

Public defense – 26 October 2021

CONFIGURING THE FIELD OF PHILANTHROPY IN THE AGE OF SOCIAL-MISSION PLATFORMS: A STORY OF FRAGMENTED STRUCTURATION AND DIVERGENT BOUNDARY WORK

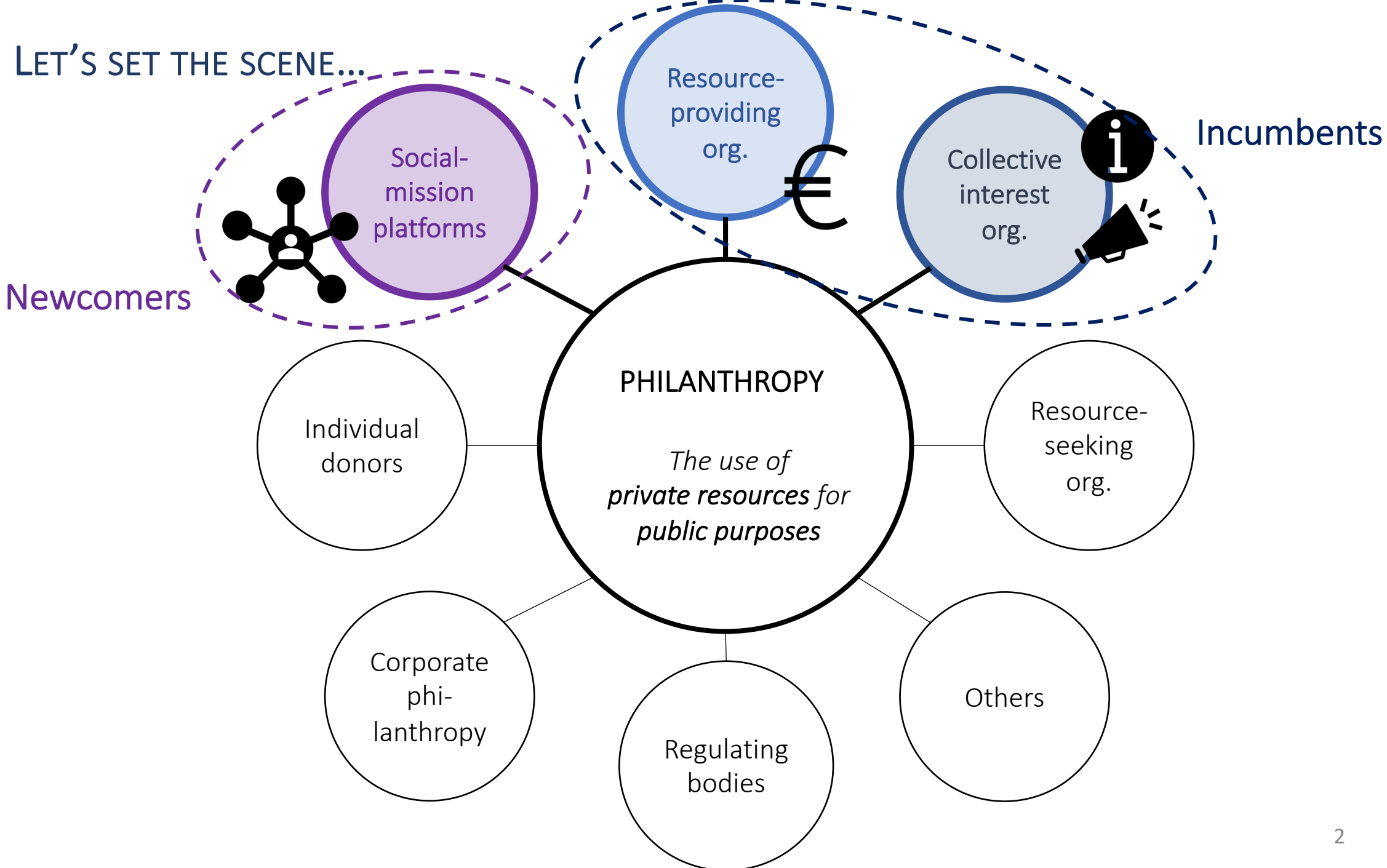
Members of the jury:

Prof. Frédéric Dufays (HEC Liège - University of Liège, President)
Prof. Virginie Xhaufclair (HEC Liège - University of Liège, Supervisor)
Prof. Benjamin Huybrechts (IESEG Lille, France)
Prof. Danielle Logue (UTS Sidney, Australia)
Prof. Johanna Mair (Hertie School of Governance, Germany)

Dissertation submitted in fulfillment of the
requirements for the degree of
PhD in Economics and Management by
Elodie Dessy



LET'S SET THE SCENE...

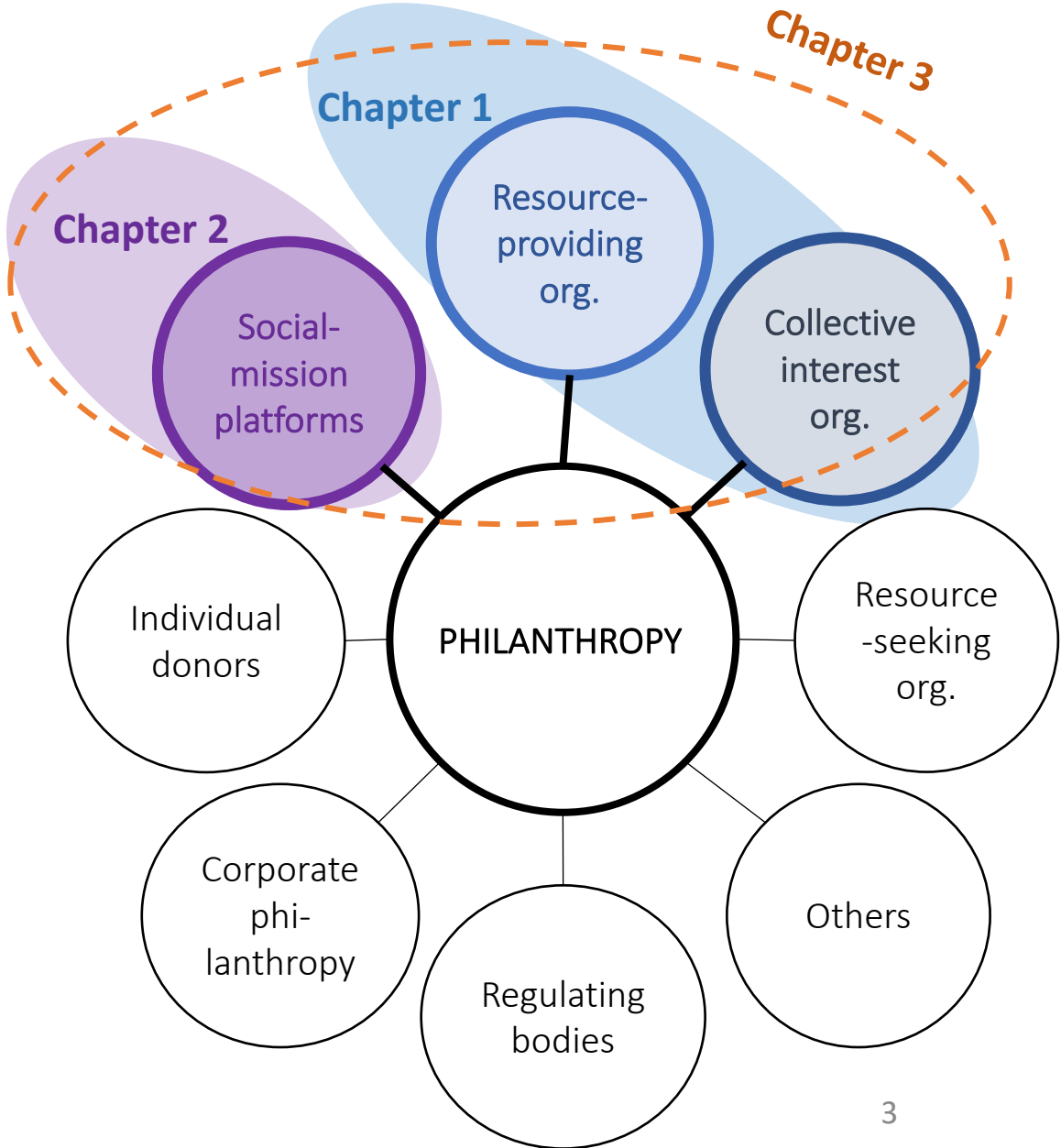


FROM EMPIRICAL OBSERVATIONS TO RESEARCH QUESTIONS

✓ Identification of platforms by philanthropic organizations
→ How do they interact with one another?

✓ Diversity of social-mission platforms
→ How do platforms organize to foster interaction?

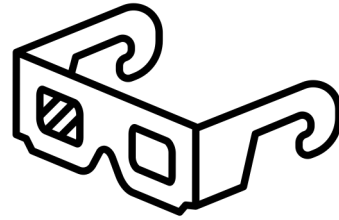
✓ Lack of mechanisms enabling action and interaction
→ How is the field organized? Who structures it and how?



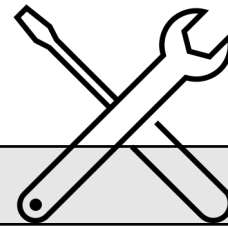
THEORETICAL FRAMEWORK AND METHODS

Two bodies of literature

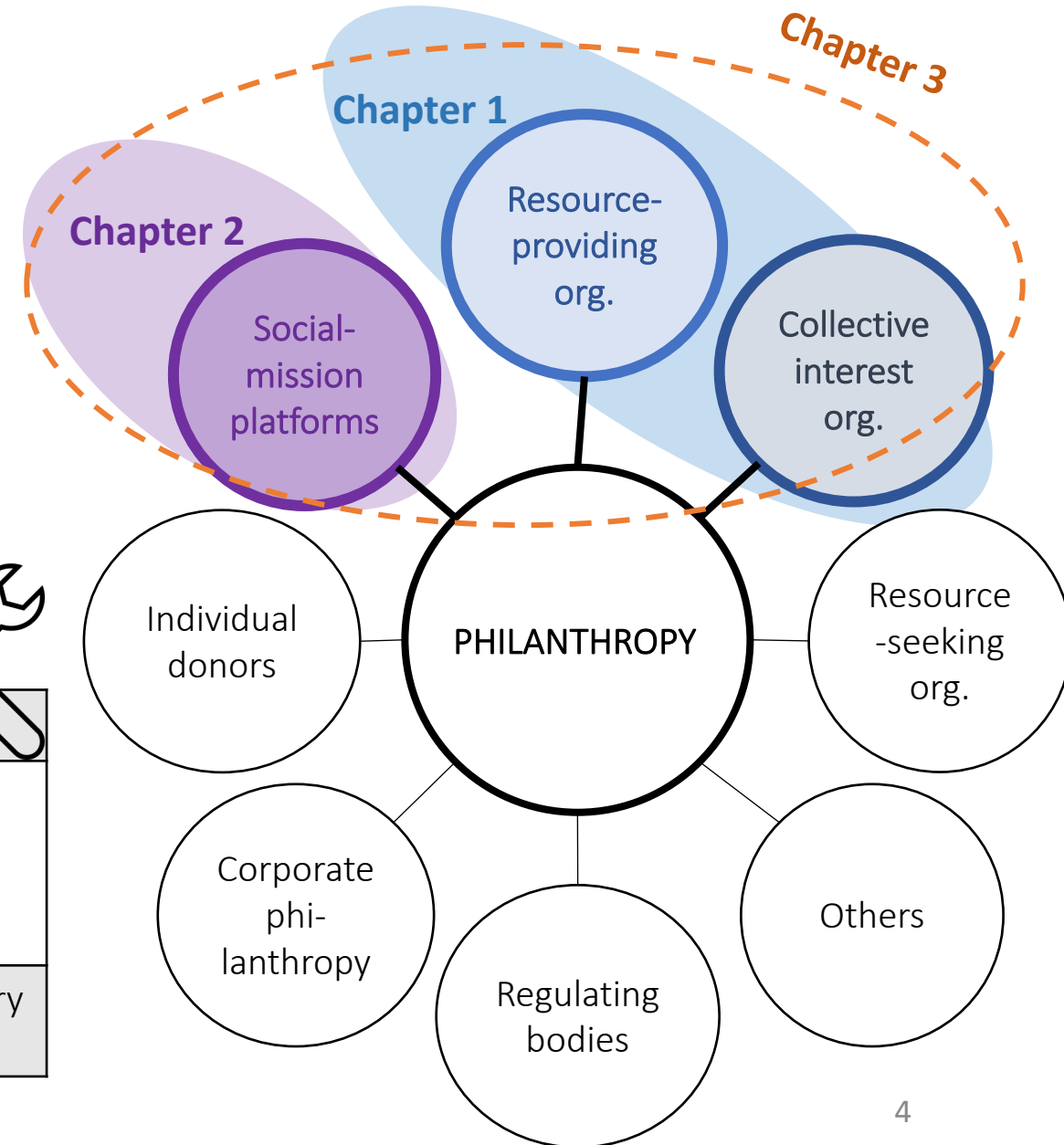
1. Philanthropy studies
 - including latest evolutions
 - and platform research
2. Institutional theory
 - with a focus on fields theory



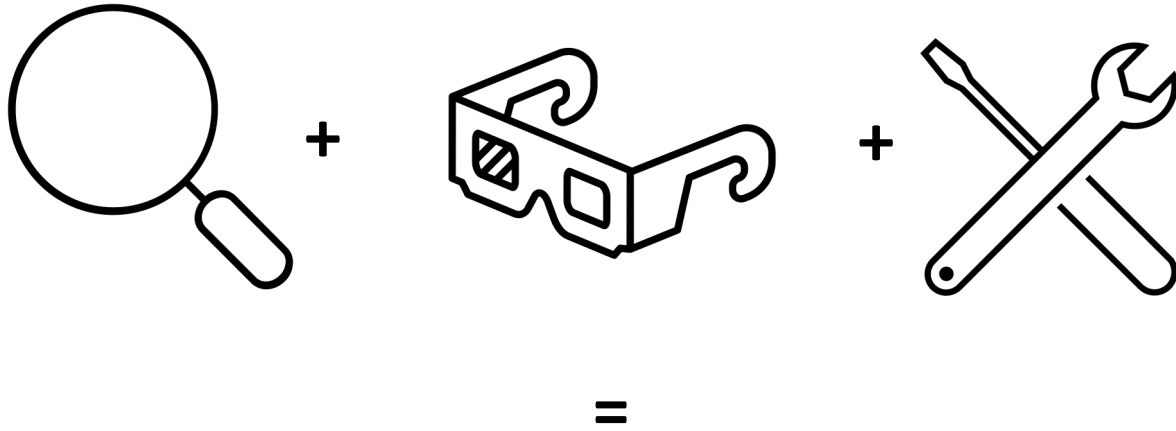
A global qualitative and abductive method



Fieldwork timing	2017 → 2021
Data collection	42 semi-structured interviews 9 events observations 1 focus group 130 archival documents
Data analysis	Chapters I and III – variant of grounded theory Chapter II – Comparative case-study design



BELGIAN PHILANTHROPY AS A FRAGMENTED ISSUE FIELD



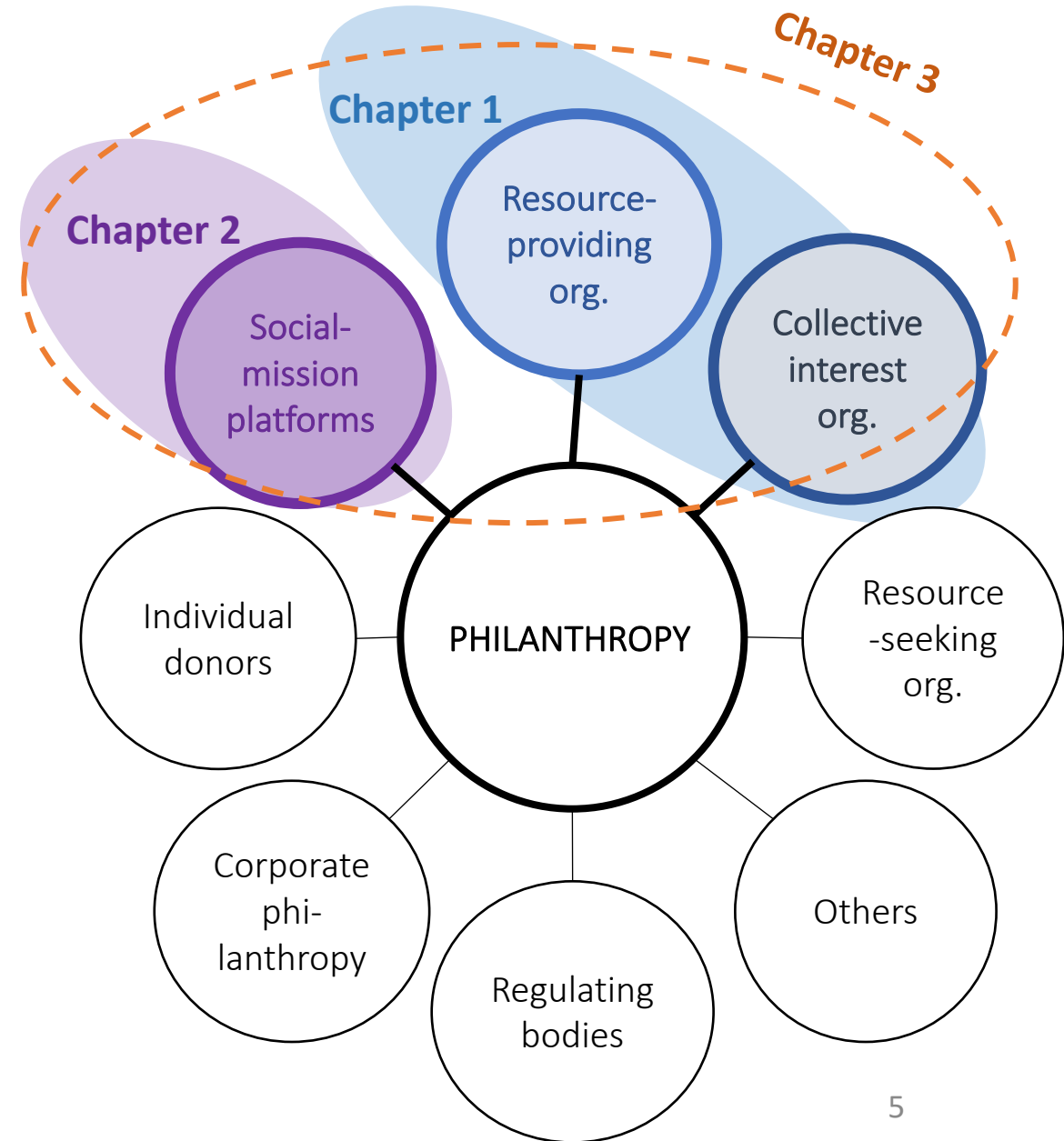
Fragmented field infrastructure

Flexible legal framework
Criticized collective interest organization

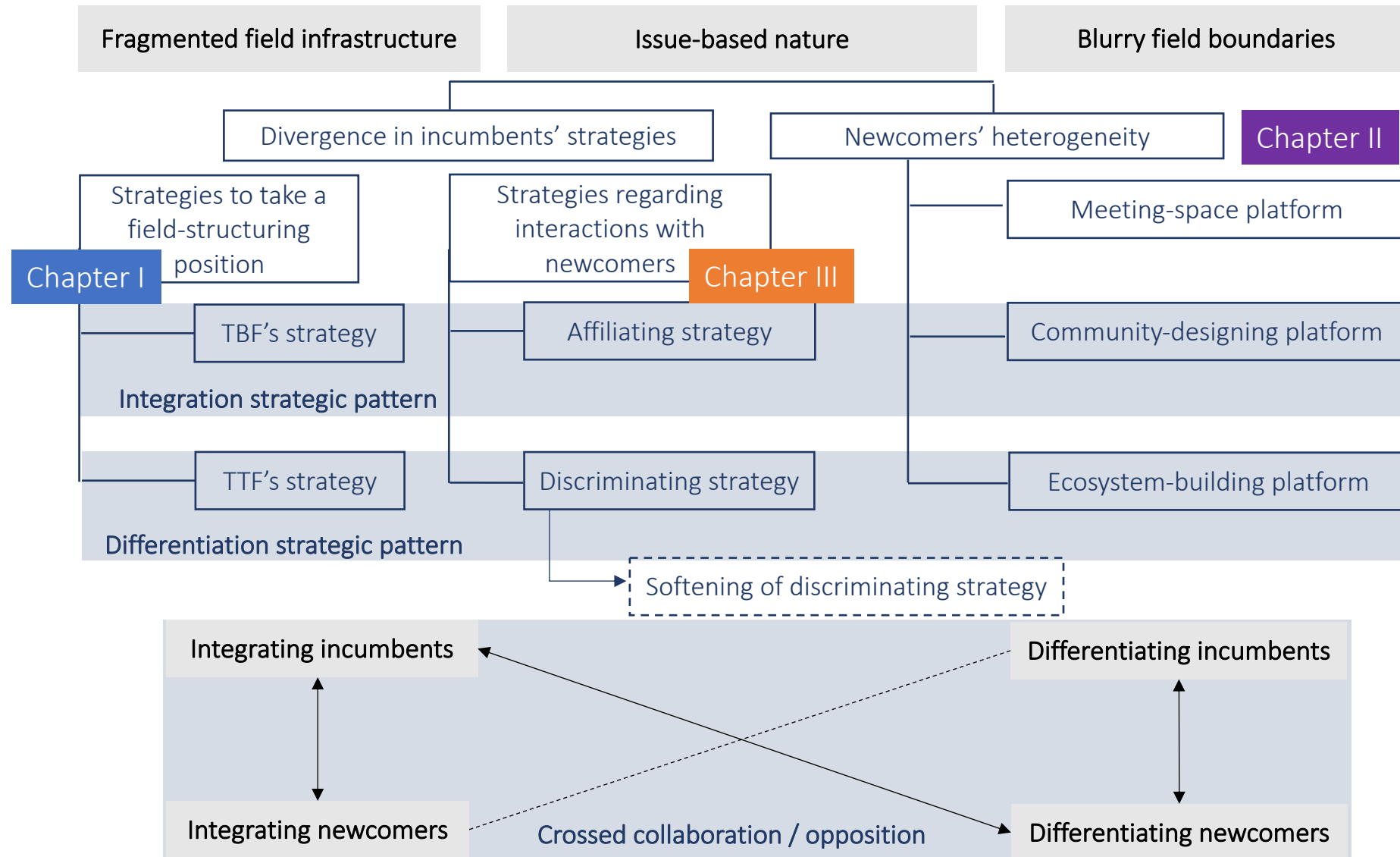
Issue-based nature

Philanthropy as essentially contested concept
Multiple interpretations + newcomers

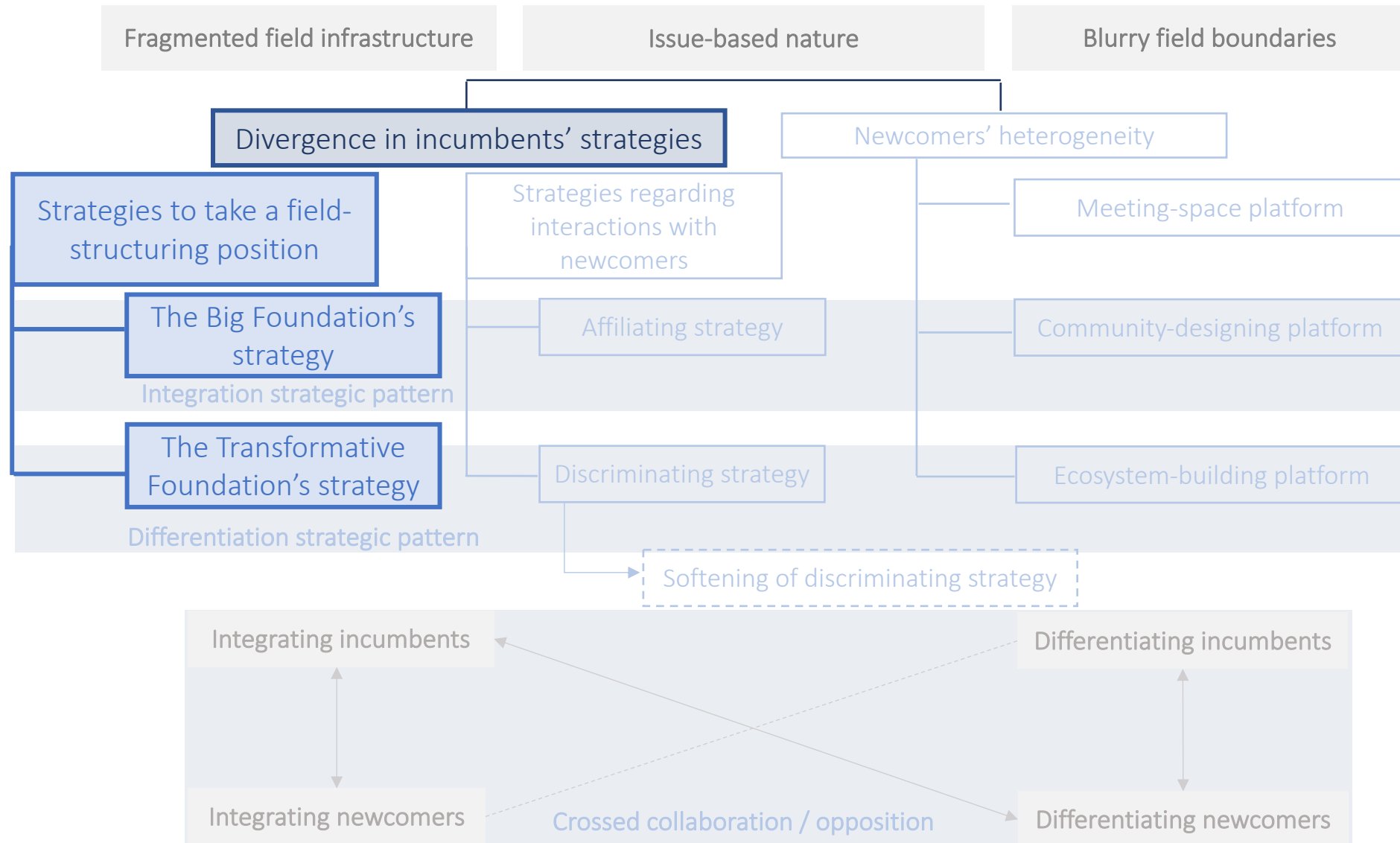
Blurry field boundaries



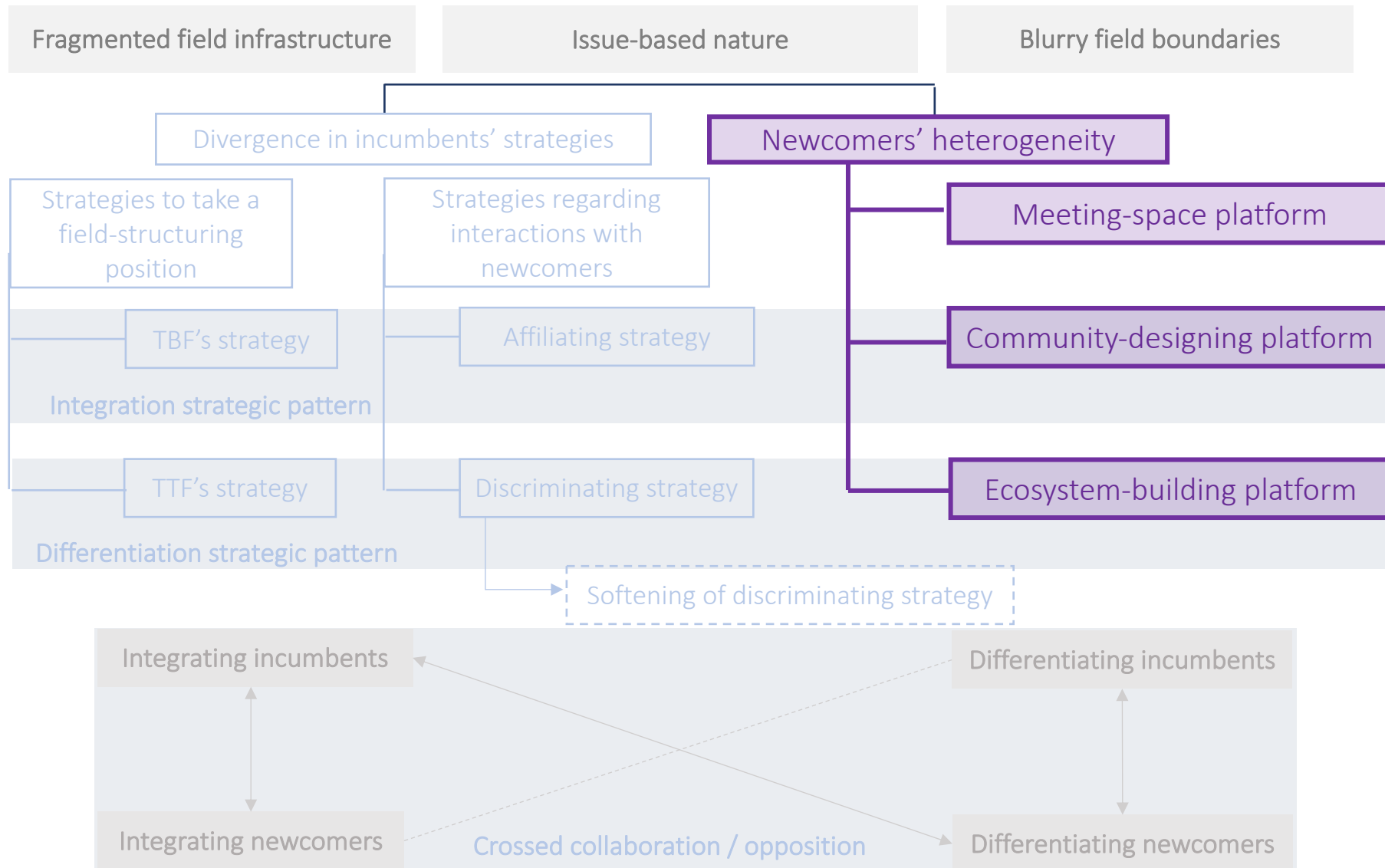
GLOBAL STRUCTURE



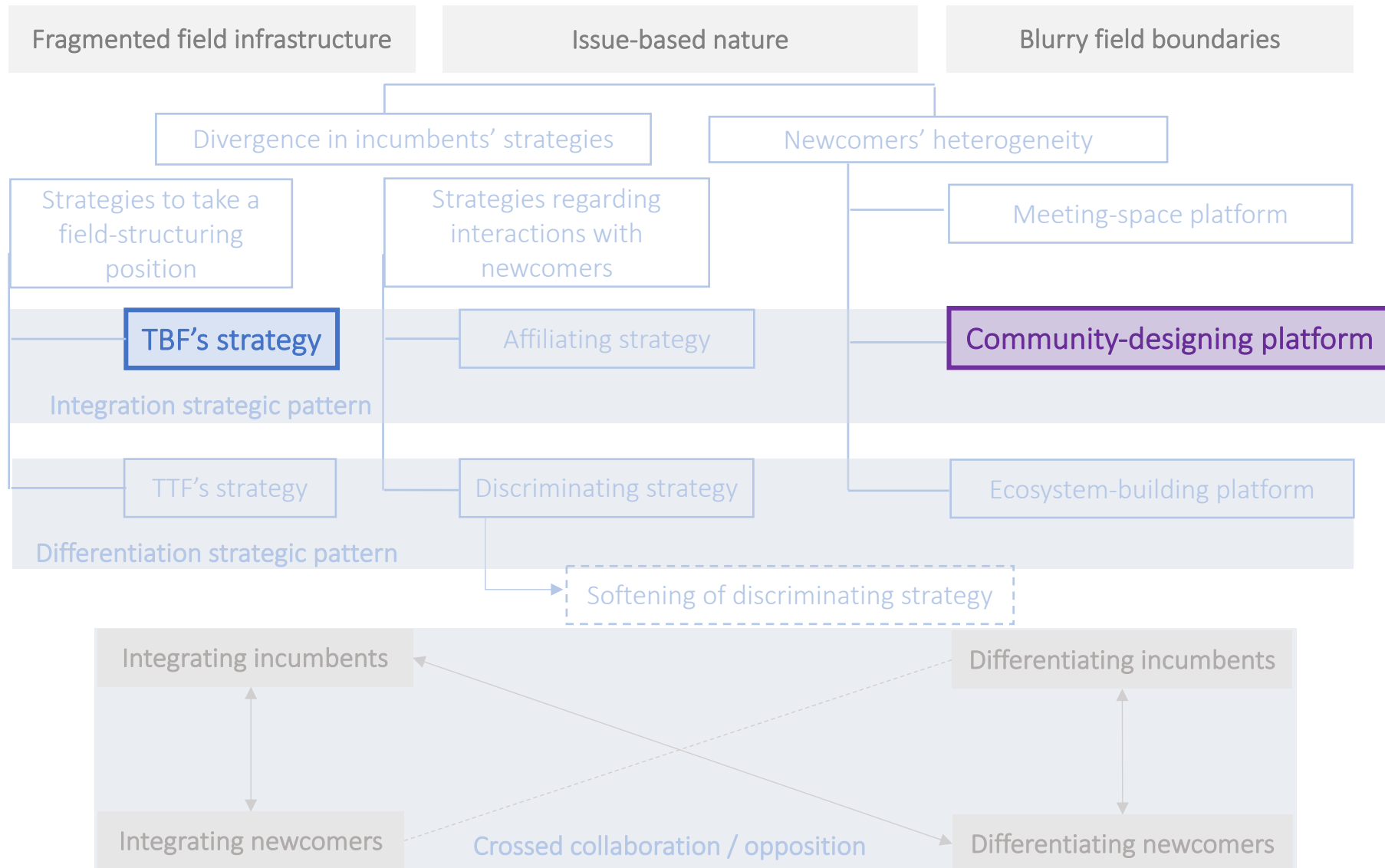
CHAPTER I – FIELD INFRASTRUCTURE & FIELD-STRUCTURING STRATEGIES



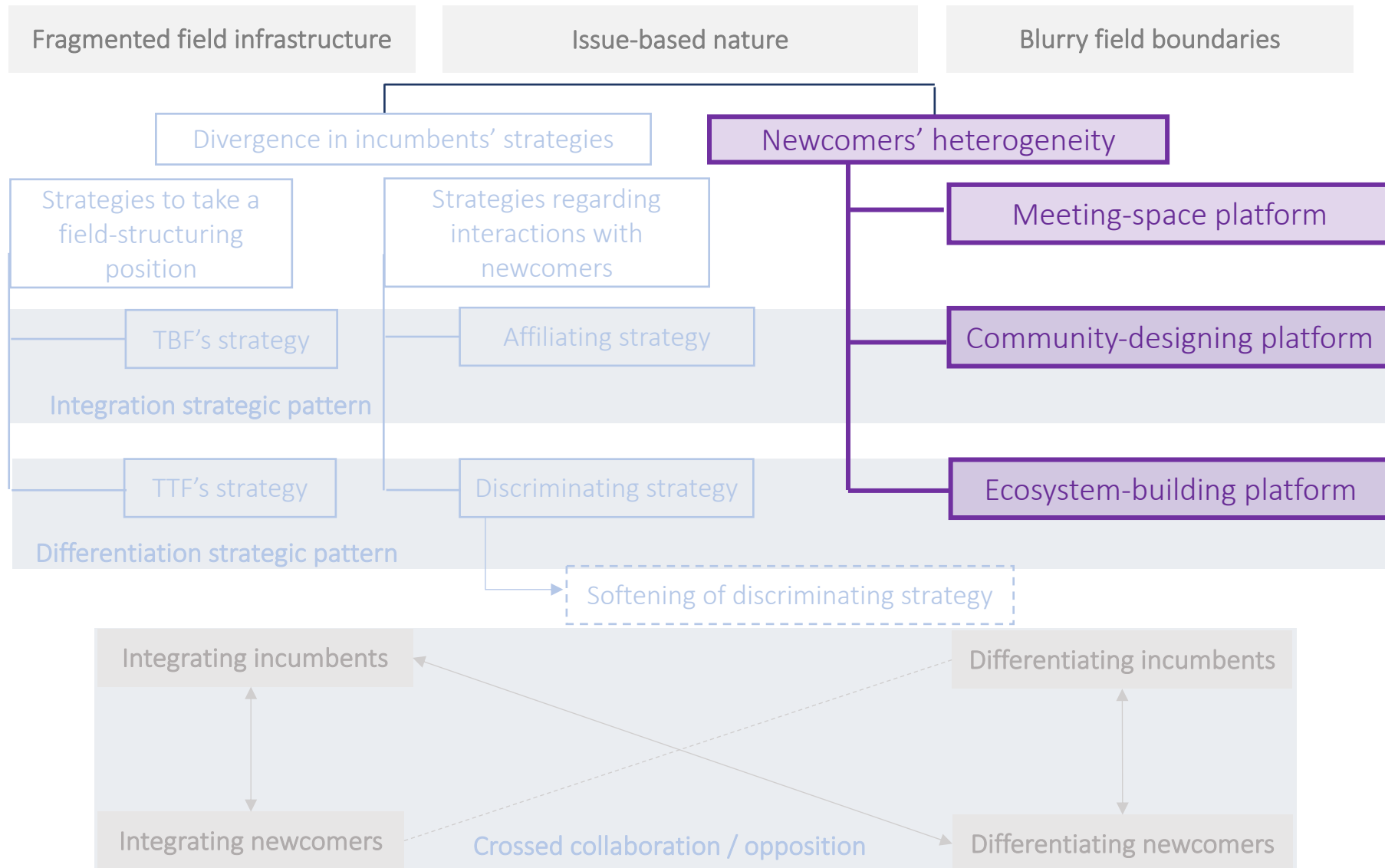
CHAPTER II – NEWCOMERS’ HETEROGENEITY



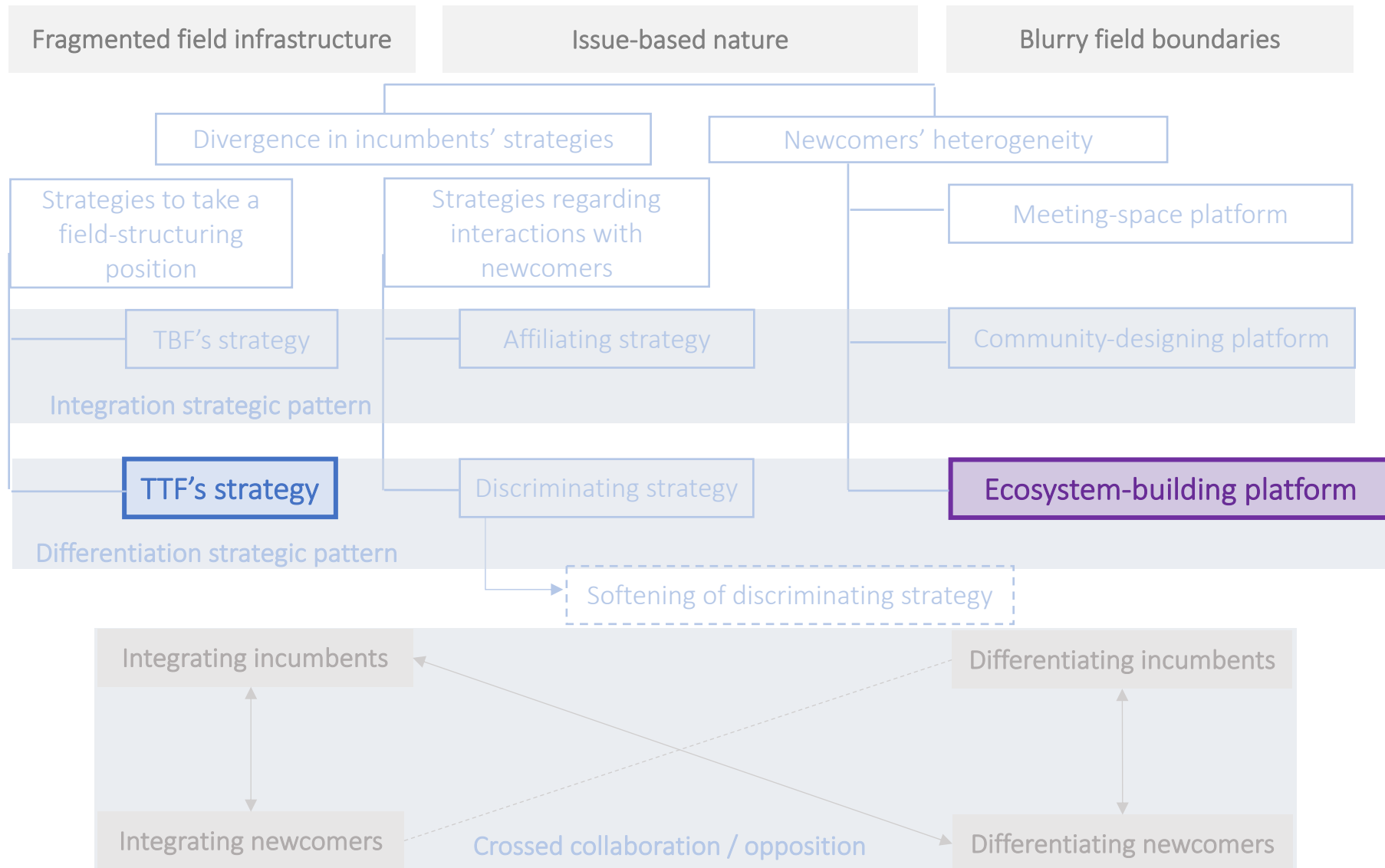
TBF'S STRATEGY / COMMUNITY-DESIGNING PLATFORM



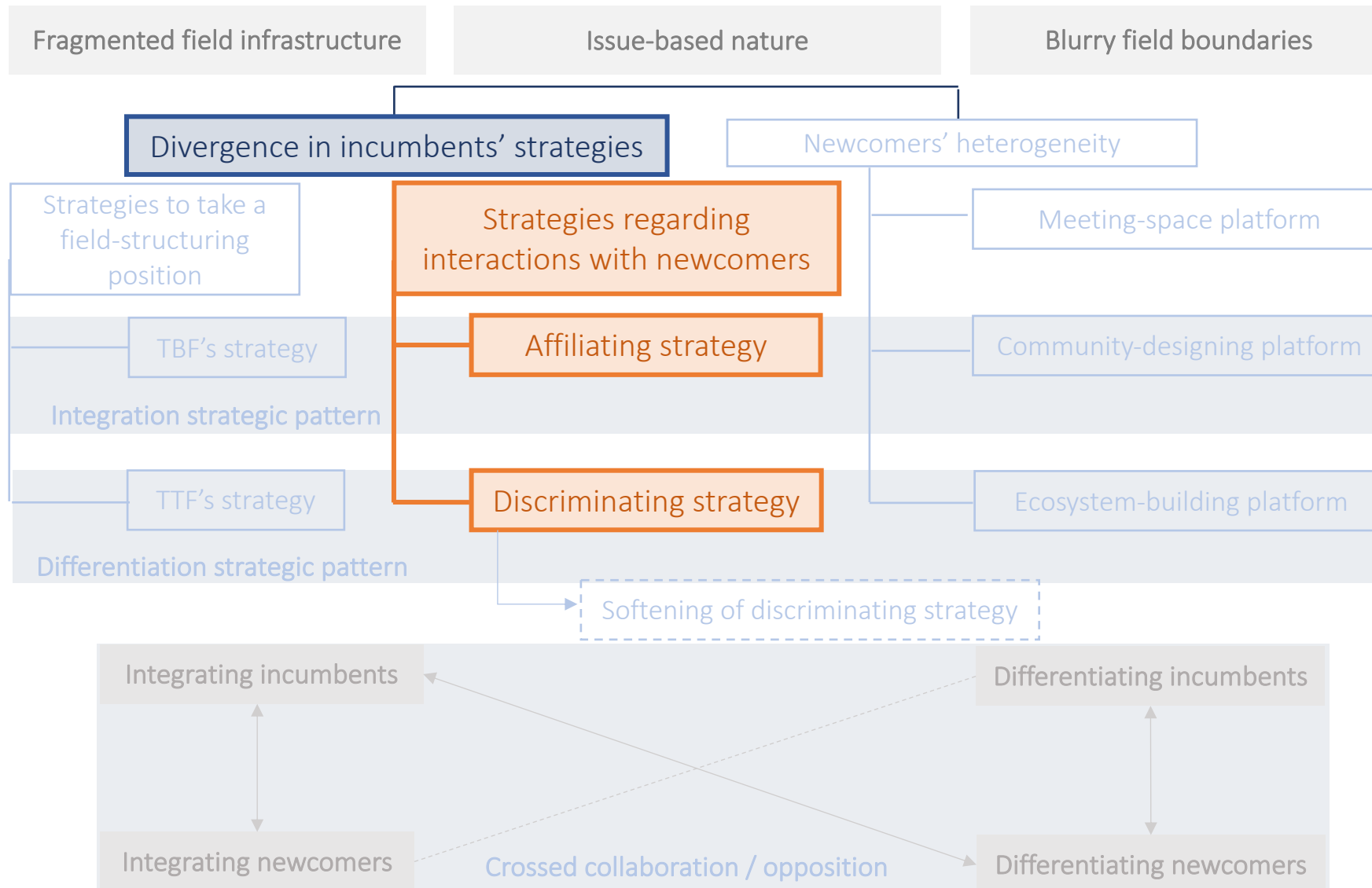
CHAPTER II – NEWCOMERS’ HETEROGENEITY



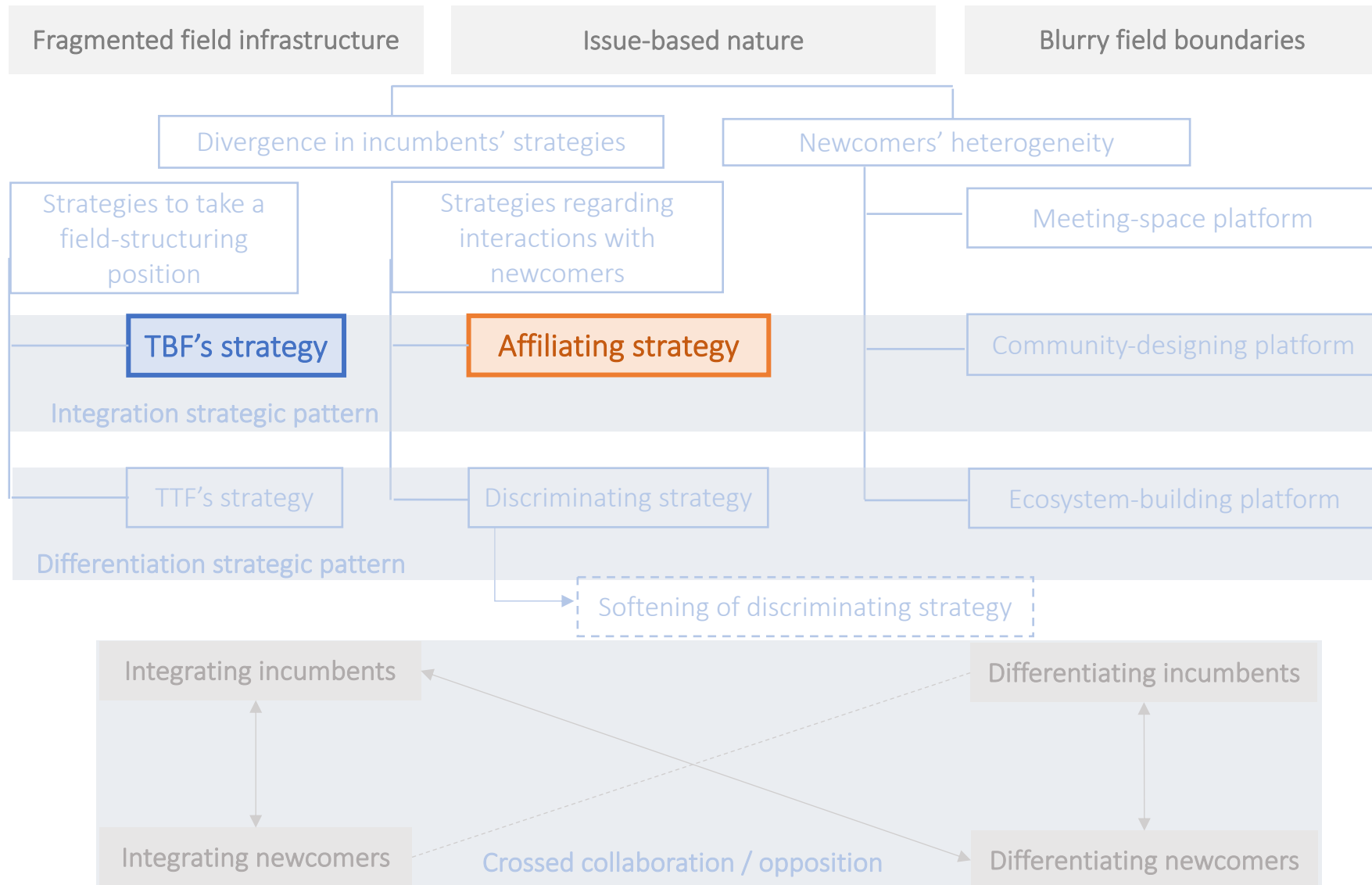
TTF'S STRATEGY / ECOSYSTEM-BUILDING PLATFORM



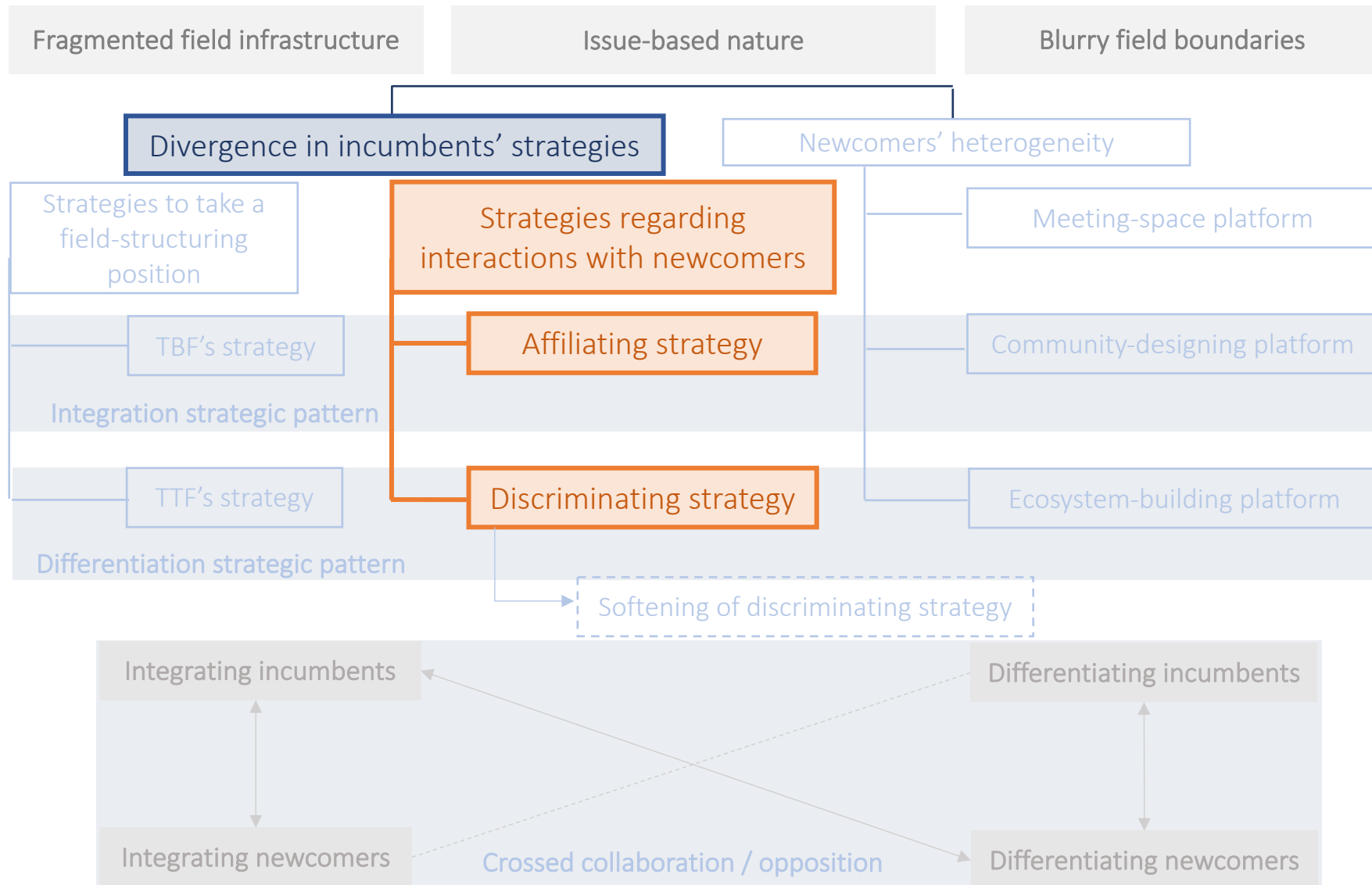
CHAPTER III – FIELD BOUNDARIES



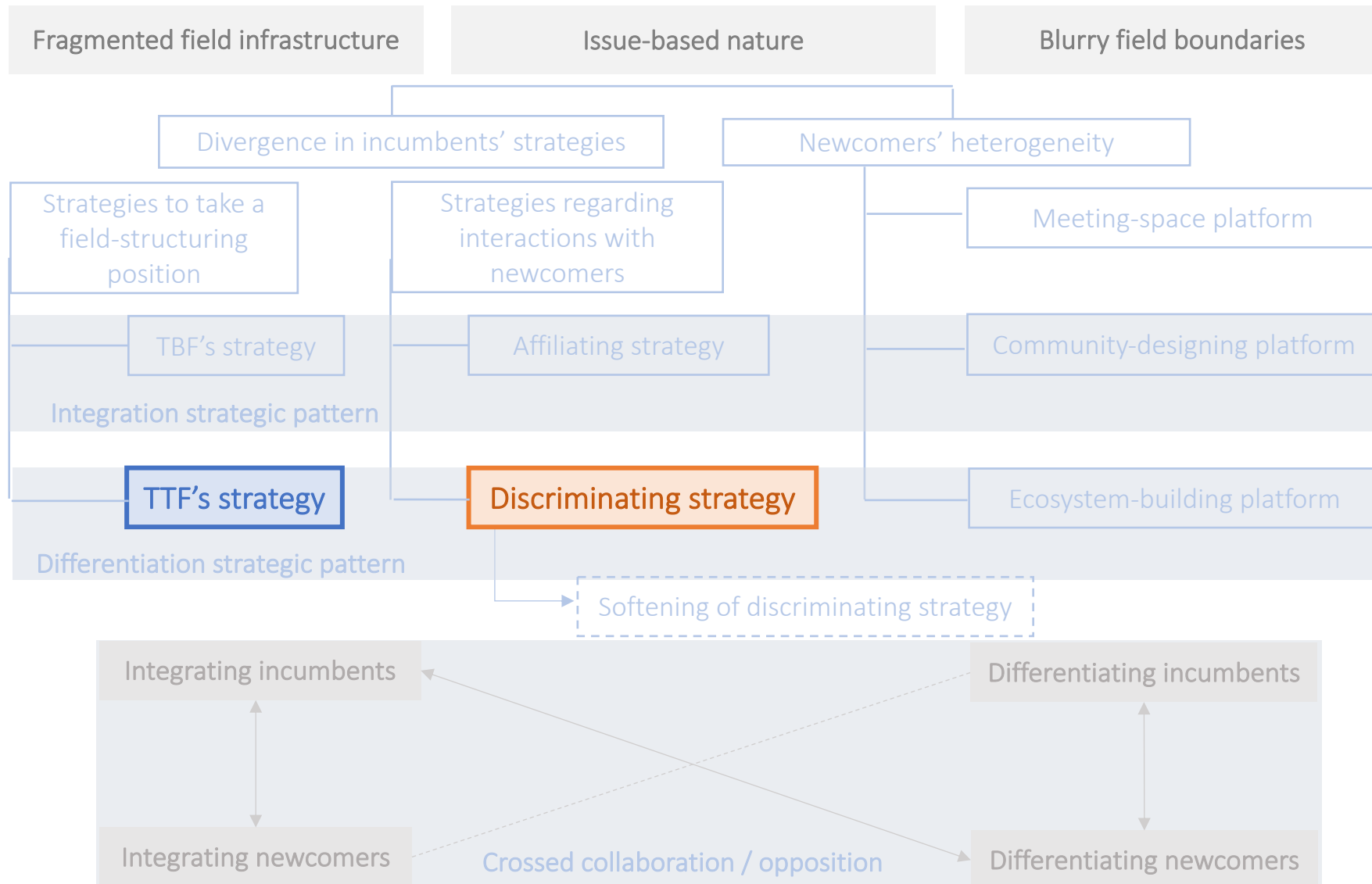
TBF'S STRATEGY / THE AFFILIATING STRATEGY



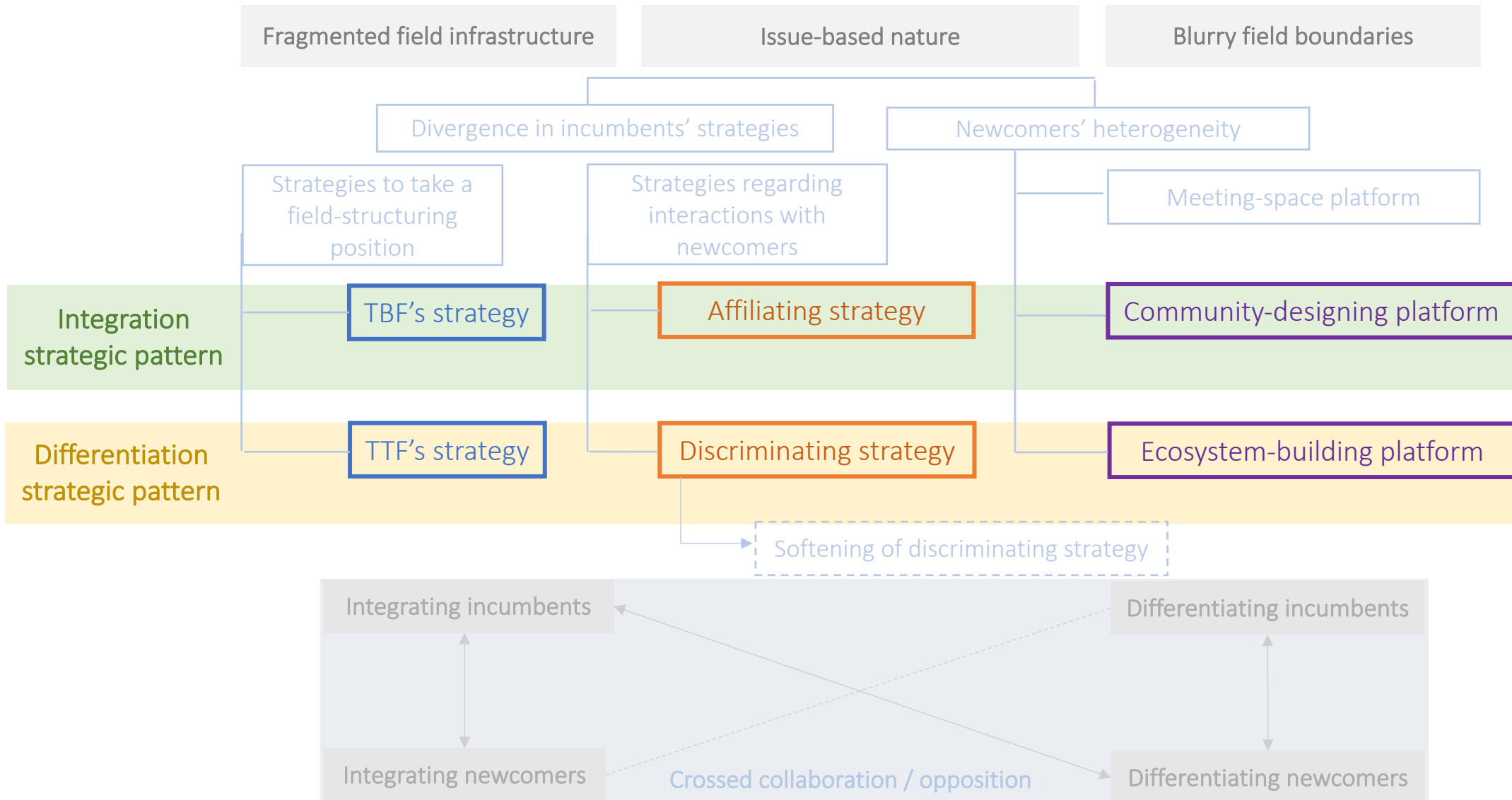
CHAPTER III – FIELD BOUNDARIES



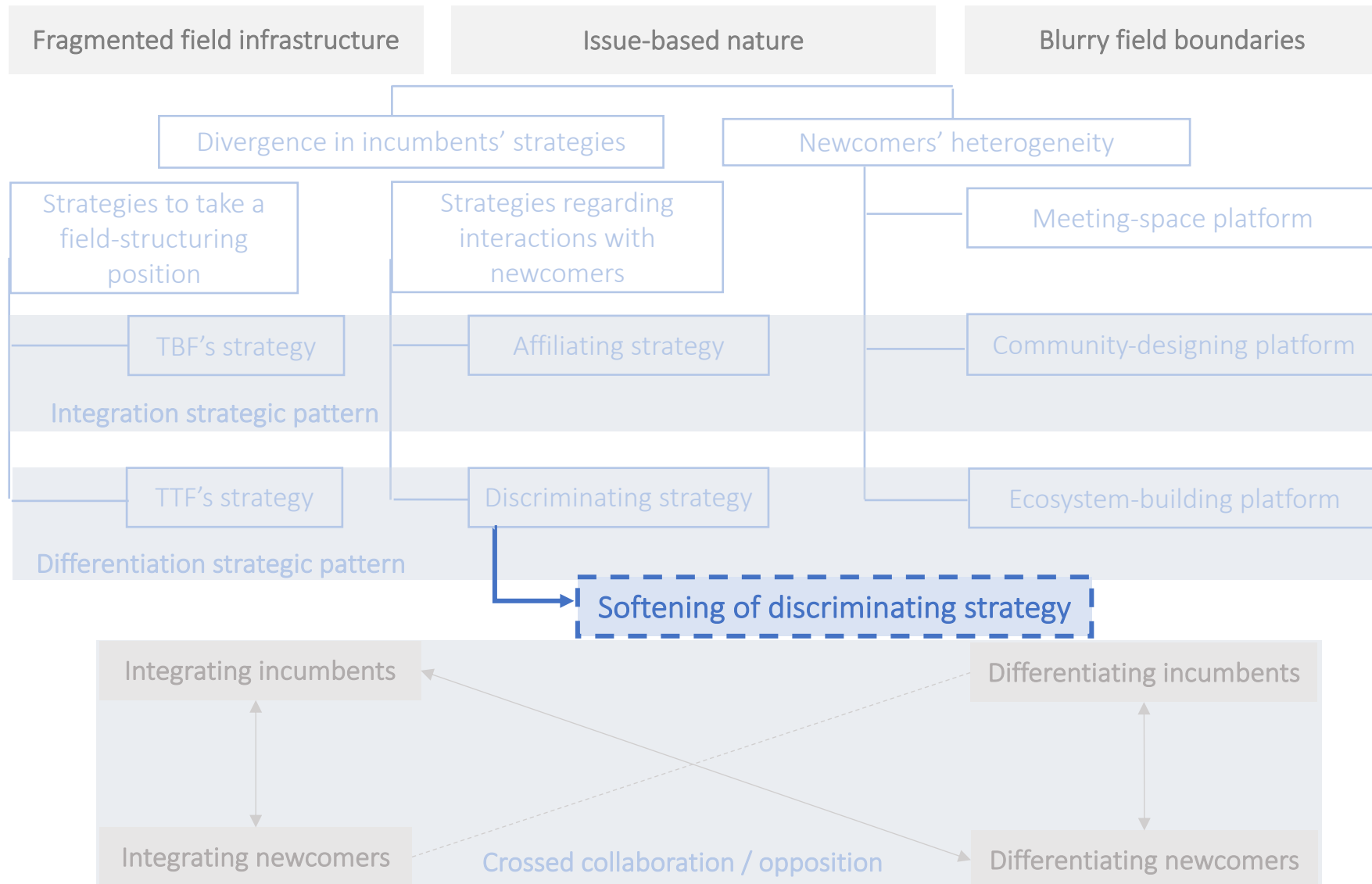
TTF'S STRATEGY / THE DISCRIMINATING STRATEGY



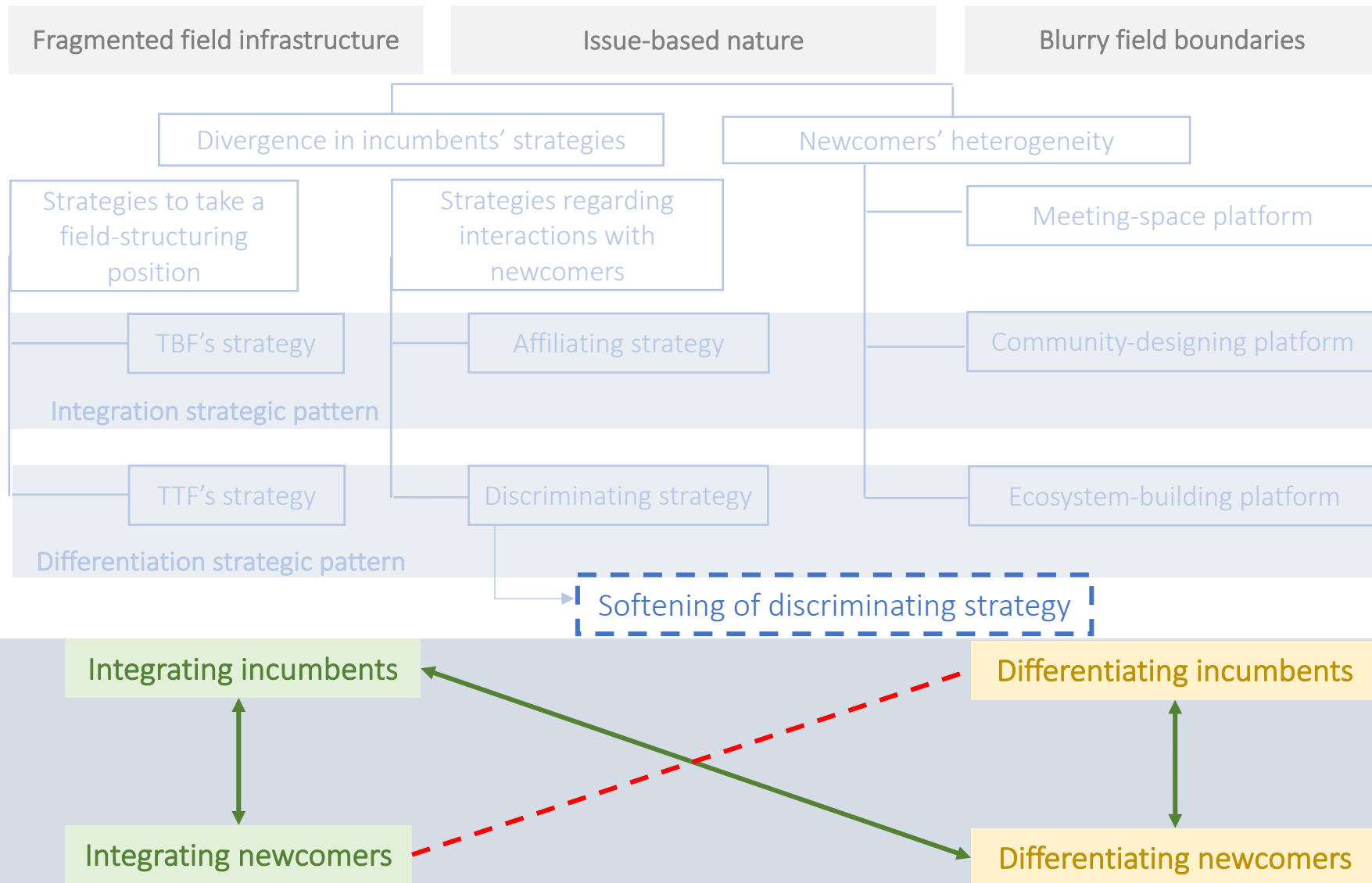
TWO STRATEGIES TO CONFIGURE PHILANTHROPY



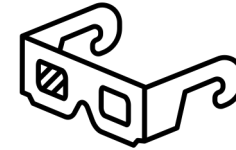
SOFTENING OF THE DISCRIMINATING STRATEGY: PARTIAL INCLUSION OF NEWCOMERS



CROSSED COLLABORATION AND OPPOSITION



WHAT HAVE WE LEARNT?



Contributions to...

Philanthropy
studies

Platform
research

Institutional theory & fields theory

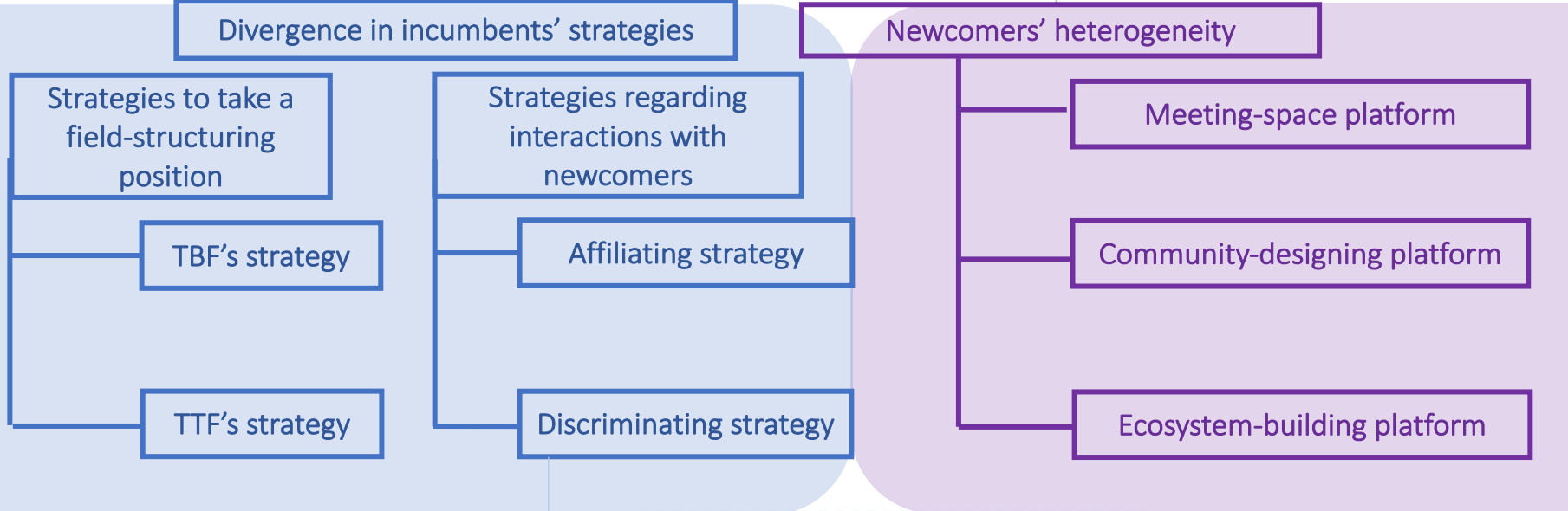
Divergent
boundary work

Fragmented
structuration

CONTRIBUTIONS TO PHILANTHROPY STUDIES AND PLATFORM RESEARCH

Fragmented field infrastructure Issue-based nature Blurry field boundaries

Documenting the heterogeneity of incumbent philanthropic organizations



A fine-grained understanding of social-mission platforms

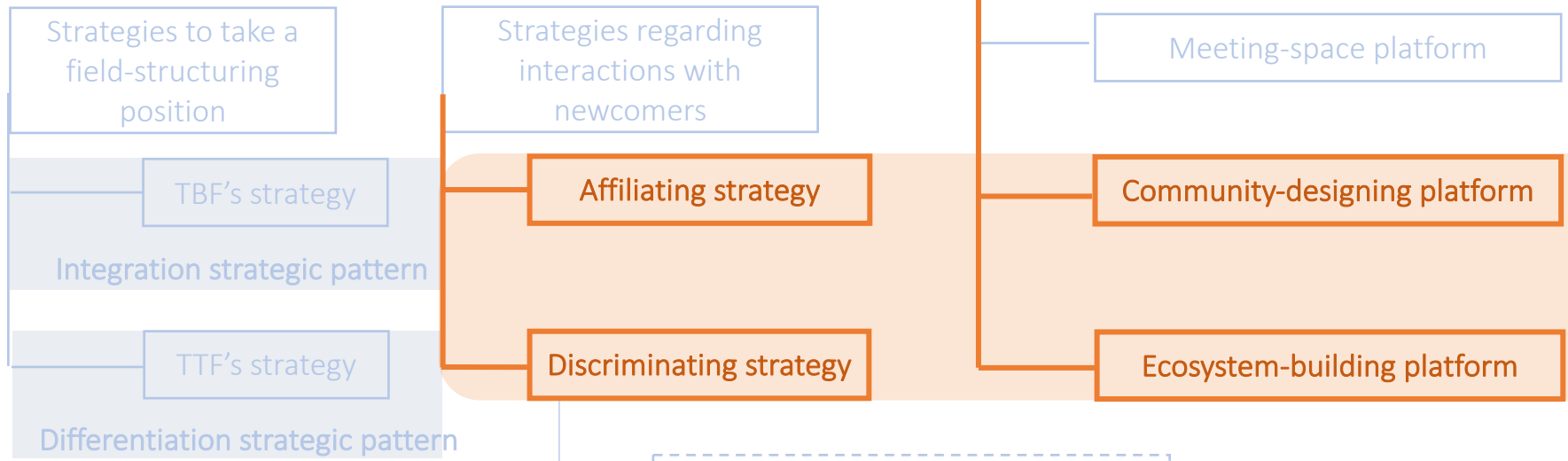


DIVERGENT BOUNDARY WORK

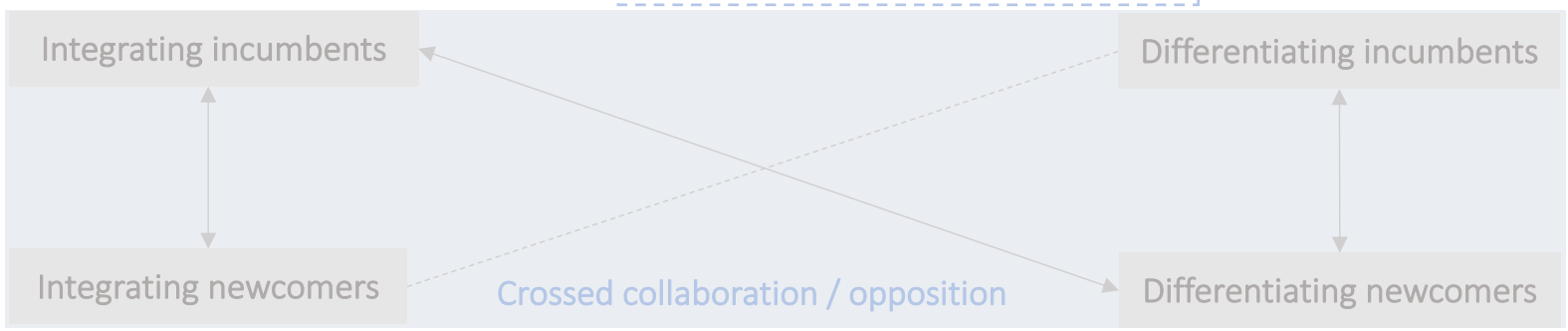
Boundary work and field conditions

Fragmented field infrastructure Issue-based nature Blurry field boundaries

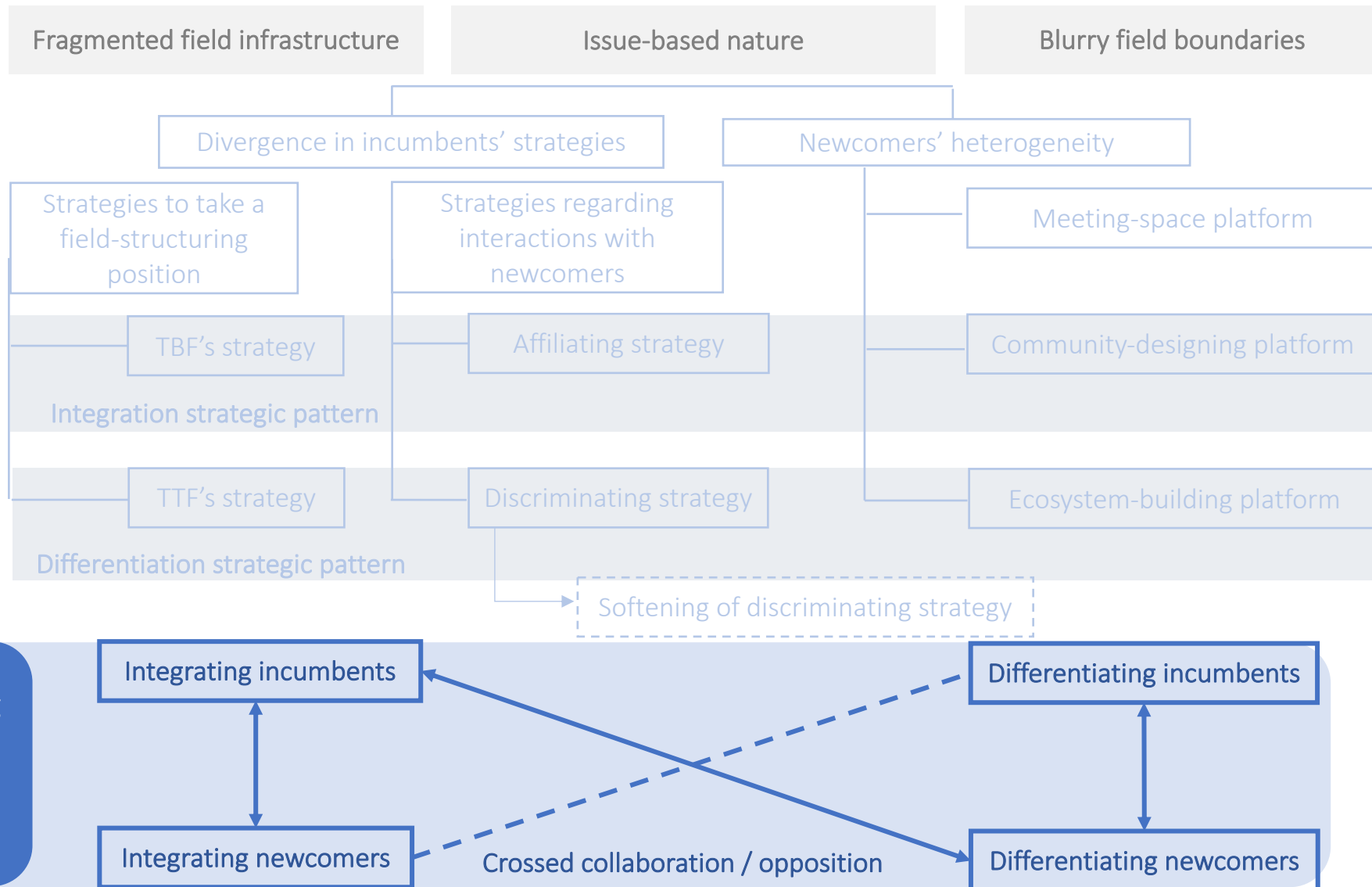
Divergence in incumbents' strategies Newcomers' heterogeneity



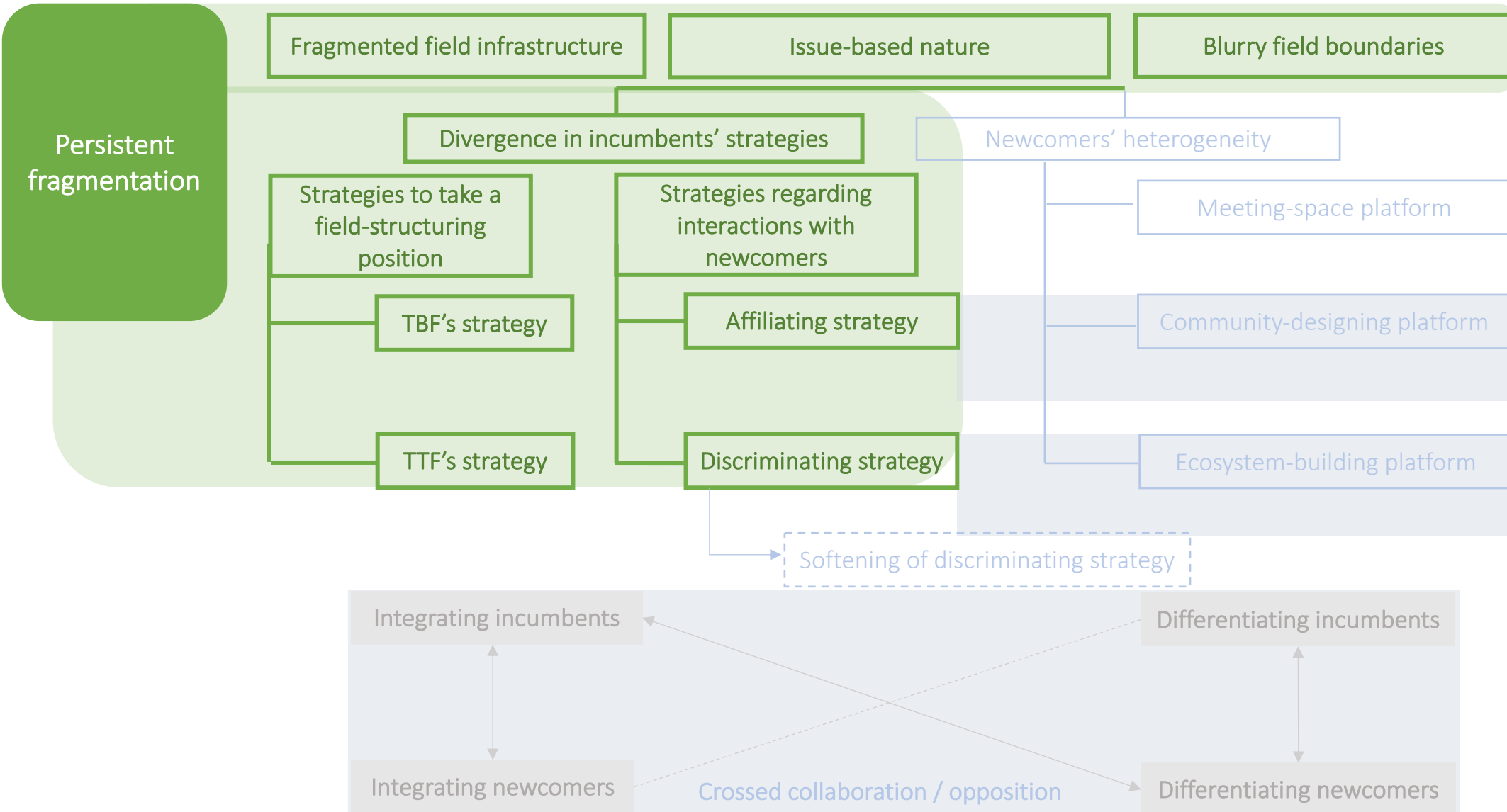
Multilevel interaction between field and organization boundaries



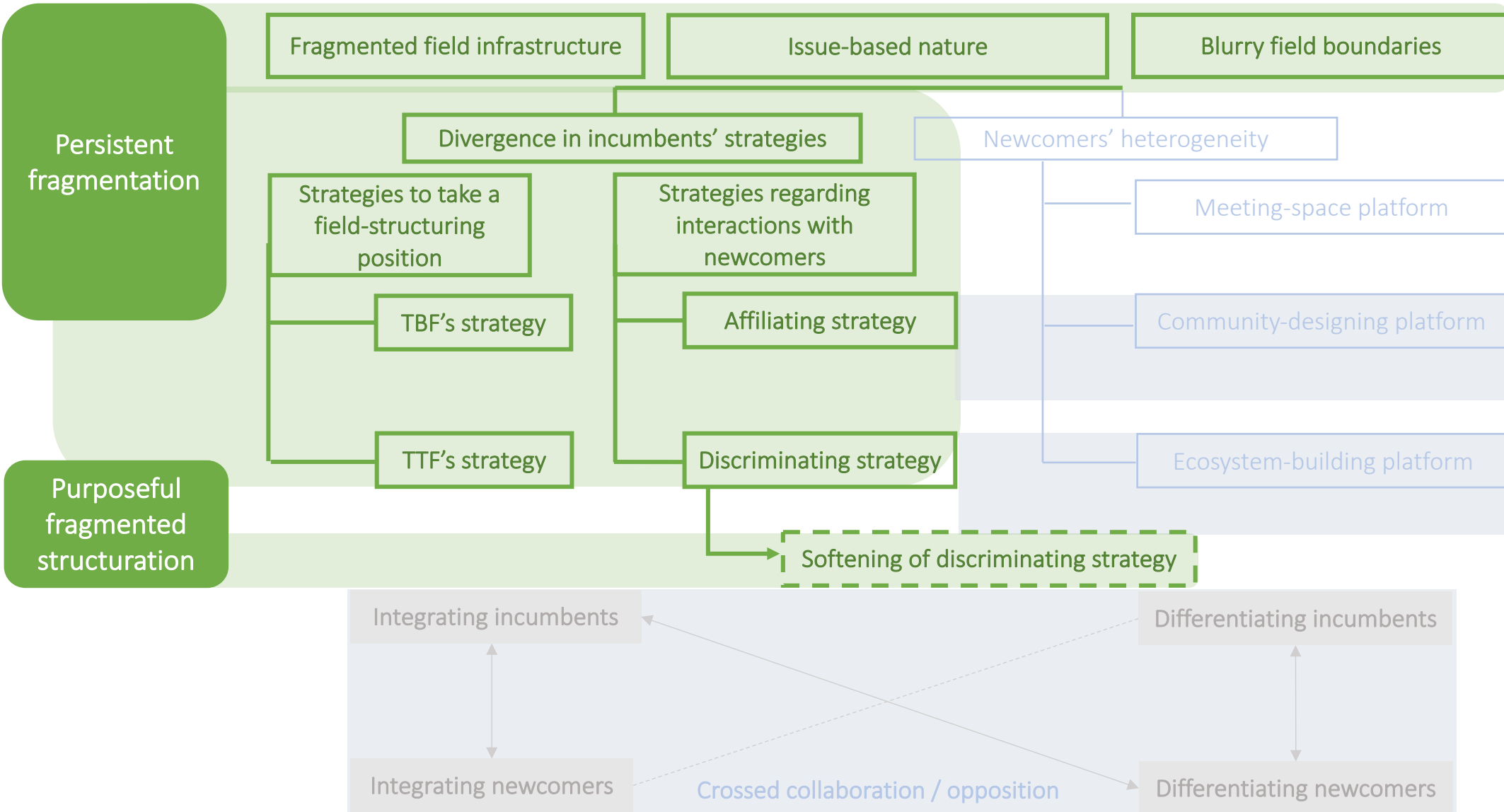
CONTRIBUTION TO PHILANTHROPY STUDIES



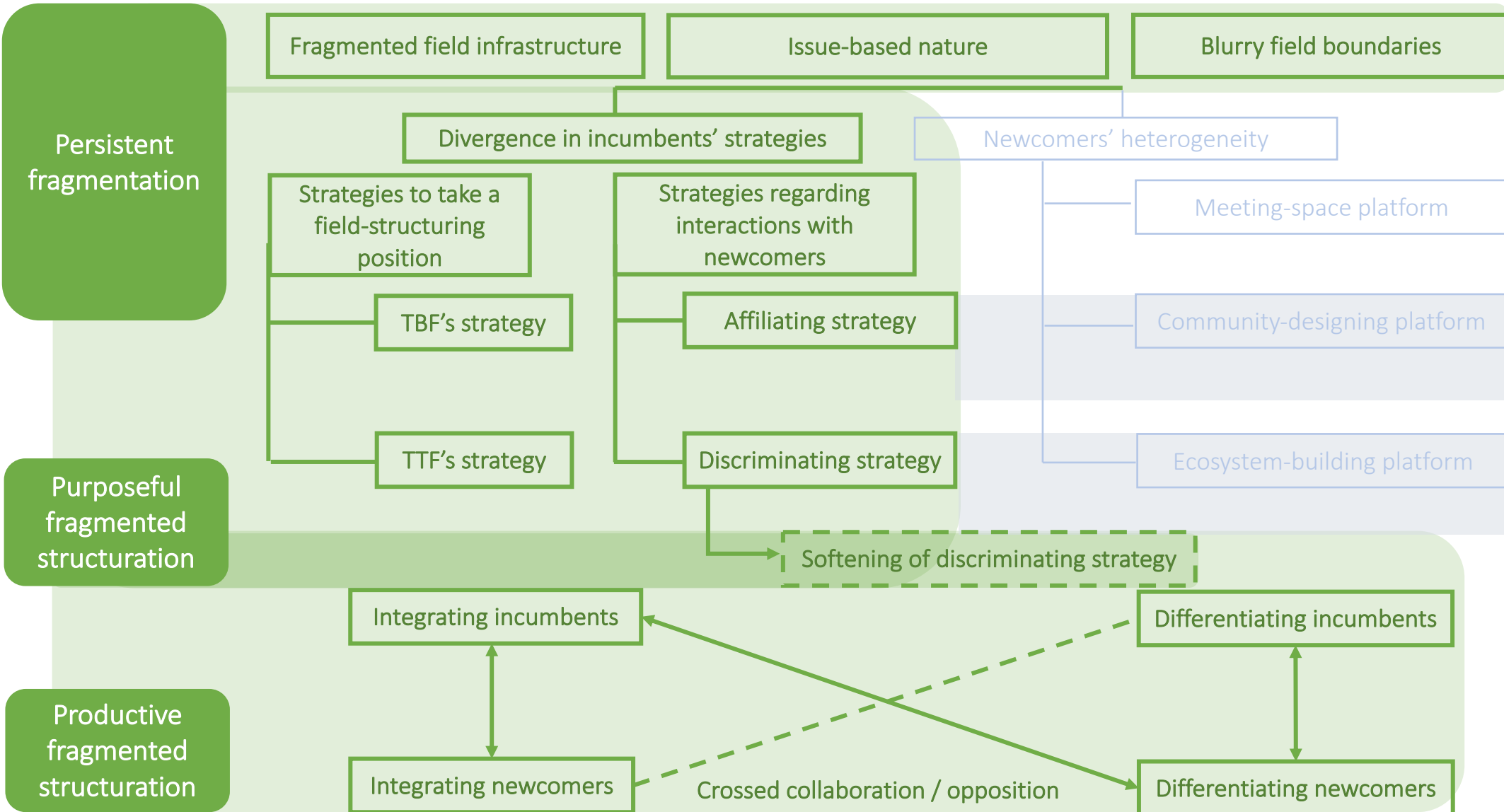
FRAGMENTED STRUCTURATION



FRAGMENTED STRUCTURATION



FRAGMENTED STRUCTURATION



IMPLICATIONS ET RECOMMANDATIONS MANAGÉRIALES

1. Favoriser la création de processus collectif

- par un rôle de créatrices de connexions pour les organisations philanthropiques
- par le soutien à des organisations intermédiaires, telles que les plateformes

2. Encourager la collaboration entre plateformes et organisations philanthropiques

- afin de développer et améliorer les outils développés par les plateformes
- par l'expertise conjointe

3. Jouer un rôle structurant davantage concerté

- par une collaboration renforcée entre organisations d'intérêt collectif et acteurs structurants
- afin d'améliorer le service aux membres
- afin d'accroître la visibilité du secteur au niveau politique

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