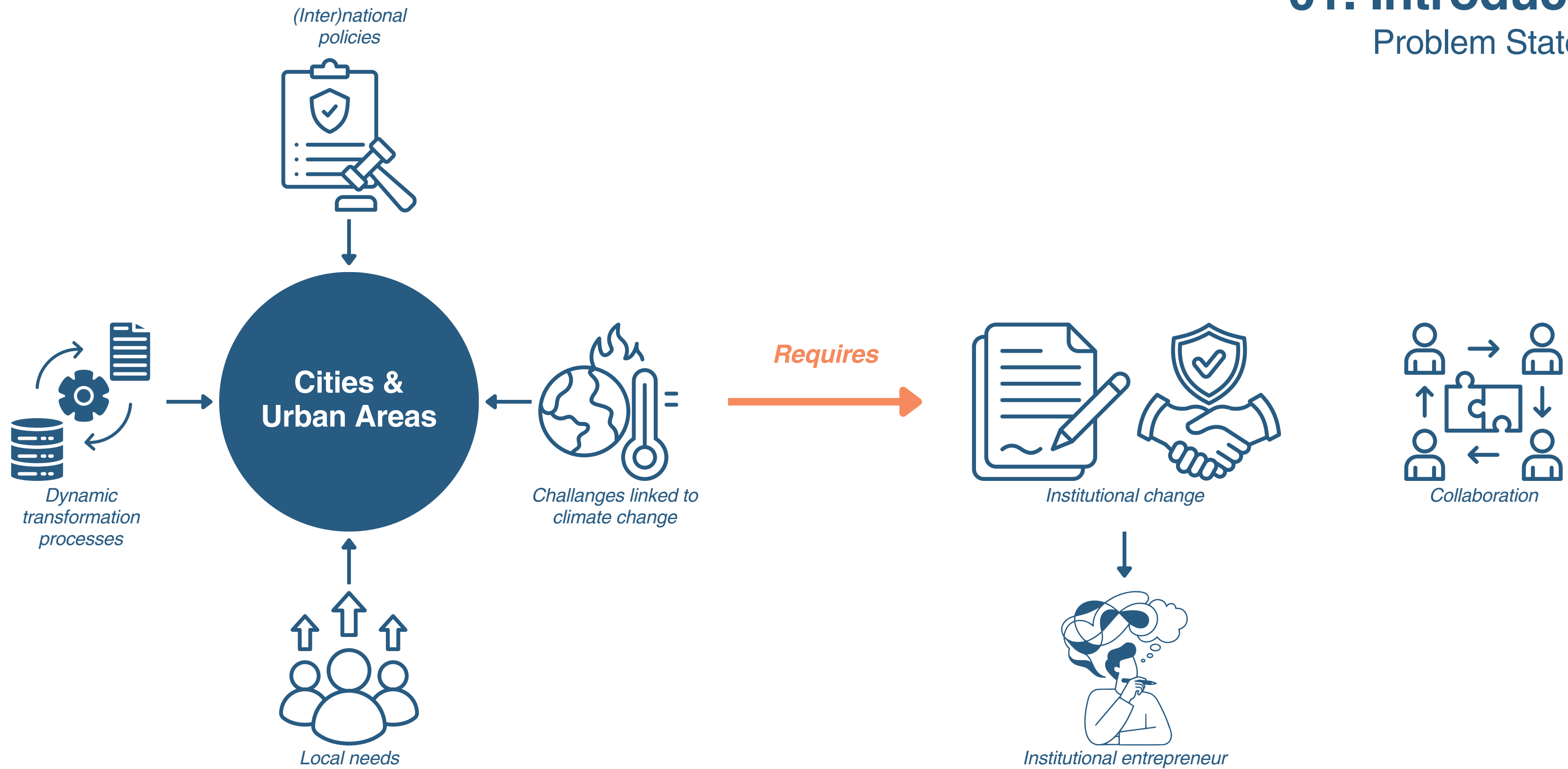
# 01. Introduction

## Problem Statement



# 01. Introduction

## Problem Statement



# 01. Introduction

## Problem Statement

### Literature gap:

Little is known about how institutional entrepreneurs can influence stakeholder collaborations within existing urban contexts towards sustainable urban transformations

# 01. Introduction

## Main Research Question

### Main Research Question:

*‘How can **institutional entrepreneurs** influence **collaboration** between stakeholders towards **sustainable urban transformations**?’*

# 01. Introduction

## Sub-questions

### Literature Review

1. How can the **relationship between collaboration, institutional entrepreneurs, and sustainable urban transformations** be conceptualised?

### Case Study

*Interviews & Document Analysis*

2. What **barriers and enablers related to collaboration** are encountered in an existing case study that influence the realisation of the sustainable urban transformation?

3. What **role** do or could **institutional entrepreneurs** play in this case study, and what **interventions** have they implemented or could they implement to establish more effective collaboration?

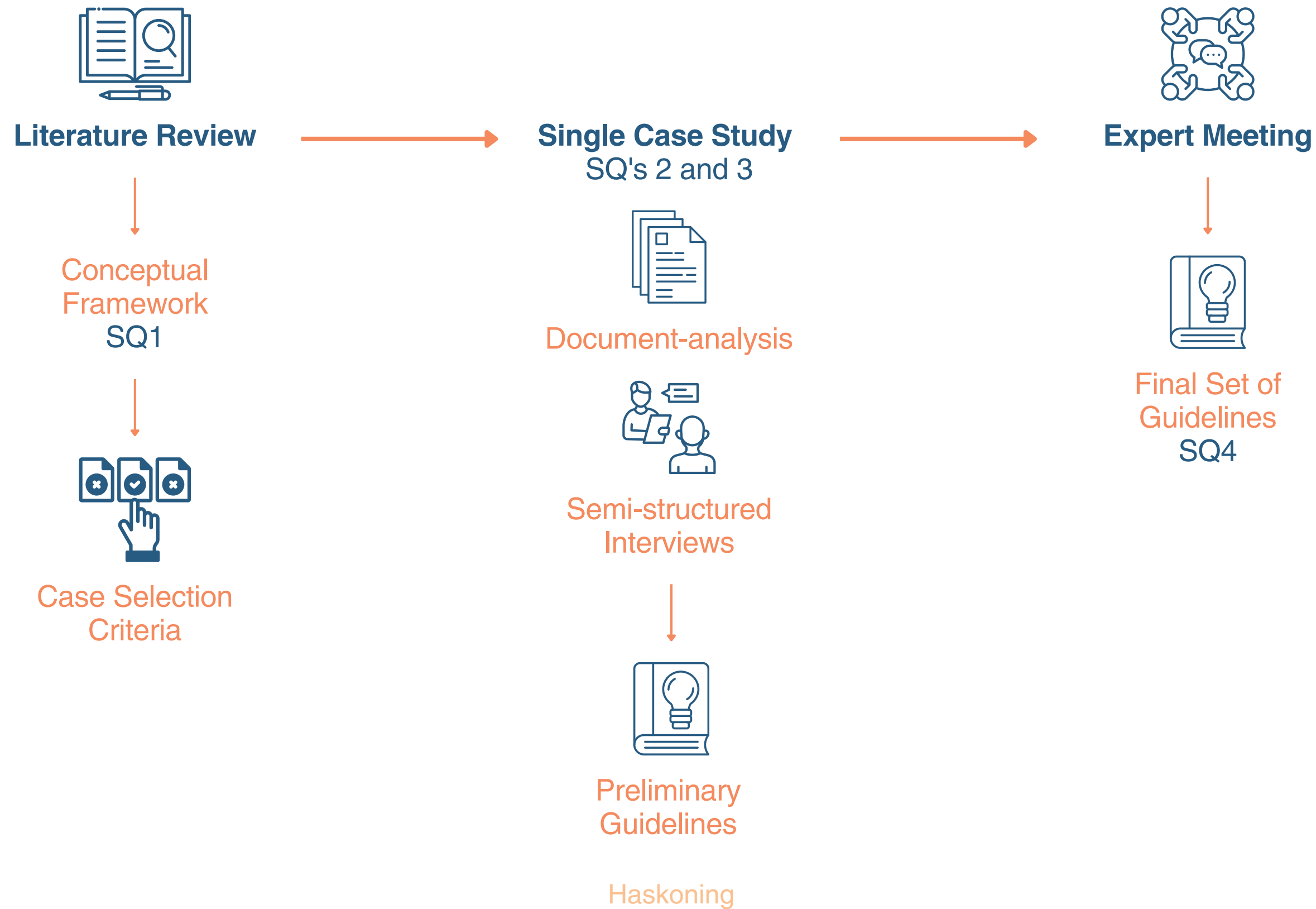
### Expert Meeting

4. How can the **role of institutional entrepreneurs** in influencing collaboration between stakeholders towards sustainable urban transformations be **captured in a set of guidelines**?

# 02. Methodology

# 02. Methodology

## Qualitative Research Design

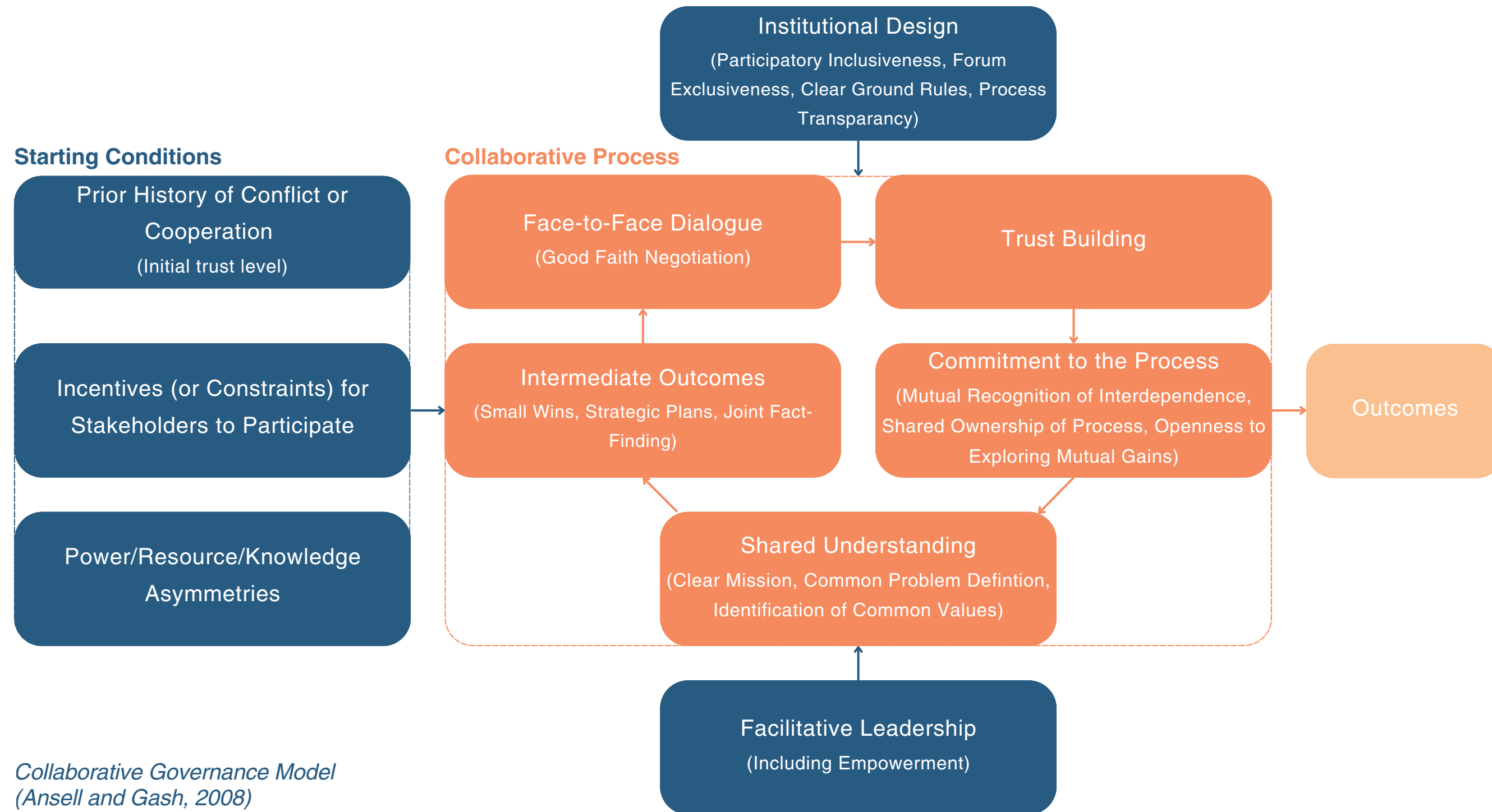


# 03. Literature Review

Sub-question 1: *'How can the relationship between **collaboration, institutional entrepreneurs, and sustainable urban transformations** be conceptualised?'*

# 03. Literature Review

## Collaboration



# 03. Literature Review

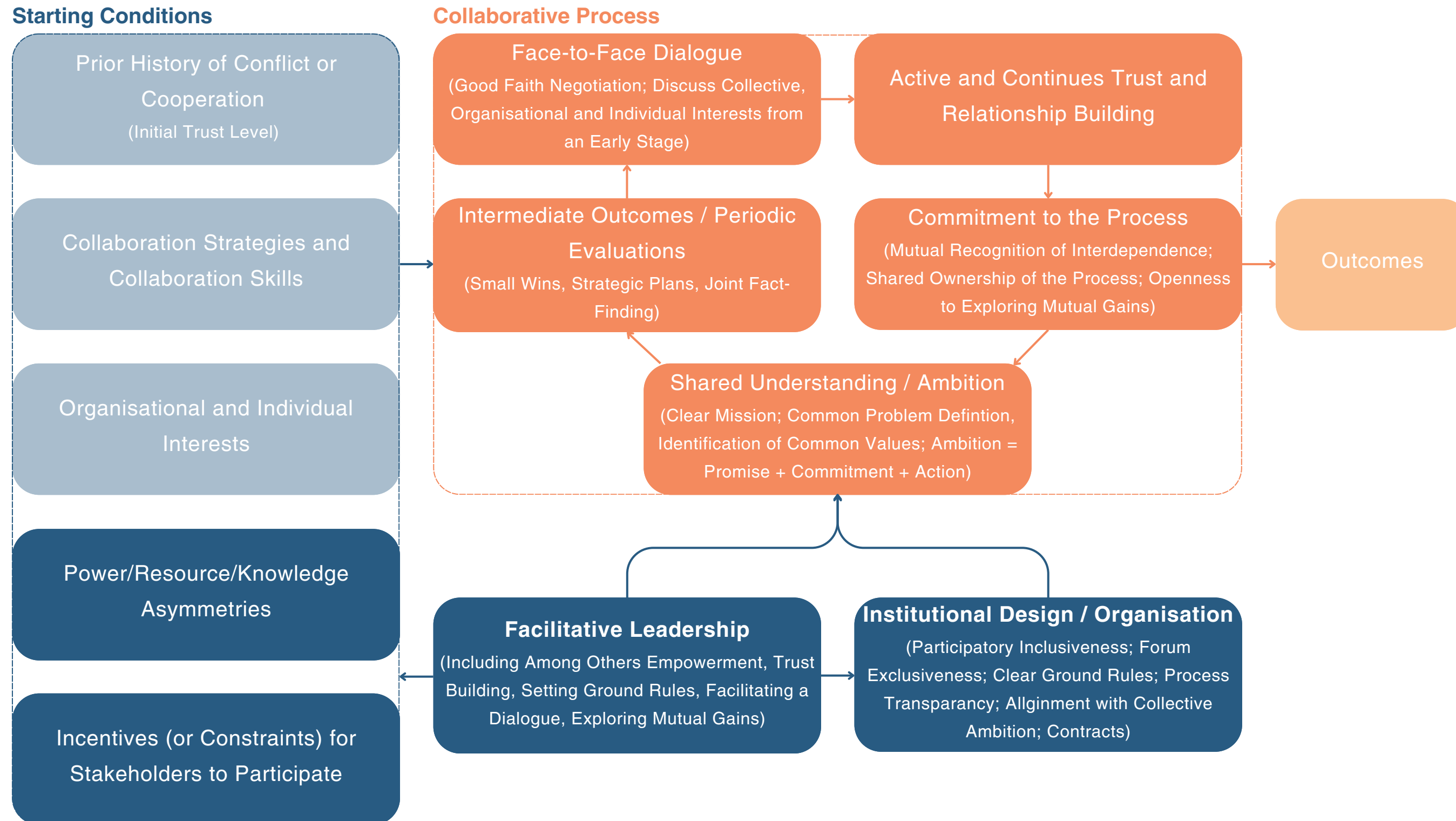
## Collaboration



Common Eye Collaboration Model (2016)

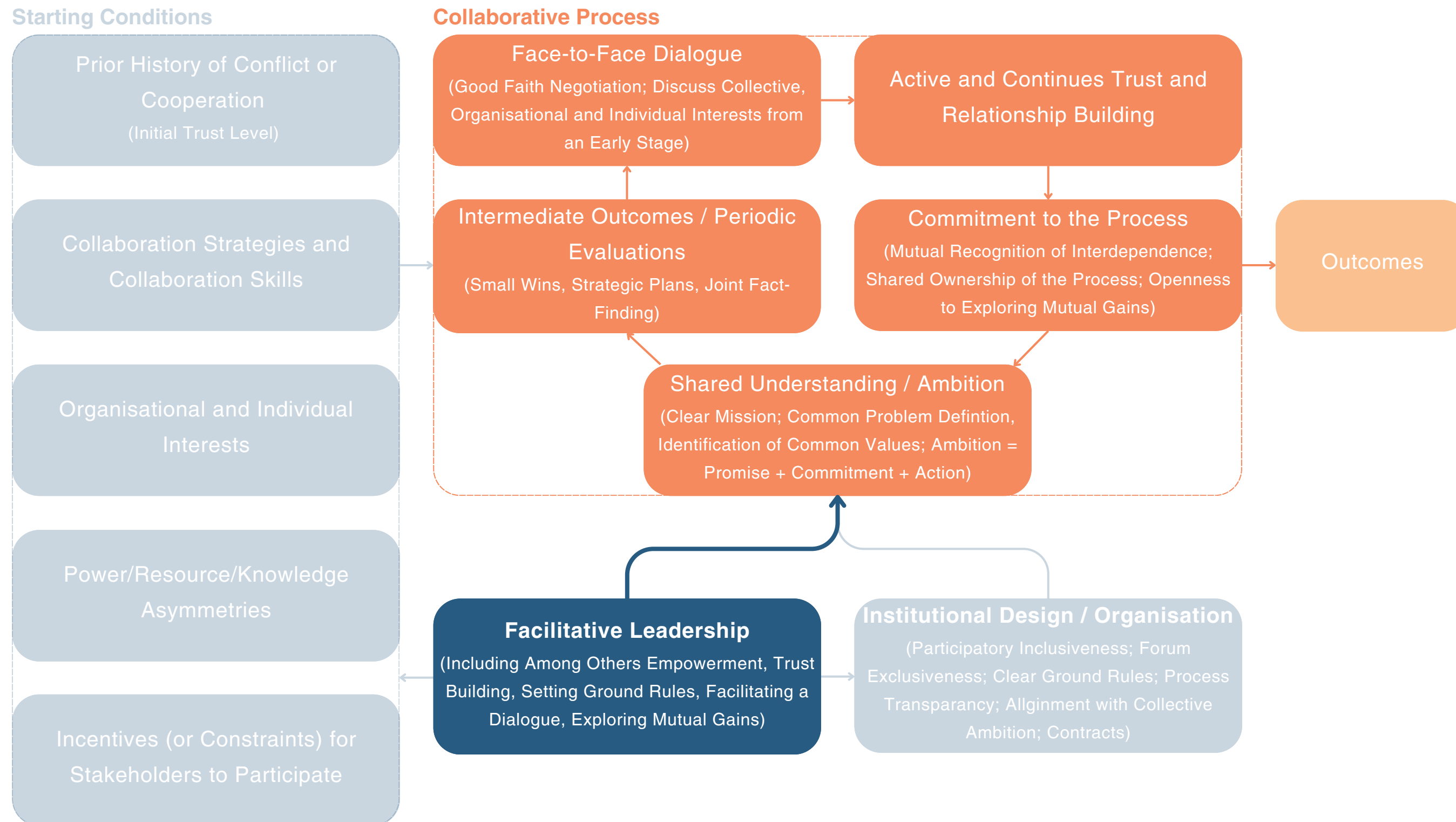
# 03. Literature Review

## Collaboration



# 03. Literature Review

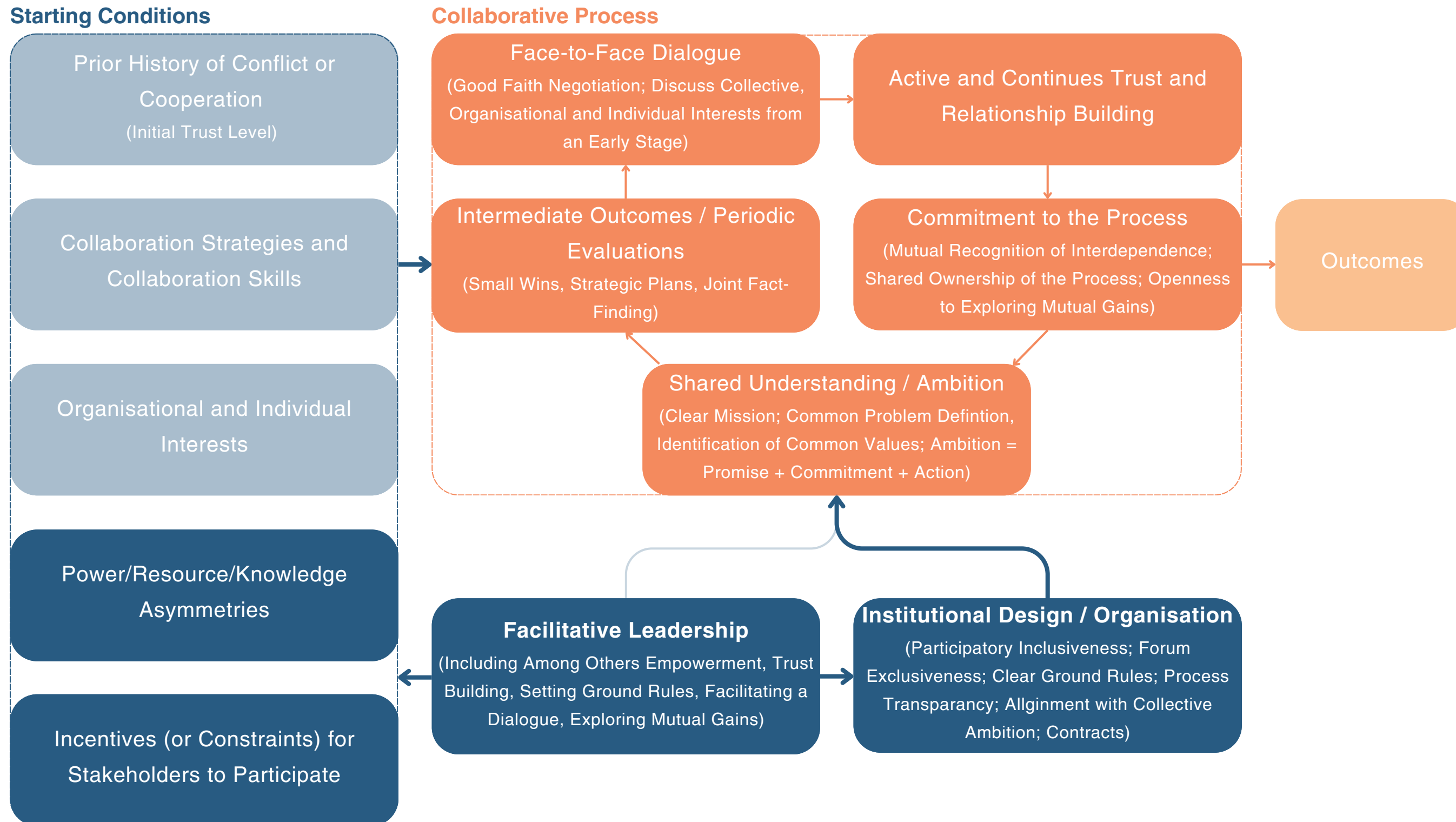
## Collaboration



*Collaborative variables relevant to this study*

# 03. Literature Review

## Collaboration

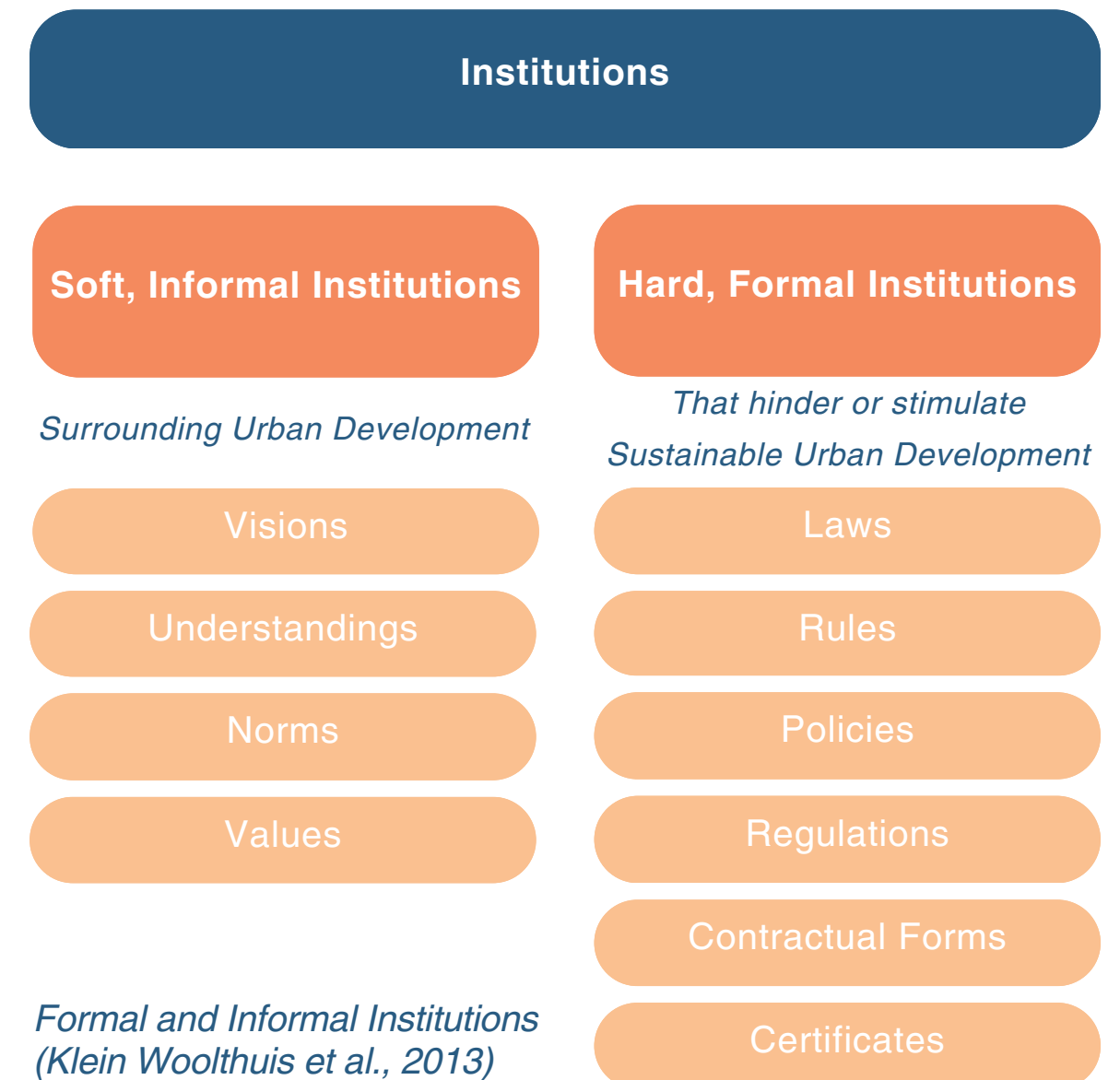


# 03. Literature Review

## Institutional Entrepreneurs

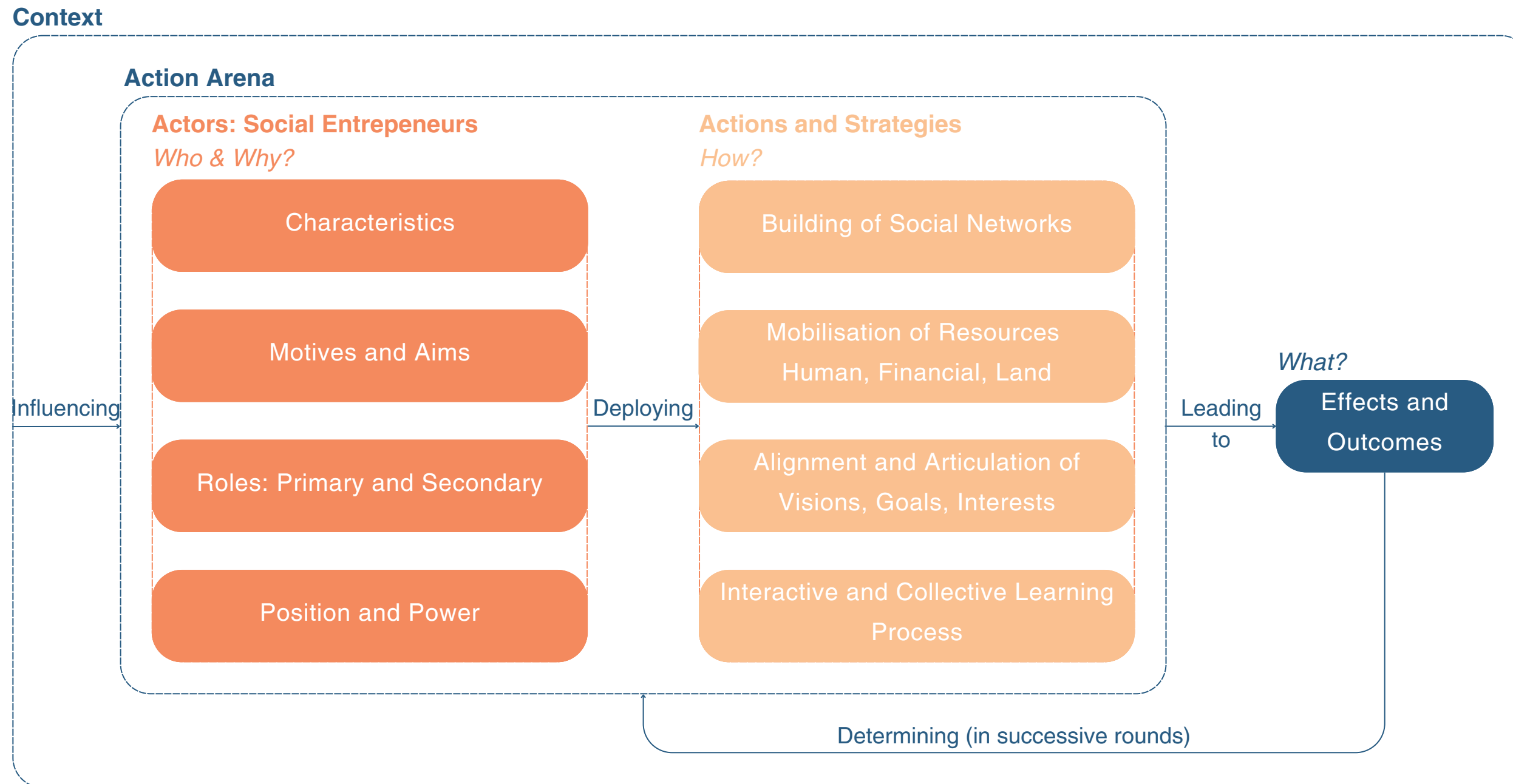


*IE's and their tactics to influence formal and informal institutions (Klein Woolthuis et al., 2013)*



# 03. Literature Review

## Institutional Entrepreneurs



*Mens et al. (2021) Social entrepreneurs involved in bottom-up urban initiatives*

# 03. Literature Review

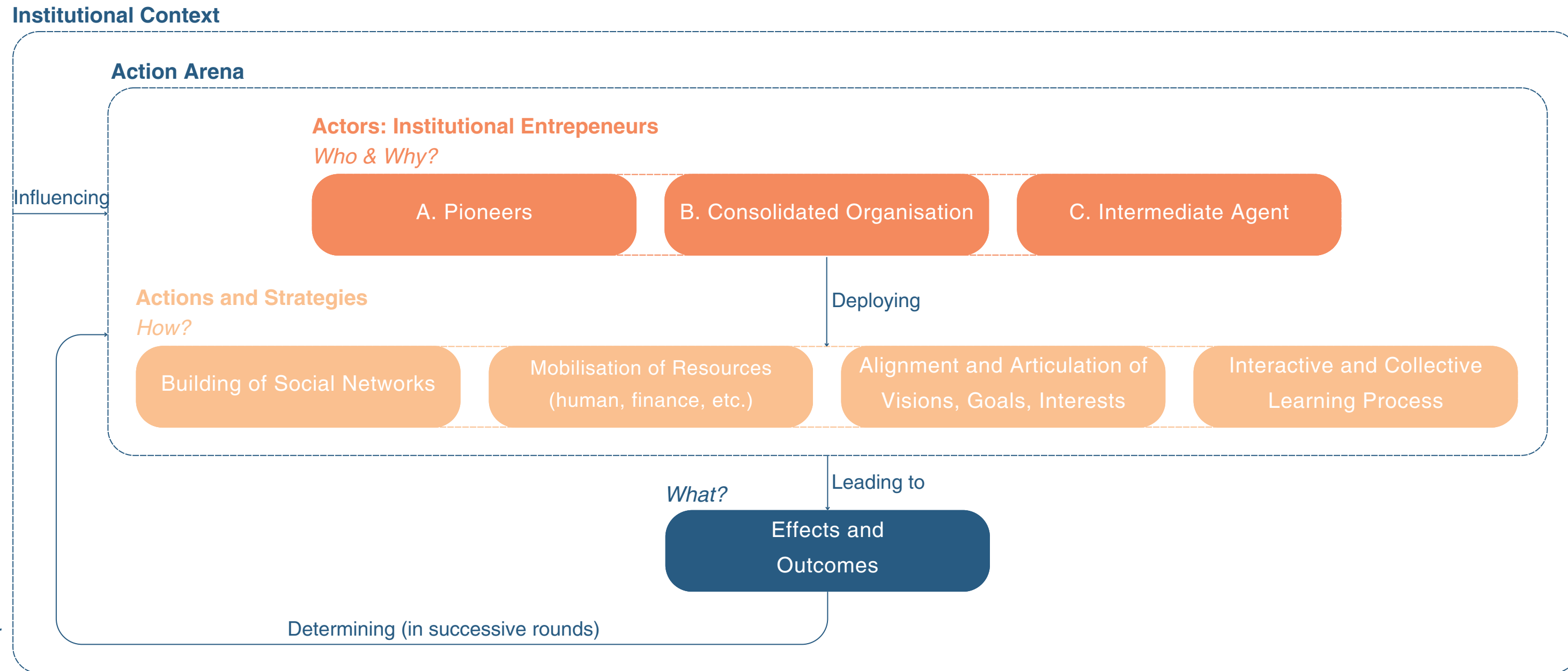
## Institutional Entrepreneurs

Strong similarities between social and institutional entrepreneurs

	<b>Social Entrepreneurs</b>	<b>Institutional Entrepreneurs</b>
<b>Aim</b>	Addressing societal needs	Addressing sustainable needs
<b>Type of Actors</b>	Individuals: Pioneers Organisations: Consolidated Organisations & Policy Entrepreneurs	Individuals: Concerned citizen Organisations: Real estate development firm
<b>Motivation</b>	Some are profit-driven with social development as a secondary goal, while others prioritise social value creation	Some are profit-driven with sustainable development as a secondary goal, while others prioritise sustainable value creation
<b>Mechanisms</b>	Actions and strategies to create an environment in terms of social networks, support, and resources to achieve social goals	Tactics to influence formal and informal institutions to create a favourable institutional context for SUDs

# 03. Literature Review

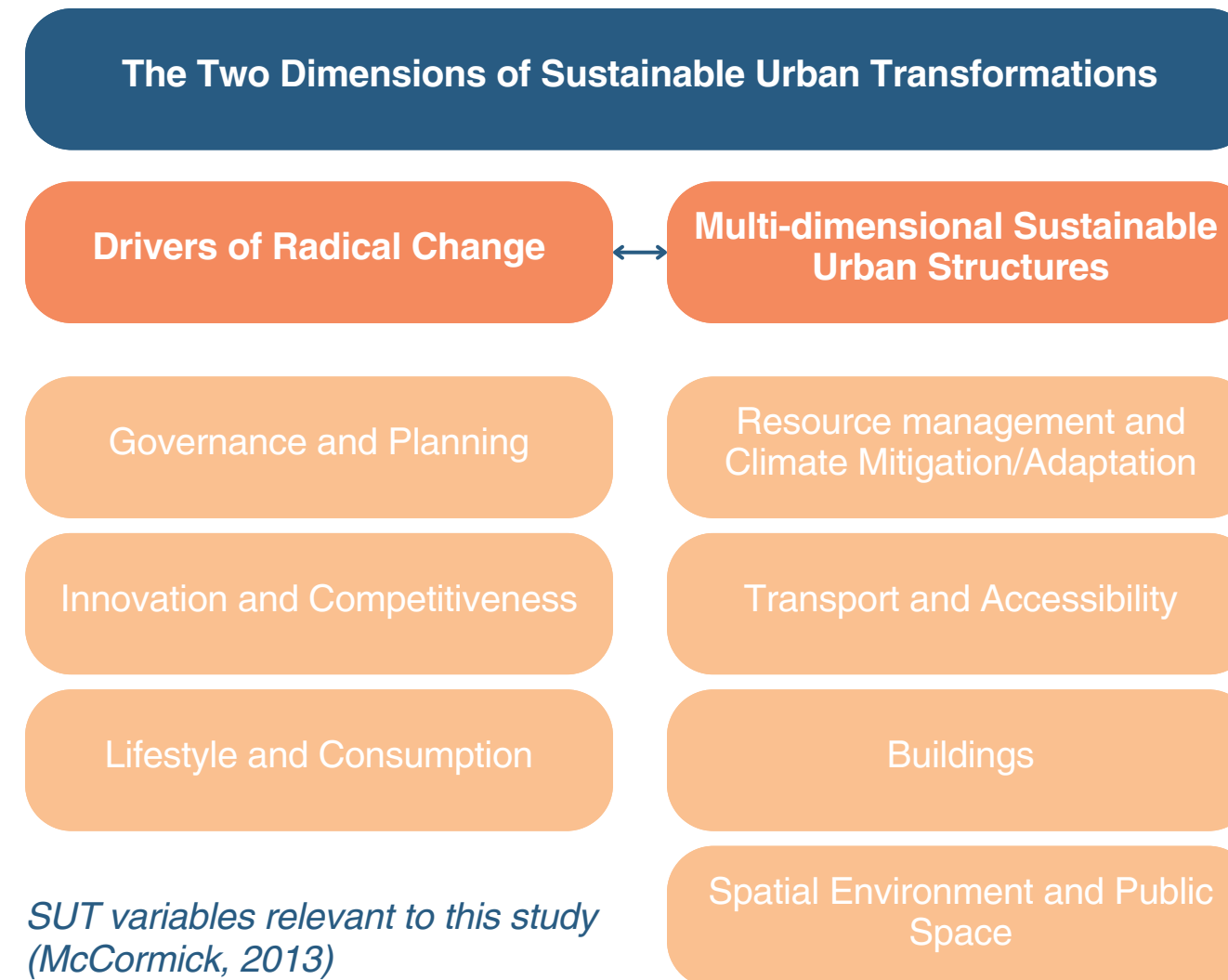
## Institutional Entrepreneurs



*IE variables relevant as a starting point for this study*

# 03. Literature Review

## Sustainable Urban Transformations



# 03. Literature Review

## Conceptual Framework

Institutional Context

Action Arena

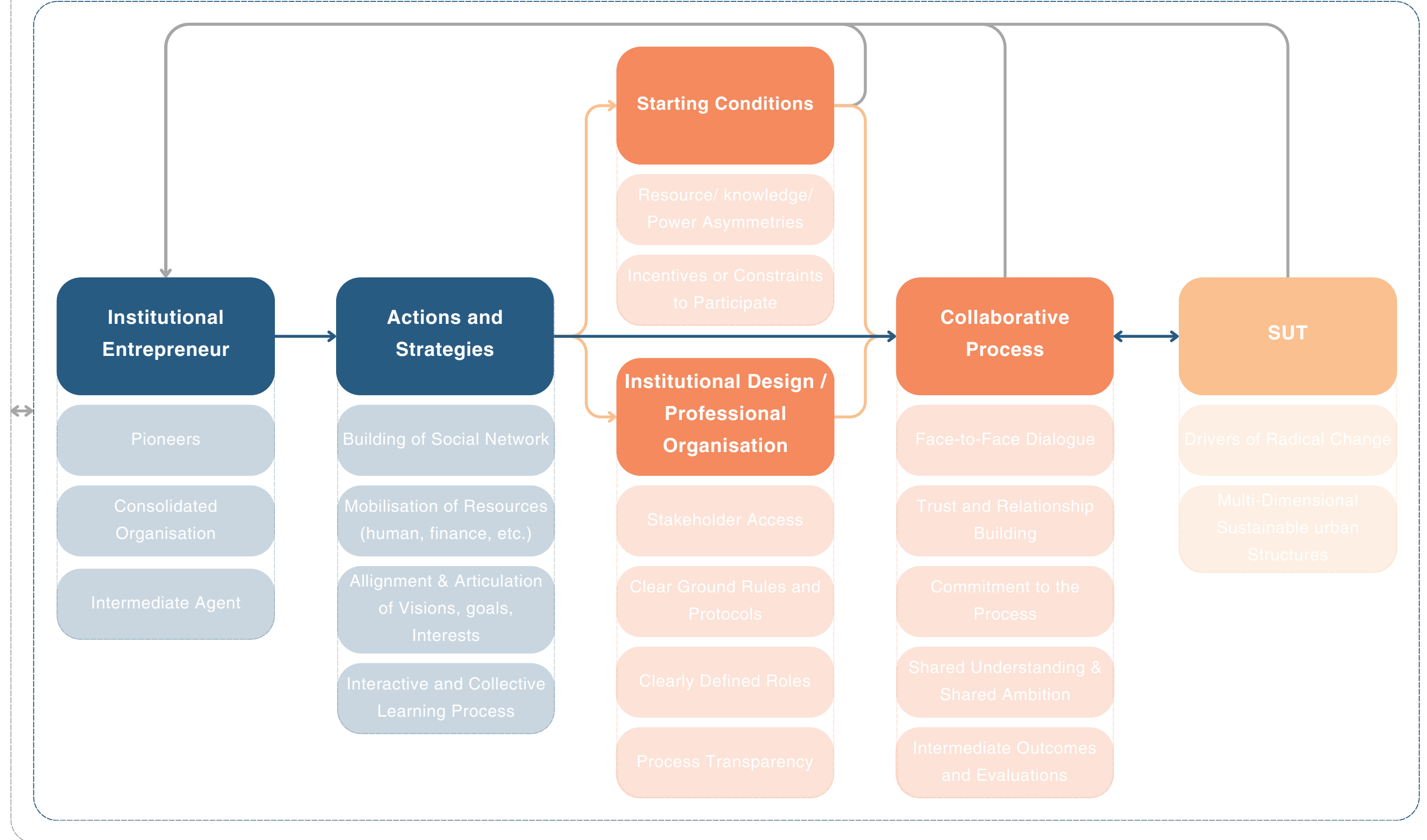


# 03. Literature Review

## Conceptual Framework

Institutional Context

Action Arena

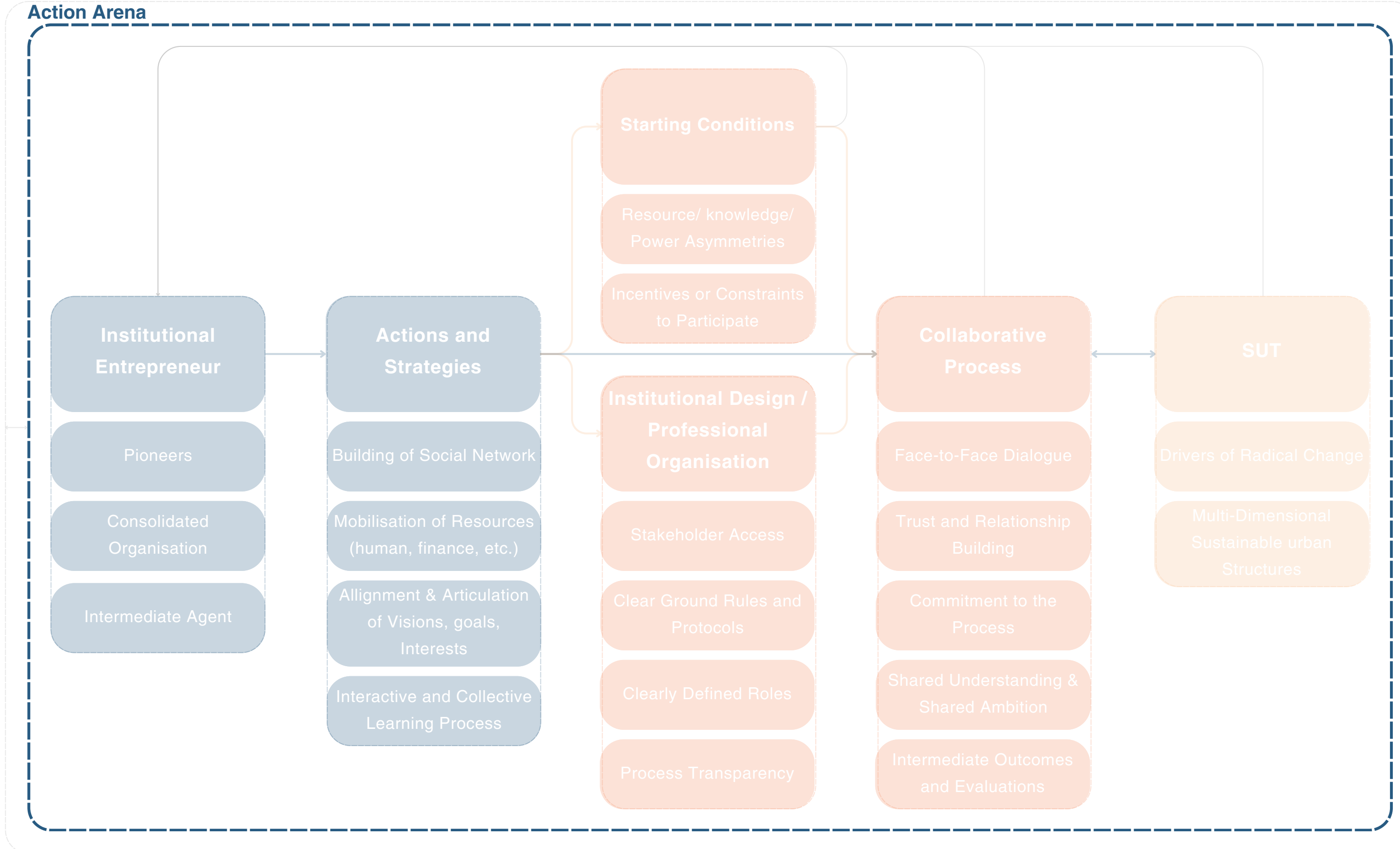


# 03. Literature Review

## Conceptual Framework

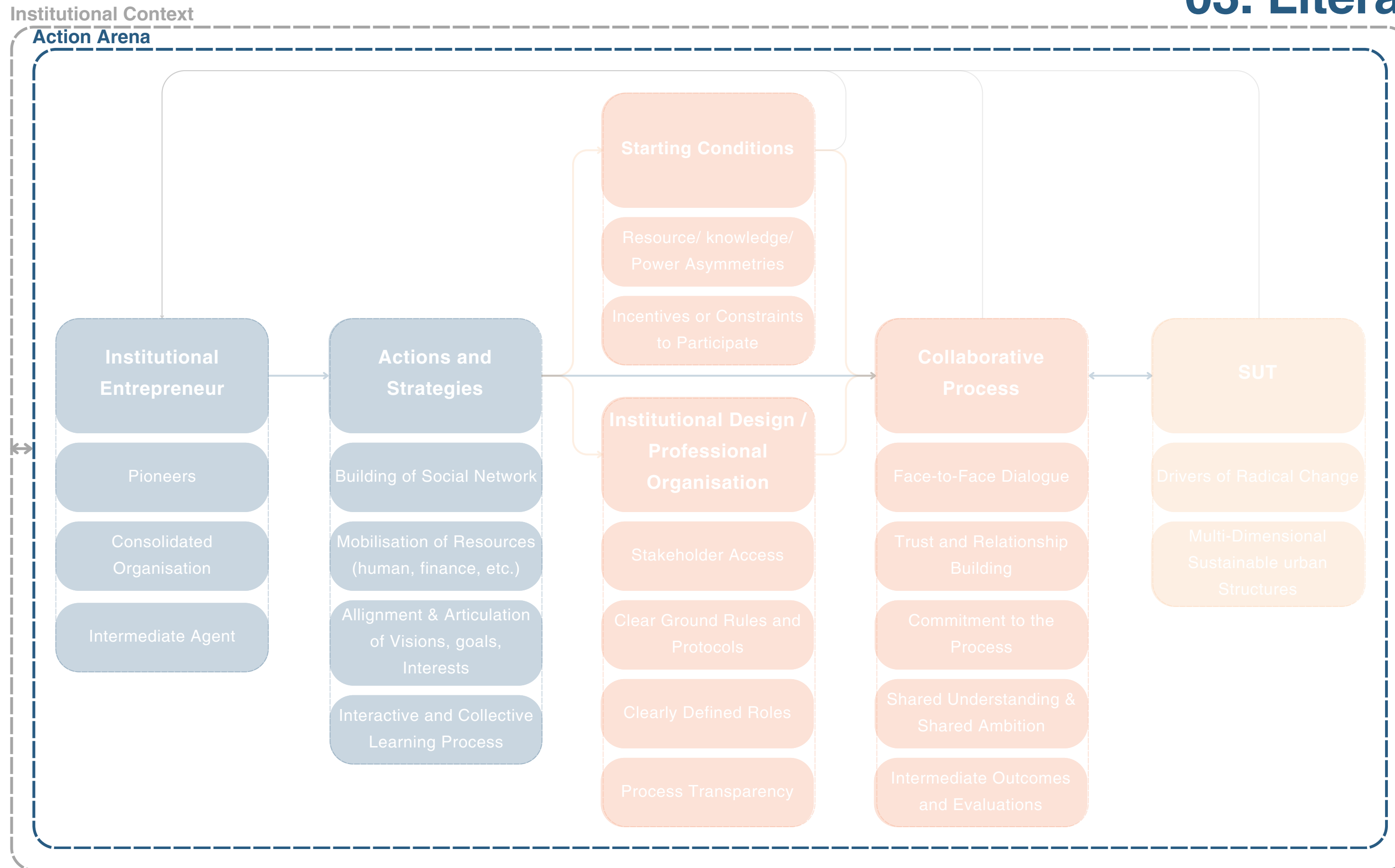
Institutional Context

Action Arena



# 03. Literature Review

## Conceptual Framework



# 03. Literature Review

## Conceptual Framework

Institutional Context  
Action Arena

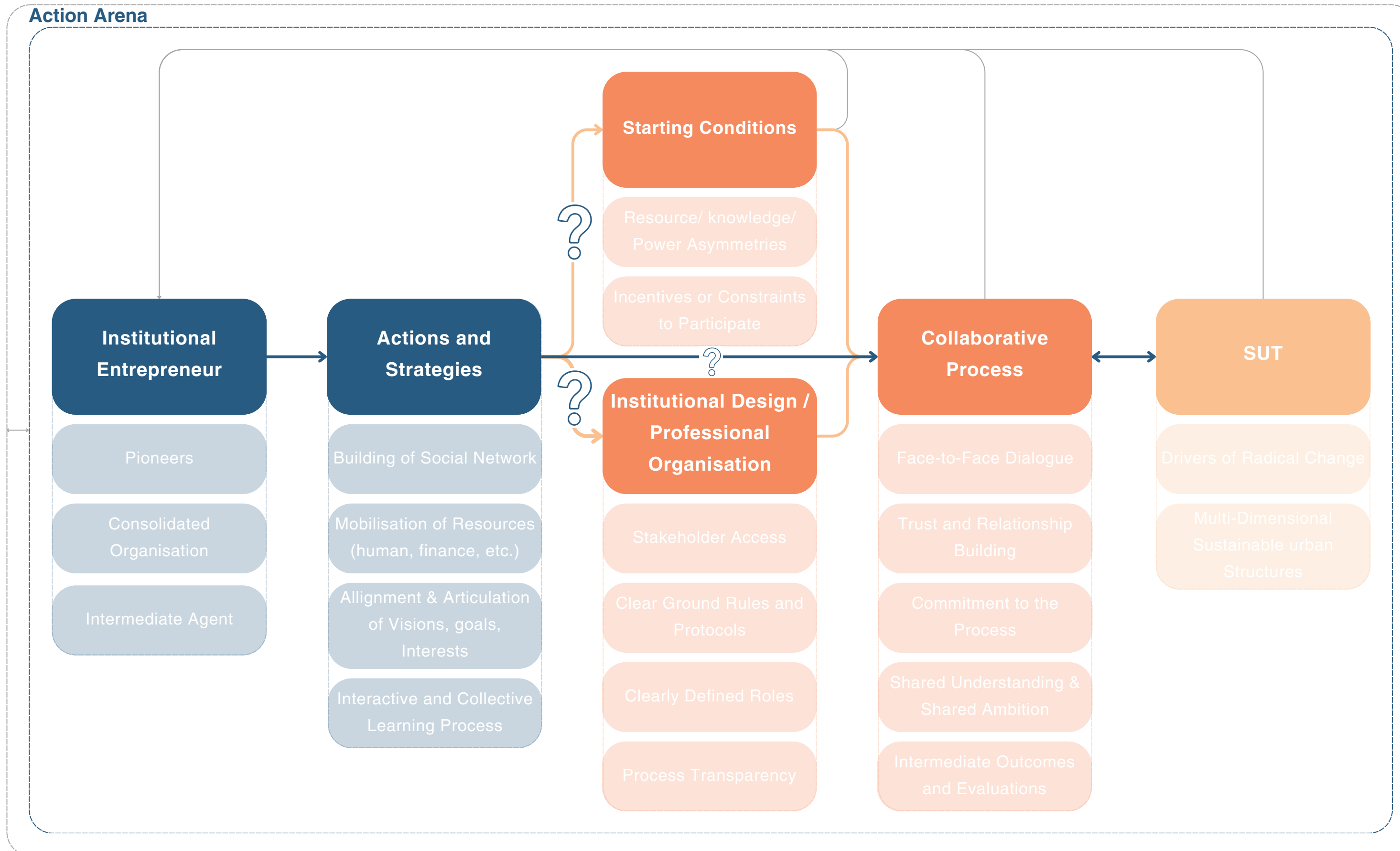


# 03. Literature Review

## Conceptual Framework

Institutional Context

Action Arena



# 04. Empirical Findings

Sub-question 2: *‘What **barriers and enablers related to collaboration** are encountered in an existing case study that influence the realisation of the sustainable urban transformation?’*

Sub-question 3: *‘What **role** do or could **institutional entrepreneurs** play in this case study, and what **interventions** have they implemented or could they implement to establish more effective collaboration?’*

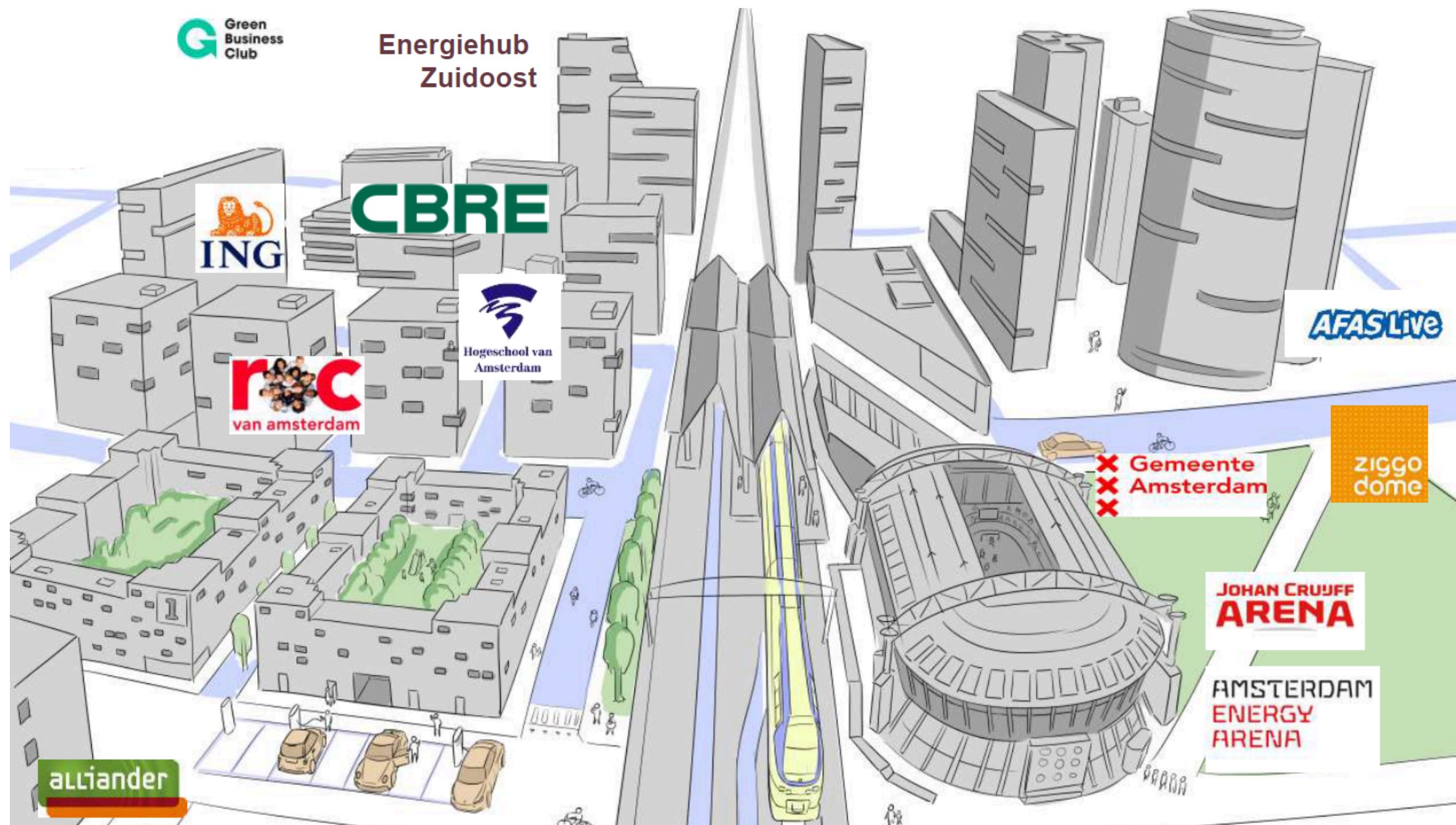
Sub-question 4: *‘How can the **role of institutional entrepreneurs** in influencing collaboration between stakeholders towards sustainable urban transformations be **captured in a set of guidelines**?’*

# 04. Empirical Findings

## Case Introduction

### Energy Hub Amsterdam Southeast

*Collaborate to produce, store, and use energy locally*

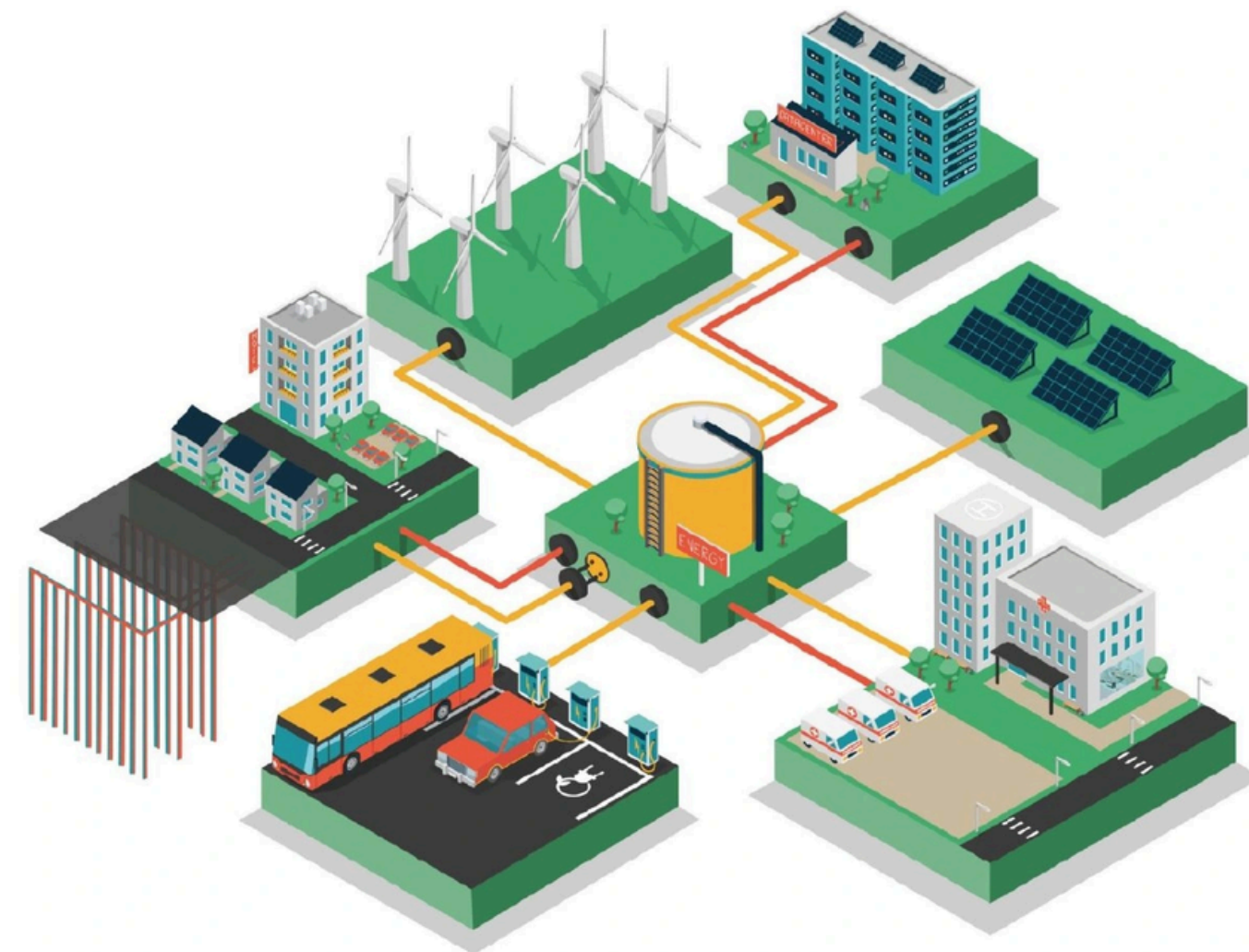


# 04. Empirical Findings

## Case Introduction

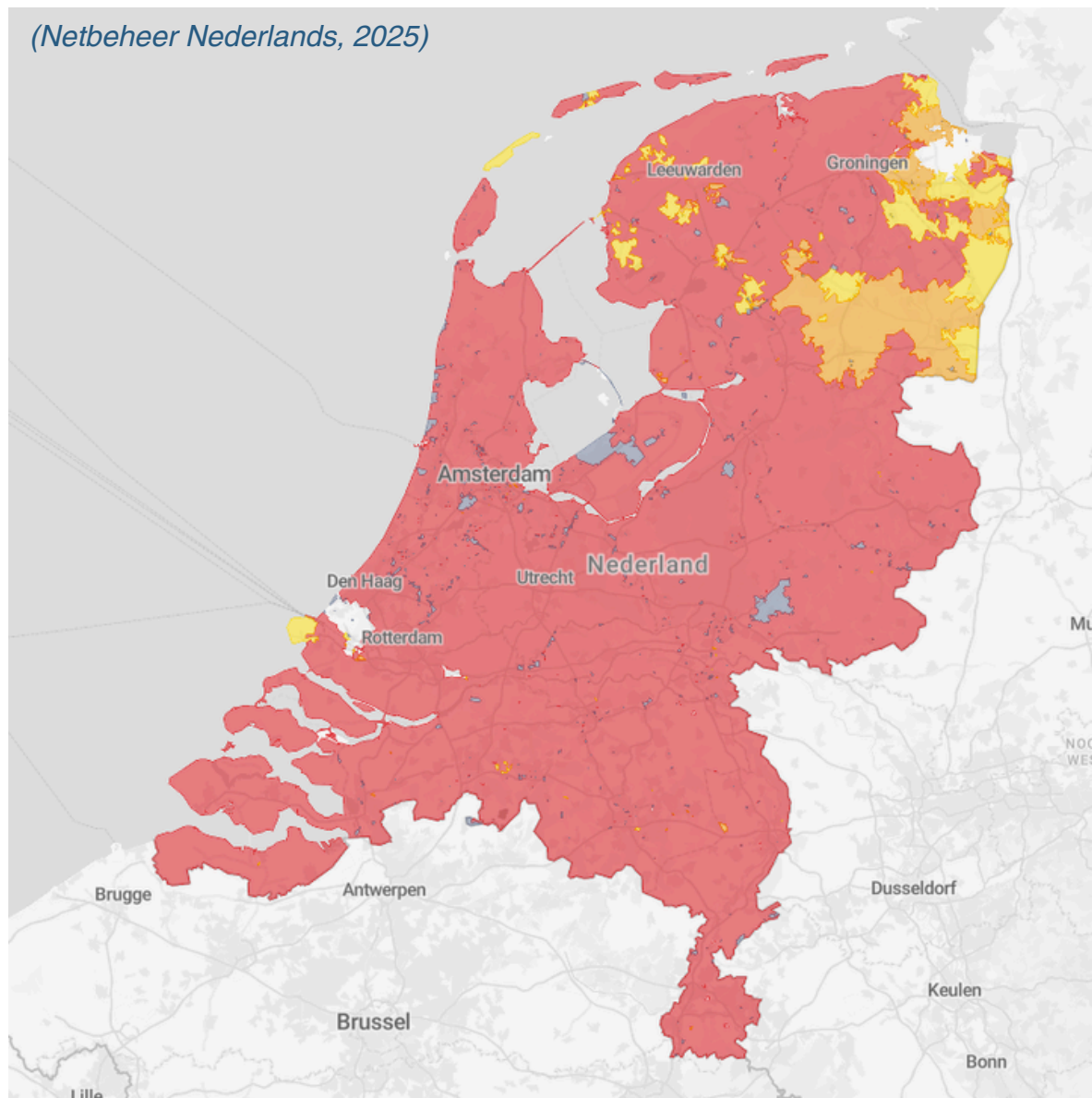
### Energy Hub Amsterdam Southeast

*Coordinate their energy supply and demand collectively*

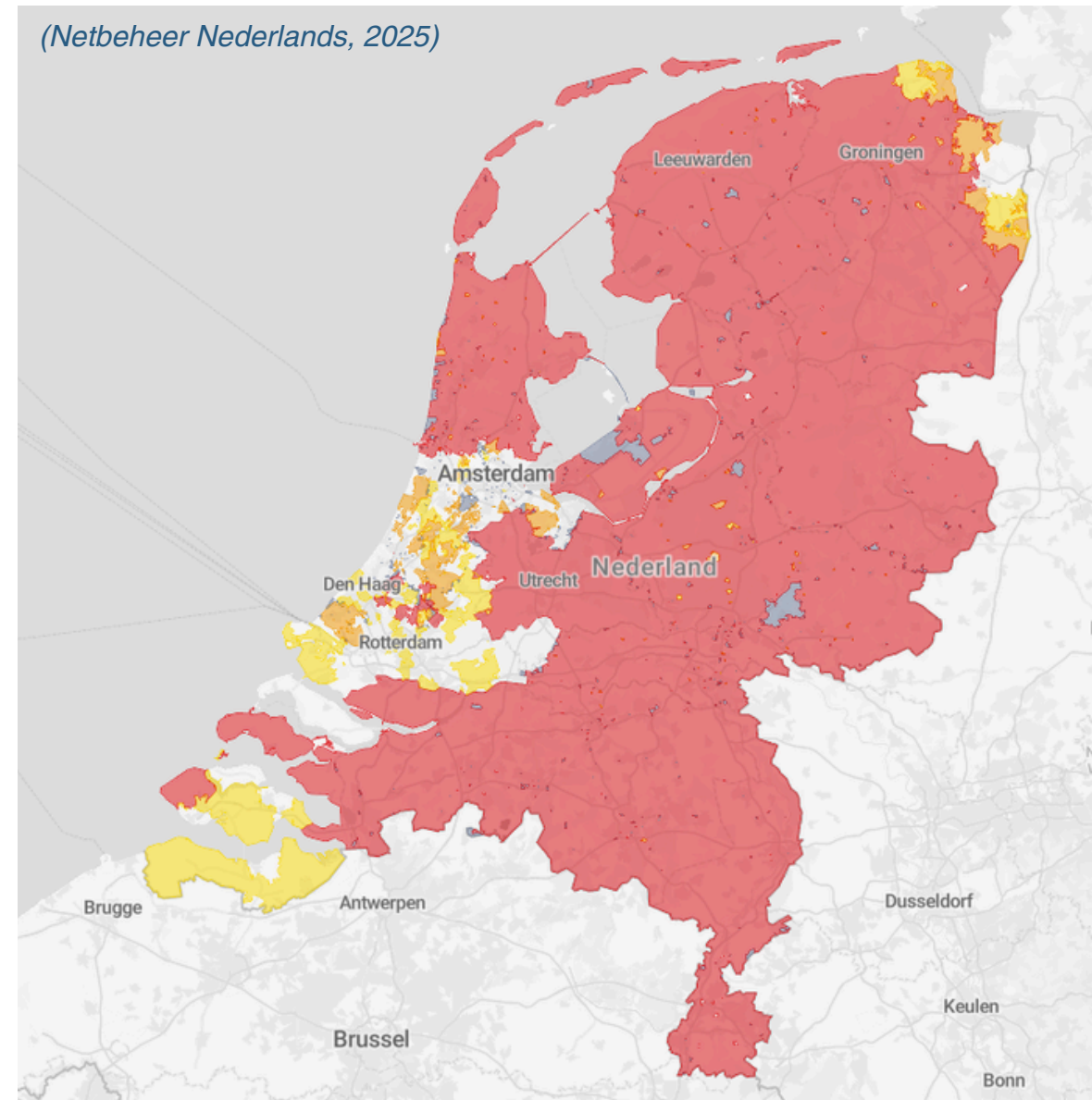


# 04. Empirical Findings

## Case Introduction



Grid congestion in the Netherlands for Consumption



Grid congestion in the Netherlands for feed-in

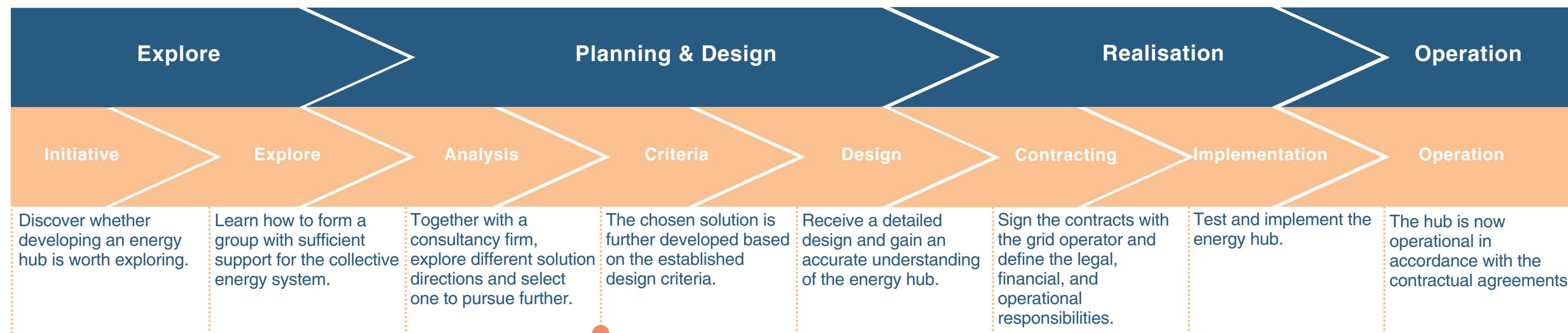
**Long-term goal**, arising from shared challenge, is to address grid congestion, constraining sustainable development, growth and electrification

### LEGEND

- Transport capacity available without delay
- Limited transport capacity available without delay
- Area is under investigation with a waiting list
- Shortage of transport capacity with a waiting list
- Color will be added at a later stage

# 04. Empirical Findings

## Case Introduction



**CURRENT STATUS**

↓

*Legal working group preparing Lol*

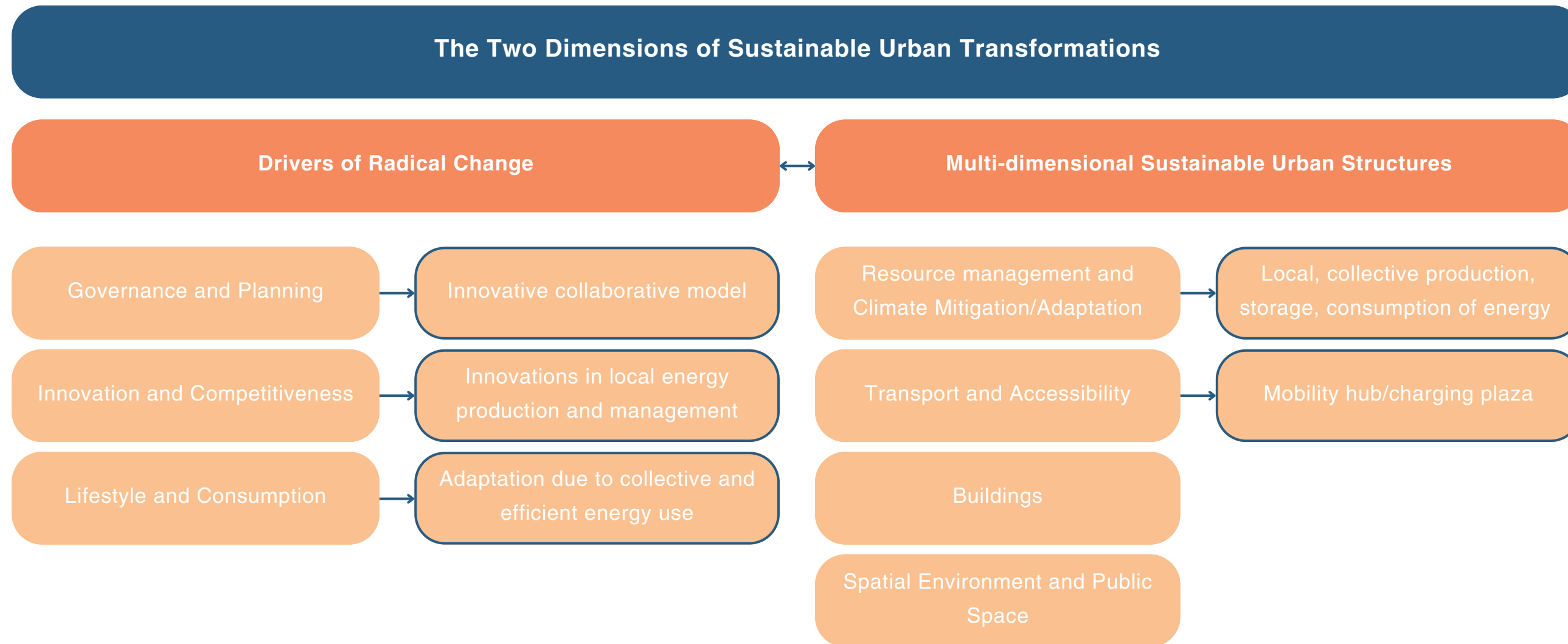
*Other working groups address technical and organisational issues, including GTO*

**Core group**  
*Organisational progress*

**Participant group**  
*Joint-decision-making and information sharing*

# 04. Empirical Findings

## Case Introduction



# 04. Empirical Findings

## Case Introduction

Interviewee	Function
Interviewee A	Program developer at a research institute focused on urban energy
Interviewee B	Process coordinator for energy hubs, appointed by the provincial government
Interviewee C	Program manager at a commercial bank, focused on the sustainability of the organisation's assets
Interviewee D	Appointed project leader
Interviewee E	Technical developer at an investment management firm
Interviewee F	Founder of regional business sustainability organisation (temporary legal entity of the collective)
Interviewee G	Portfolio manager of an academic institution
Interviewee H	Energy and circularity advisor, hired by the municipal government
Interviewee I	Legal advisor, specialised in grid-congestion
Interviewee J	Property manager of a real estate organisation

→ *Presumed  
institutional  
entrepreneurs*

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Interview Insights SQ2 & SQ3

### Preliminary Guidelines

### Expert Meeting

Validation and refinement of the preliminary outline into the final set of guidelines SQ4

### Final Set of Guidelines

Topic	Subtopic	Barrier	Enabler	Challenge	Opportunity	Impact	Priority	Legal	Financial	Organizational	Technical
Resource / Knowledge / Power Asymmetries	07 Introduction										
	09 Resource / Knowledge / Power Asymmetries										
	10 Uneven Knowledge Levels and Limited Time of Participants										
	11 Lack of Data or Reluctance to Share Data Among Participants										
Incentives or Constraints to Participate	12 Fundamental Uncertainties of SUT Projects										
	13 Incentives or Constraints to Participate										
	14 Alternative Individual Solutions with a More Attractive Business Case										
	15 Sense of Urgency and Recognition of Collective as a Viable Solution										
Stakeholder Access	16 Early Local Stakeholder Engagement										
	17 Participation of Large Reputable Actors Signalling Confidence										
	18 Stakeholder Access										
	19 Lack of Key External Actor Engagement										
Clear Ground Rules and Protocols	20 Progress Constrained by Slowest Participant										
	21 Early Involvement of Research Institutions										
	22 Pre-existing Trust and Relationships Among Participants										
	23 Structural Support from Provinces and Municipalities										
Clearly Defined Roles	24 Clear Ground Rules and Protocols										
	25 Absence of a Jointly Developed Viable Business Case										
	26 Absence of a Legal Entity										
	27 Absence of a Well-considered Legal Framework										
Clear Role and Responsibility Definition Among Representatives	28 Clearly Defined Roles										
	29 Lack of Mandate Among Representatives										
	30 Difficulty of Late Participant or Representative Integration										
	31 Added Complexity in Public-Private Collectives										

# Guidelines For Institutional Entrepreneurs

## Towards Sustainable Urban Transformations in Stakeholder Collaborations

Mirte Hoitink

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- 09 Resource / Knowledge / Power Asymmetries
  - 10 Uneven Knowledge Levels and Limited Time of Participants
  - 11 Lack of Data or Reluctance to Share Data Among Participants
  - 12 Fundamental Uncertainties of SUT Projects
  - 13 Unequal Financial Capabilities Among Participants
- 13 Incentives or Constraints to Participate
  - 14 Alternative Individual Solutions with a More Attractive Business Case
  - 15 Sense of Urgency and Recognition of Collective as a Viable Solution
  - 16 Early Local Stakeholder Engagement
  - 17 Participation of Large Reputable Actors Signalling Confidence
  - 18 Signals from Media and Key External Actors as External Motivation
- 18 Stakeholder Access
  - 19 Lack of Key External Actor Engagement
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  - 21 Progress Constrained by Slowest Participant
  - 22 Added Complexity in Public-Private Collectives
- 21 Enablers
  - 22 Early Involvement of Research Institutions
  - 23 Pre-existing Trust and Relationships Among Participants
  - 24 Structural Support from Provinces and Municipalities
  - 25 Collective of Professional Stakeholders
  - 26 Early Involvement of Specialised Experts
  - 27 Collective of Knowledgeable and Resourced Participants
- 24 Clear Ground Rules and Protocols
  - 25 Absence of a Jointly Developed Viable Business Case
  - 26 Absence of a Legal Entity
  - 27 Absence of a Well-considered Legal Framework
- 26 Enablers
  - 27 Clear and Transparent Participation Criteria
  - 28 Financial Contributions by Participants
  - 29 Balance Between Formalisation and Flexibility
- 28 Clearly Defined Roles
  - 29 Lack of Mandate Among Representatives
  - 30 Difficulty of Late Participant or Representative Integration
  - 31 Added Complexity in Public-Private Collectives
- 29 Enabler
  - 30 Clear Role and Responsibility Definition Among Representatives

### Barriers | Resource/Knowledge/Power Asymmetries

#### 1. Uneven Knowledge Levels and Limited Time of Participants

The complexity of SUTs and organisations' voluntary, non-core participation results in uneven knowledge levels and limited availability hindering progress, decision-making, and representatives' ability to secure support from their mandate holders.

**Efficient Stakeholder Meetings**  
Plan stakeholder meetings efficiently and only when necessary, either to demonstrate progress and maintain engagement, or to gather input for key decisions.

#### 2. Lack of Data or Reluctance to Share Data Among Participants

A lack of available data about participants, as well as an unwillingness to share it within the collective, hinders collaboration and the identification of collective opportunities. Mutual trust is essential to foster transparency.

**Bridging Experts and Participants**  
Explain the core team's activities in accessible terms during participant meetings. By bridging experts and participants, institutional entrepreneurs translate technical and legal knowledge into clear insights, enabling stakeholders to understand and sell the initiative to mandate holders, strengthening broader support and momentum. At the same time, they translate participant concerns back to the core group to ensure these are acknowledged and integrated.

#### Introduce a Letter of Intent

Introduce a Letter of Intent in the early formalisation phase, for instance, to clarify who is genuinely willing to commit to the shared ambition or to encourage the sharing of essential information needed for project progress. Since such documents are generally signed by mandate holders of participating organisations, these agreements help secure broad organisational support, strengthening trust and commitment.

*"When engaging in collaborative energy initiatives, participants need to be willing to share information, such as energy consumption at their specific sites. This proved challenging, as organisations are often reluctant to disclose such data, partly because it can reveal the sites they pay sensitive information, even if only indirectly estimate. It took considerable effort to ensure that this information was ultimately made available to the collective."*

# 04. Empirical Findings

Key Findings SQ 2, SQ 3, SQ 4

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07 Introduction

09 Resource / Knowledge / Power Asymmetries  
*Barriers*

- 10 Uneven Knowledge Levels and Limited Time of Participants
- 10 Lack of Data or Reluctance to Share Data Among Participants
- 11 Fundamental Uncertainties of SUT Projects
- 12 Unequal Financial Capabilities Among Participants

13 Incentives or Constraints to Participate  
*Barrier*

- 14 Alternative Individual Solutions with a More Attractive Business Case
- Enablers*
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  - 17 Signals from Media and Key External Actors as External Motivation

18 Stakeholder Access  
*Barriers*

- 19 Lack of Key External Actor Engagement
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*Enablers*

- 21 Early Involvement of Research Institutions
- 21 Pre-existing Trust and Relationships Among Participants
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- 23 Collective of Knowledgeable and Resourced Participants

24 Clear Ground Rules and Protocols

*Barriers*

- 25 Absence of a Jointly Developed Viable Business Case
- 25 Absence of a Legal Entity
- 26 Absence of a Well-considered Legal Framework

*Enablers*

- 26 Clear and Transparent Participation Criteria
- 27 Financial Contributions by Participants
- 27 Balance Between Formalisation and Flexibility

28 Clearly Defined Roles

*Barrier*

- 29 Lack of Mandate Among Representatives

*Enabler*

- 29 Clear Role and Responsibility Definition Among Participants

### Barriers | Resource/Knowledge/Power Asymmetries

## 3. Fundamental Uncertainties of SUT Projects

Fundamental uncertainties in innovative projects, including the unknown nature of collective SUTs, can discourage participation, complicate collective decision-making and delay or stop the initiative.



#### Early Expert Engagement

Engage experts early to explore solution directions, conduct technical, legal and financial analyses, and develop a feasible business case aligned with individual stakeholder interests. This clarifies the collective potential, increases willingness to participate, especially among private actors ("what's in it for me"), and strengthens the negotiation position towards powerful external actors (e.g. grid operators and governments).



#### Cross-Project Learning

Establish or join a national or regional knowledge team that enables exchange and learning across collective initiatives focused on similar SUTs. This fosters a transparent, shared learning process, helping build a body of knowledge that reduces uncertainty and duplication, and accelerates future implementation.



#### Stimulate Subsidy Application

Support or stimulate the collective in applying for subsidies, particularly in the early stages of the project when the success or realisation of the collective solution is still uncertain, or when financial resources play a crucial role in their willingness to participate.

“You can tell people are taking a wait-and-see attitude, saying things like, ‘What if the establishment of the Energy Hub doesn’t turn out to be the solution to grid congestion, and we end up having to do things differently again?’”

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Resource/Knowledge/Power Asymmetries

Barrier: SUT characterised by fundamental uncertainties

- Discourage participation
- Complicate collective-decision-making
- Delay or halt the initiative



Potential intervention directions:

- Early expert engagement
- Cross-project learning

### Resource / Knowledge / Power Asymmetries

**Barriers**

1. Uneven Knowledge Levels and Limited Time of Participants	10
2. Lack of Data or Reluctance to Share Data Among Participants	10
3. Fundamental Uncertainties of SUT Projects	11
4. Unequal Financial Capabilities Among Participants	12

KNOWLEDGE LEVELS

FINANCIAL CAPABILITIES

DATA

TIME

FUNDAMENTAL UNCERTAINTIES

9

**Barriers | Resource/Knowledge/Power Asymmetries**

### 3. Fundamental Uncertainties of SUT Projects

Fundamental uncertainties in innovative projects, including the unknown nature of collective SUTs, can discourage participation, complicate collective decision-making and delay or stop the initiative.

**Early Expert Engagement**

Engage experts early to explore solution directions, conduct technical, legal and financial analyses, and develop a feasible business case aligned with individual stakeholder interests. This clarifies the collective potential, increases willingness to participate, especially among private actors ("what's in it for me"), and strengthens the negotiation position towards powerful external actors (e.g. grid operators and governments).

**Cross-Project Learning**

Establish or join a national or regional knowledge team that enables exchange and learning across collective initiatives focused on similar SUTs. This fosters a transparent, shared learning process, helping build a body of knowledge that reduces uncertainty and duplication, and accelerates future implementation.

**Stimulate Subsidy Application**

Support or stimulate the collective in applying for subsidies, particularly in the early stages of the project when the success or realisation of the collective solution is still uncertain, or when financial resources play a crucial role in their willingness to participate.

**“**  
*“You can tell people are taking a wait-and-see attitude, saying things like, ‘What if the establishment of the Energy Hub doesn't turn out to be the solution to grid congestion, and we end up having to do things differently again?’”*  
**”**

11

“  
 [“You can tell people are taking a wait-and-see attitude, saying things like, ‘What if the establishment of the Energy Hub doesn't turn out to be the solution to grid congestion, and we end up having to do things differently again?’”]  
 ”

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Resource/Knowledge/Power Asymmetries

Barrier: Uneven knowledge levels and limited availability

- Slows progress
- Harder to secure internal approval



Potential intervention direction:

- Explain core-team activities in accessible terms - IE's play a crucial mediating role

### Resource / Knowledge / Power Asymmetries

**Barriers**

1. Uneven Knowledge Levels and Limited Time of Participants	10
2. Lack of Data or Reluctance to Share Data Among Participants	10
3. Fundamental Uncertainties of SUT Projects	11
4. Unequal Financial Capabilities Among Participants	12

KNOWLEDGE LEVELS

FINANCIAL CAPABILITIES

DATA

TIME

FUNDAMENTAL UNCERTAINTIES

**Barriers | Resource/Knowledge/Power Asymmetries**

#### 1. Uneven Knowledge Levels and Limited Time of Participants

The complexity of SUTs and organisations' voluntary, non-core participation results in uneven knowledge levels and limited availability, hindering progress, decision-making, and representatives' ability to secure support from their mandate holders.

**Efficient Stakeholder Meetings**

Plan stakeholder meetings efficiently and only when necessary, either to demonstrate progress and maintain engagement, or to gather input for key decisions.

*"We will definitely encounter that knowledge, the question is when... The chairperson shared valuable experience from a project further ahead and emphasised the importance of constantly involving people to keep them engaged."*

**Bridging Experts and Participants**

Explain the core team's activities in accessible terms during participant meetings. By bridging experts and participants, institutional entrepreneurs translate technical and legal knowledge into clear insights, enabling stakeholders to understand and sell the initiative to mandate holders, strengthening broader support and momentum. At the same time, they translate participant concerns back to the core group to ensure these are acknowledged and integrated.

#### 2. Lack of Data or Reluctance to Share Data Among Participants

A lack of available data about participants, as well as an unwillingness to share it within the collective, hinders collaboration and the identification of collective opportunities. Mutual trust is essential to foster transparency.

**Introduce a Letter of Intent**

Introduce a Letter of Intent in the early formalisation phase, for instance, to clarify who is genuinely willing to commit to the shared ambition or to encourage the sharing of essential information needed for project progress. Since such documents are generally signed by mandate holders of participating organisations, these agreements help secure broad organisational support, strengthening trust and commitment.

*"When engaging in collaborative energy initiatives, participants need to be willing to share information, such as energy consumption at their specific sites. This proved challenging, as organisations are often reluctant to disclose such data, partly because it can reveal the rates they pay, sensitive information, even if only indirectly estimable. It took considerable effort to ensure that this information was ultimately made available to the collective."*

**"We will definitely encounter that knowledge, the question is when... The chairperson shared valuable experience from a project further ahead and emphasised the importance of constantly involving people to keep them engaged."**

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Incentives or Constraints to Participate

Barrier: Alternative individual solutions with a more attractive business case

Enabler: Sense of urgency and recognition of the collective as a viable solution to the collective challenge



Potential intervention direction:

- Engage research institutions and experts early on
- Stress collective urgency, benefits, goal, and path
- One-on-one conversations to monitor individual commitment and maintain alignment

### Incentives or Constraints to Participate

<p><b>Barrier</b></p> <ol style="list-style-type: none"> <li>1. Alternative Individual Solutions with a More Attractive Business Case 14</li> </ol> <p><b>Enablers</b></p> <ol style="list-style-type: none"> <li>1. Sense of Urgency and Recognition of Collective as a Viable Solution 15</li> <li>2. Early Local Stakeholder Engagement 16</li> <li>3. Participation of Large Reputable Actors Signalling Confidence 16</li> <li>4. Signals from Media and Key External Actors as External Motivation 17</li> </ol>	<p><b>Barrier   Constraints to Participate</b></p> <p><b>1. Alternative Individual Solutions with a More Attractive Business Case</b></p> <p>When an actor, particularly a commercial one, has alternative solutions, especially independent options with a more favourable business case, they are unlikely to join a collective solution, unless the collective offers a clear, quantifiable, favourable business case.</p> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;"> <p><b>Early Expert Engagement</b></p> <p>Engage experts early to explore solution directions, conduct technical, legal and financial analyses, and develop a feasible business case aligned with individual stakeholder interests. This clarifies the collective potential, increases willingness to participate, especially among private actors ("what's in it for me"), and strengthens the negotiation position towards powerful external actors (e.g. grid operators and governments).</p> </div> <div style="width: 30%;"> <p><b>Frame SUTs as Financially Attractive</b></p> <p>Strategically frame collective initiatives and shared investments as financially attractive, emphasising that parties avoid individual costs by contributing to joint solutions. This increases stakeholders' willingness to participate and co-invest in shared assets.</p> </div> <div style="width: 30%;"> <p><b>Stress Collective Benefits and Path</b></p> <p>Regularly emphasise in both individual and collective settings the urgency, (financial) benefits, shared goal, and collective path. This helps maintain alignment and active involvement, motivates stakeholders to remain committed, and strengthens the perceived value of collaboration. Periodic one-on-one conversations complement this by monitoring individual commitment.</p> </div> </div> <div style="margin-top: 10px; background-color: #90EE90; padding: 5px;"> <p><b>“</b>For example, if Organisation F has no events, the batteries could be used there very effectively. However, if they would receive only, for instance, 10% of the revenue they normally earn during office hours from Organisation P, and Organisation P requests the same contribution from Organisation F, then Organisation F may respond by saying, 'Yes, but we're already doing good things. We're earning even more anyway.' <b>”</b></p> </div>
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**“**  
*“What is important is that there is a sense of urgency; without it, it’s better not to start at all. In this case, parties are facing a problem because grid congestion in Area A is very high. **They need to collaborate to continue developing.** Working together is essential, so the urgency is a key factor.”*  
**”**

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Stakeholder Access

Barrier: Progress constrained by the slowest participant

- Hesitation among actors who lack urgency/direct interest and overly large groups
- Slow decision-making, undermines momentum and reduces perceived benefits



Potential intervention direction:

- Start with a “Coalition of the Willing”

### Stakeholder Access

<b>Barriers</b>	
1. Lack of Key External Actor Engagement	19
2. Difficulty of Late Participant or Representative Integration	19
3. Progress Constrained by Slowest Participant	20
4. Added Complexity in Public-Private Collectives	20
<b>Enablers</b>	
1. Early Involvement of Research Institutions	21
2. Pre-existing Trust and Relationships Among Participants	21
3. Structural Support from Provinces and Municipalities	22
4. Collective of Professional Stakeholders	22
5. Early Involvement of Specialised Experts	23
6. Collective of Knowledgeable and Resourced Participants	23

COALITION OF THE WILLING

STRUCTURAL SUPPORT

#### Barriers | Stakeholder Access

#### 3. Progress Constrained by Slowest Participant

The progress of collective initiatives is constrained by the slowest participant. Hesitation among those lacking urgency or direct interest, combined with overly large groups that delay decision-making, undermines momentum and may reduce the perceived benefits of collaboration among other participants.

[From my experience setting up partnerships over the past 30 years around various innovative themes like hydrogen infrastructure, if you want to build a large ecosystem or broad collaboration, you need to start with a relatively small core group, a 'coalition of the willing,' involving a few parties with a direct stake in the outcome. In this consortium in Project A, it includes companies facing grid congestion and that have both the space and the willingness to act together. So, a relatively small core consortium: large enough for critical mass, but not bigger. The idea is to achieve an initial result, after which other parties can join.]

#### 4. Added Complexity in Public-Private Collectives

Public-private collaboration within collective SUTs adds complexity. Public actors, constrained by formal frameworks, accountability, and documentation, have limited flexibility to commit or formalise participation, while private actors enjoy greater operational freedom. This asymmetry slows decision-making and collective progress, reducing trust and commitment as the added value of collaboration becomes less visible.

[In this case, we agreed they would join later, and for now, Persons E and L are simply hired by the companies. Then the municipality's lawyers have to go back to the municipality to check whether that's acceptable... and that's when you get those bureaucratic processes. When such processes are lengthy, complex, and demanding, it does put some strain on mutual trust... You want them to participate, but you want to benefit from their involvement, not be burdened by it.]

“

[“From my experience **setting up partnerships over the past 30 years around various innovative themes ...**, you need to start with a relatively small core group, a **‘coalition of the willing’**, involving a few parties with a direct stake in the outcome.”]

”

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Clearly Defined Roles

Enabler: Clear role and responsibility definition among representatives

- Clarifying contributions and tasks
- Effective use of expertise
- Strengthening ownership > commitment



Potential intervention direction:

- Assigned through open dialogue based on expertise and interests
- Regular one-on-one check-ins to review progress, strengthen responsibility, and sustain commitment

### Clearly Defined Roles

<p><b>Barrier</b></p> <p>1. Lack of Mandate Among Representatives 29</p> <p><b>Enabler</b></p> <p>1. Clear Role and Responsibility Definition Among Representatives 29</p>	<div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> <div style="width: 30%;"> <p><b>Barrier   Clearly Defined Roles</b></p> <p><b>1. Lack of Mandate Among Representatives</b></p> <p>Lack of mandate among representatives from participating organisations forms a barrier to collective progress. In larger organisations, this is amplified by hierarchical structures and layered decision-making procedures. Therefore, approval and progress depend on the representatives' ability to sell the collective initiative to their mandate holders.</p> <p><b>Bridging Experts and Participants</b></p> <p>Explain the core team's activities in accessible terms during participant meetings. By bridging experts and participants, institutional entrepreneurs translate technical and legal knowledge into clear insights, enabling stakeholders to understand and sell the initiative to mandate holders, strengthening broader support and momentum. At the same time, they translate stakeholder concerns back to the core group to ensure these are acknowledged and integrated.</p> </div> <div style="width: 30%;"> <p><b>Introduce a Letter of Intent</b></p> <p>Introduce a Letter of Intent in the early formalisation phase, for instance, to clarify who is genuinely willing to commit to the shared ambition or to encourage the sharing of essential information needed for project progress. Since such documents are generally signed by mandate holders of participating organisations, these agreements help secure broad organisational support, strengthening trust and commitment.</p> </div> <div style="width: 30%;"> <p><b>Enabler   Clearly Defined Roles</b></p> <p><b>1. Clear Role and Responsibility Definition Among Representatives</b></p> <p>Clearly defining roles and responsibilities among representatives supports clarity and commitment. Assigning suitable roles within working groups and distributing tasks improves ownership and therefore encourages active participation in the collective.</p> <p><b>Clear Role Definition through Open Dialogue</b></p> <p>Define and assign roles and responsibilities among representatives through open dialogue based on expertise and interests. This process creates a sense of ownership and therefore encourages active participation in the collective. In addition, regular check-ins with each representative are essential to review progress, strengthen responsibility, and sustain commitment over time.</p> </div> </div> <div style="background-color: #90EE90; padding: 5px; margin-top: 10px;"> <p><b>MANDATE</b> <b>LAYERED DECISION-MAKING</b> <b>LOI</b></p> <p><b>ROLE DEFINITION</b> <b>OWNERSHIP</b></p> </div>
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**“**  
*“I deliberately place ownership of actions with the participants... to sustain their engagement. ... SP1: So, commitment is created by giving ownership throughout the process. SP2: Yes, absolutely.”*  
**”**

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Trust and Relationship Building

Enablers: 1. Trust in the collective solution; 2. Task-based trust; and 3. Relational trust

1. Prerequisite for participation
2. Assigning responsibilities to actors with appropriate expertise and mandate
3. Through informal interactions, shared understanding, transparency, and consistency



Potential intervention direction:

1. Showcasing comparable SUT projects and components
2. Open, transparent communication channels - Integrity of the project
3. Facilitating informal and personal interactions

### Trust and Relationship Building

<p><b>Barrier</b></p> <ol style="list-style-type: none"> <li>1. Underdeveloped Relationships and Resulting Limited Trust <span style="float: right;">36</span></li> </ol> <p><b>Enablers</b></p> <ol style="list-style-type: none"> <li>1. Relational Trust and Trust in the Collective Solution <span style="float: right;">36</span></li> <li>2. Task-based Trust and Relational Trust <span style="float: right;">37</span></li> </ol>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; border-right: 1px solid white; padding-right: 10px;"> <p><b>Barrier   Trust and Relationship Building</b></p> <p><b>1. Underdeveloped Relationships and Resulting Limited Trust</b></p> <p>Underdeveloped relationships and the resulting limited trust between stakeholders, especially in the early stages of collaboration where interests and agreements have not been clarified, can lead to hesitation in sharing sensitive information, such as company profiles. This lack of transparency complicates the exploration of joint possibilities and slows down overall progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.</p> </td> <td style="width: 50%; padding-left: 10px;"> <p><b>Enablers   Trust and Relationship Building</b></p> <p><b>1. Relational Trust and Trust in the Collective Solution</b></p> <p>Innovative collective initiatives (collective SUTs) rely heavily on relational trust and trust in the collective solution. Continuously building and maintaining trust is therefore crucial to their success. Because relational trust requires time and sustained effort, it is important not to rush this process, as doing so risks undermining collaboration and hindering collective progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.</p> </td> </tr> </table>	<p><b>Barrier   Trust and Relationship Building</b></p> <p><b>1. Underdeveloped Relationships and Resulting Limited Trust</b></p> <p>Underdeveloped relationships and the resulting limited trust between stakeholders, especially in the early stages of collaboration where interests and agreements have not been clarified, can lead to hesitation in sharing sensitive information, such as company profiles. This lack of transparency complicates the exploration of joint possibilities and slows down overall progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.</p>	<p><b>Enablers   Trust and Relationship Building</b></p> <p><b>1. Relational Trust and Trust in the Collective Solution</b></p> <p>Innovative collective initiatives (collective SUTs) rely heavily on relational trust and trust in the collective solution. Continuously building and maintaining trust is therefore crucial to their success. Because relational trust requires time and sustained effort, it is important not to rush this process, as doing so risks undermining collaboration and hindering collective progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.</p>
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INFORMAL INTERACTIONS

EXPERIENCED PEOPLE

RELATIONAL- AND TASK-BASED TRUST

TRANSPARANCY

35

**Facilitate Informal Participant Interactions and Introductions**

Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.

“

*“People needed to trust each other before sharing data. In the early sessions, we took time to guide everyone through the process, build trust, and calculate scenarios to show what it would mean for them. At the start, when trust is low, sharing data is the most difficult.”*

”

**Facilitate Informal Participant Interactions and Introductions**

Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational-trust building, transparency and mutual understanding.

**Showcasing Comparable Realised SUT Projects or Components**

Showcase comparable realised projects or components (e.g., battery installations, shared-ownership models) during the early stages of collective SUTs, as this helps make abstract ambitions more concrete and tangible. This supports participant engagement, clarifies the pathway towards the collective goal, and builds trust in the effectiveness of the initiative.

”

**Showcasing Comparable Realised SUT Projects or Components**

Showcase comparable realised projects or components (e.g., battery installations, shared-ownership models) during the early stages of collective SUTs, as this helps make abstract ambitions more concrete and tangible. This supports participant engagement, clarifies the pathway towards the collective goal, and builds trust in the effectiveness of the initiative.

36

“  
**“A large part of trust is based on confidence in competence, whether the right people are working on the right things, and whether we see progress being made. Relational trust is a bit different; it takes time to build.”**  
 ”

# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Intermediate Outcomes and Evaluations

Barrier: Stagnation in the consultation stage without concrete action

- Limit progress
- Prevent the initiative from getting off the ground



Potential intervention direction:

- Appoint a result-oriented project leader with experience in similar projects

### Intermediate Outcomes and Evaluations

<b>Barriers</b>	
1. Extended Timelines Compared to Conventional Projects	46
2. Stagnation in Consultative Stage Without Concrete Action	46
<b>Enabler</b>	
1. Clearly Defined Scope	47

CROSS-LEARNING

LOW-THRESHOLD INTERVENTIONS

EXPERIENCED SUT PROJECT LEADER

SCOPE DEFINITION

45

#### Barriers | Intermediate Outcomes and Evaluations

#### 1. Extended Timelines Compared to Conventional Projects

Collective innovative initiatives (collective SUTs) typically require significantly more time than conventional projects because more time is required to sort out technical, legal, financial, and organisational aspects that standard frameworks do not cover. This extended timeline raises costs, reduces visibility of progress, and makes it harder to sustain participants' (financial) commitment or even leads them to withdraw from the collective.

**Cross-Project Learning**

Establish or join a national or regional knowledge team that enables exchange and learning across collective initiatives focused on similar SUTs. This fosters a transparent, shared learning process, helping build a body of knowledge that reduces uncertainty and duplication, and accelerates future implementation.

**Stimulate Subsidy Application**

Support or stimulate the collective in applying for subsidies, particularly in the early stages of the project when the success or realisation of the collective solution is still uncertain, or when financial resources play a crucial role in their willingness to participate.

**Appoint a Result-Oriented Project Leader with Experience in Similar Projects**

Appoint a project leader, in consultation with participants, who has experience in similar collective innovation initiatives (SUTs) and a result-oriented approach. This contributes to tangible progress and helps prevent stagnation in the initiating phase. By developing a concrete plan with clear milestones and intermediate steps, and consistently referring to this plan, the pathway towards the collective goal becomes visible, strengthening engagement and commitment.

#### 2. Stagnation in Consultative Stage Without Concrete Action

Collective innovative initiatives (collective SUTs) often get stuck in the exploratory, consultative phase, where extensive discussions with insufficient concrete actions lead to limited progress and prevent the initiative from moving forward.

“In April, the companies deliberately chose a results-oriented, project-based approach. Instead of meeting every two months to discuss the idea of an energy hub, we're now focusing on making it happen. My main task as a project manager is therefore to ensure that the first implementation of the energy hub is delivered as a concrete outcome. ... One important intervention I made was developing a clear and concrete timeline: this is where we are now. And these are the steps we'll take over the next eight months. ... By clarifying what needs to be done, we made the process much more tangible.”

“The companies deliberately chose a results-oriented, project-based approach. Instead of discussing the idea of an energy hub, we're now focusing on making it happen. My main task as a project manager is therefore to ensure that the first implementation of the energy hub is delivered as a concrete outcome.”

TU Delft

Haskoning

52

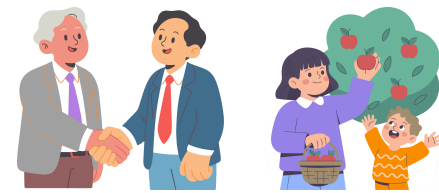
# 04. Empirical Findings

## Key Findings SQ 2, SQ 3, SQ 4

### Institutional Context

Barrier: Misalignment with existing regulations, & limited organisational capacity and inappropriate collaborative culture

- Reduce the flexibility needed to realise the transformation
- Forcing sub-optimal outcomes or project failure



Potential intervention direction:

- Using networks of influential actors to convince constraining parties (pilot/conditional agreements)
- Adopt a phased approach, starting with low-hanging solutions

### Institutional Context

<b>Barriers</b>	
1. Mismatch with Existing Regulations, Contracts and Infrastructure	49
2. Lack of a Quantifiable Business Case and Financial Settlement Models	50

#### Barriers | Institutional Context

### 1. Mismatch with Existing Regulations, Contracts and Infrastructure

The necessary developments for innovative collective initiatives (collective SUTs) are often hindered by a mismatch with existing regulations, contracts, and infrastructure, which were developed for stability and control but lack the flexibility needed for innovative collective initiatives (collective SUTs). This can lead to sub-optimal outcomes or even stop the initiative.

**Early Expert Engagement**

Engage experts early to explore solution directions, conduct technical, legal and financial analyses, and develop a feasible business case aligned with individual stakeholder interests. This clarifies the collective potential, increases willingness to participate, especially among private actors ("what's in it for me"), and strengthens the negotiation position towards powerful external actors (e.g. grid operators and governments).

**Pilot and Temporary Conditional Agreements**

When existing regulations or institutional frameworks hinder the collective innovative initiative (collective SUT), initiating a dialogue with relevant authorities to launch the initiative as a pilot or granting temporary conditional agreements can be effective. After all, a pilot generates experiential knowledge that can support broader implementation.

**Phased Implementation Starting with Low-hanging Solutions**

Implement the project in phases, starting with low-hanging or sub-optimal solutions, forced, for instance, by operational constraints, the power of key actors, or the difficulty of system change, that can be expanded over time. To anticipate this, multiple scenarios should be developed during the exploratory phase. These scenarios can also serve to demonstrate the initiative's added value and support negotiation with key external actors.

[“We are trying to work around the fact that the grid operator says, formally, this can only happen at the end of next year, while we want to start now. This requires negotiating with the grid operator about whether the hub could function as a pilot... or operate under conditioned contracts. For this, we also need lobbying support from major actors such as Organisations D and G, as well as the province and municipality, given their influence over the grid operator... The main goal is to show that initiating a preliminary GTD for this hub is valuable.”]

“You see that **Organisation E** is putting up a barrier, saying we’re not allowed to combine the large and small connections of the participating organisations. ... If we have to collaborate with them separately, **the shared interest becomes too small. The solution simply won’t be worthwhile enough.**”

# 04. Empirical Findings

Key Findings SQ 2, SQ 3, SQ 4

## Role of the Institutional Entrepreneur

- Key functions
- Characteristics



### Proactive visionary frontrunners

- Identify emerging opportunities
  - Mobilise and inspire others
- Functions*
- local embeddedness
  - Intrinsic motivation
  - Belief in the necessity of collective transformation
- Characteristics*



### Mediating between participants and experts

- Bridging participants' interests
  - Translate between core and participant groups
- Equal participation
  - Authority
  - Leadership



### Building and maintaining trust and relationships

- Trust in the Collective solution
  - Task-based trust
  - Relational-trust
- Capacity to communicate a compelling narrative
  - Local embeddedness
  - Direct stake in the outcome



### Remain crucial throughout the process

- Safeguarding collective ambition
- Maintaining and strengthening trust and relationships
- Attracting new participants
- Ensuring alignment and engagement

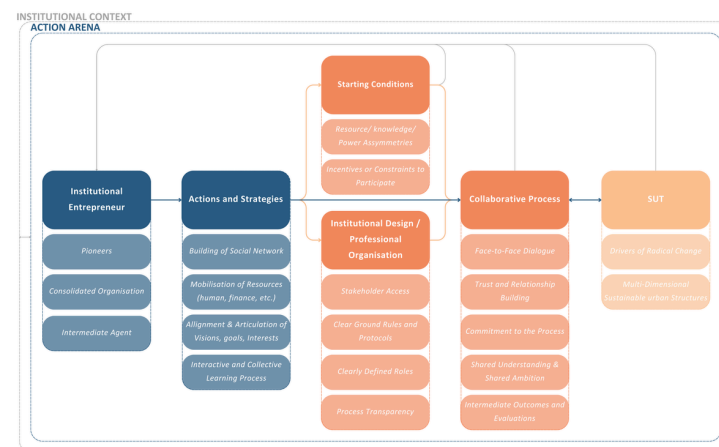
# 05. Conclusion

# 05. Conclusion

## To SQ's 1, 2, 3, & 4

### Literature Review

#### Conceptual framework



SQ 1: 'How can the **relationship** between **collaboration**, **institutional entrepreneurs**, and **sustainable urban transformations** be conceptualised?'

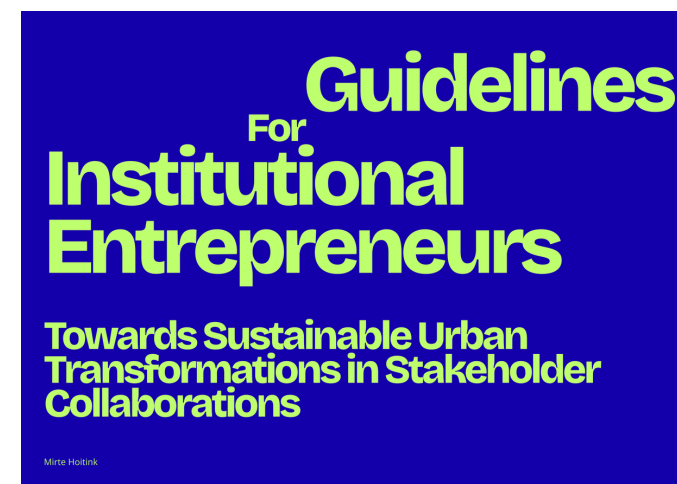
SQ 2: 'What **barriers** and **enablers** related to **collaboration** are encountered in an existing case study that influence the realisation of the sustainable urban transformation?'

SQ 3: 'What **role** do or could **institutional entrepreneurs** play in this case study, and what **interventions** have they implemented or could they implement to establish more effective collaboration?'

SQ 4: 'How can the **role** of **institutional entrepreneurs** in influencing collaboration between stakeholders towards sustainable urban transformations be captured in a set of guidelines?'

### Case Study Analysis

#### Synthesised into a set of practical guidelines



The image shows the Table of Contents page from the book. It lists chapters and their page numbers, categorized into Introduction, Barriers, Enablers, and SUT.

Table of Contents	
07	Introduction
09	Resource / Knowledge / Power Asymmetries
10	Unseen Knowledge Levels and Limited Time of Participants
10	Lack of Data or Reluctance to Share Data Among Participants
11	Fundamental Uncertainty of SUT Projects
12	Unequal Financial Capacities Among Participants
13	Incentives or Constraints to Participate
14	Alternative Individual Solutions with a More Attractive Business Case
15	Sense of Urgency and Recognition of Collective as a Viable Solution
16	Early Local Stakeholder Engagement
16	Participation of Large/Resilient Actors Signalling Confidence
17	Signals from Media and Key External Actors as External Motivation
19	Stakeholder Access
19	Lack of Key External Actor Engagement
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21	Pre-existing Trust and Relationships Among Participants
22	Structural Support from Provinces and Municipalities
22	Collective of Professional Stakeholders
23	Early Involvement of Specialised Experts
23	Collective of Knowledgeable and Resourced Participants
24	Clear Ground Rules and Protocols
25	Absence of a Justly Developed Viable Business Case
25	Absence of a Legal Entity
26	Absence of a Well-considered Legal Framework
26	Clear and Transparent Participation Criteria
27	Financial Contributions by Participants
27	Balance Between Formalisation and Flexibility
28	Clearly Defined Roles
29	Lack of Mandate Among Representatives
29	Clear Role and Responsibility Definition Among Representatives

The image shows a comparison of barriers and enablers for trust and relationship building. It is divided into two columns: Barrier | Trust and Relationship Building and Enablers | Trust and Relationship Building.

Barrier   Trust and Relationship Building	Enablers   Trust and Relationship Building
<p><b>1. Underdeveloped Relationships and Resulting Limited Trust</b></p> <p>Underdeveloped relationships and the resulting limited trust between stakeholders, especially in the early stages of collaboration where interests and agreements have not been clarified, can lead to hesitation in sharing sensitive information, such as company profiles. This lack of transparency complicates the exploration of past possibilities and slows down overall progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational trust building, transparency and mutual understanding.</p>	<p><b>1. Relational Trust and Trust in the Collective Solution</b></p> <p>Innovative collective initiatives (collective SUTs) rely heavily on relational trust and trust in the collective solution. Continuously building and maintaining trust is therefore crucial to their success. Because relational trust requires time and sustained effort, it is important not to rush this process, as doing so risks undermining collaboration and hindering collective progress.</p> <p><b>Facilitate Informal Participant Interactions and Introductions</b></p> <p>Facilitate informal and personal interactions and introductions among participants, for example, by organising meetings at participants' own locations and encouraging introductions that include organisational profiles, interests and intended contributions at the start of the initiative. This supports low-threshold relationship- and relational trust building, transparency and mutual understanding.</p> <p><b>Showcase Comparable Realised SUT Projects or Components</b></p> <p>Showcase comparable realised projects or components (e.g., battery installations, shared ownership models) during the early stages of collective SUTs, as this helps make abstract ambitions more concrete and tangible. This supports participant engagement, clarifies the pathway towards the collective goal, and builds trust in the effectiveness of the initiative.</p>

# 05. Conclusion

To the main research question

## Main Research Question:

*‘How can **institutional entrepreneurs** influence **collaboration** between stakeholders towards **sustainable urban transformations**?’*

**Proactive visionary frontrunners, driven by strong belief in the need for collective transformation**



- Inspire participation
- Mediate between experts and participants
- Build and maintain trust and relationships
- Safeguard the collective ambition
- Ensure alignment and engagement



To overcome barriers and leverage enablers

Contributing to more favourable institutional conditions for the realisation of SUTs

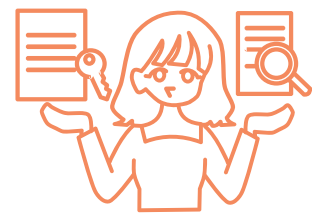
*Applying interventions captured in the guidelines*

# 06. Recommendations

# 06. Recommendations

For research & practice

## Scientific Recommendations



Examine multiple SUT cases to identify context-specific and broadly applicable findings



Explore how institutional context, through its institutions, influences SUT collaborations



Further research into the topology, motives and characteristics of institutional entrepreneurs

# 06. Recommendations

For research & practice

## Practical Recommendations



IE's, coordinators and facilitators:  
use, test, refine, and update the  
guidelines



Policymakers: explore opportunities  
for greater regulatory and institutional  
flexibility



Actors in UAD: explore how formal  
institutions and assessment systems  
can reduce the perceived risk of  
collective participation

# Thank you

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