

Joint Value Creation With Nonmarket Stakeholders in Unwanted Projects

Guest Editors:

Jere Lehtinen*

Tampere University, Finland
 jere.lehtinen@tuni.fi

Johan Ninan

Delft University of Technology, the Netherlands
 J.Ninan@tudelft.nl

Francesco Di Maddaloni

University College London, United Kingdom
 f.dimaddaloni@ucl.ac.uk

Johanna Kujala

Tampere University, Finland
 johanna.kujala@tuni.fi

Alfons van Marrewijk

Delft University of Technology, the Netherlands
 BI Norwegian Business School Oslo, Norway
 A.H.VanMarrewijk@tudelft.nl

*Lead editor/contact person

The Aim and Scope of This Special Issue

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

This barrier is even more evident in practice, as many unwanted projects across different industries encounter issues related to nonmarket stakeholders that hinder value creation.

Table 1. Unwanted Project Examples and Potential Negative Impacts on Nonmarket Stakeholders

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

Despite facing resistance from nonmarket stakeholders, these projects play a crucial role in the development of societies (van Den Ende & van Marrewijk, 2019). These projects provide new infrastructure, facilities, technologies, discoveries, experiences, energy solutions, and land development, generating value for several stakeholder groups. Nevertheless, the potential negative externalities of unwanted projects hinder their value creation potential to nonmarket stakeholders and draw significant public attention, media coverage, and scrutiny (Ninan & Sergeeva, 2022).

Addressing the potential negative externalities and enabling value creation to nonmarket stakeholders calls for a careful engagement of these stakeholders. However, nonmarket stakeholders are often overlooked in practice by project organizations of unwanted projects. This is due to their potential negative impacts on project delivery such as resistance (Gonzalez-Porrás et al., 2021) and their vulnerable position. Their vulnerability arises from the absence of direct economic exchange and well-defined property rights over these projects (Gil, 2023).

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

This barrier is even more evident in practice, as many unwanted projects across different industries encounter issues related to nonmarket stakeholders that hinder value creation. Examples include the Not In My Backyard (NIMBY) rioting surrounding the Dakota Access Pipeline in the United States, cancellation of the Melbourne East West Link in Australia, criticisms of invasion of privacy and abuse of civil rights in the National Security Agency Surveillance Programs, public opposition to Uber's Self-Driving Cars project following a fatal accident in Arizona, environmental and community opposition to the fracking technique due to concerns about groundwater and air pollution, and many more. Build Absolutely Nothing Anywhere Near Anything (BANANA) or Citizens Against Virtually Everything (CAVE) evoke intense collective oppositions often by communities who don't want, for example, affordable housing in their community, which could depreciate property values and change the tone of the community. These examples highlight why project managers and organizations of unwanted projects often perceive nonmarket stakeholders as barriers to project success, rather than recognizing them as enablers of value creation (Di Maddaloni & Davis, 2018).

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

Potential Topics of Interest

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

Joint Value Creation Processes With Nonmarket Stakeholders

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

The Roles of Nonmarket Stakeholder Engagement and Enfranchisement in Joint Value Creation

- What are the practices, challenges, and opportunities of engaging and enfranchising nonmarket stakeholders for joint value creation in unwanted project management, particularly in the digital era?
- Why is it challenging to transform unwanted projects into neutral or even desirable ones through nonmarket stakeholder engagement and enfranchisement?
- How can we operationalize and measure nonmarket stakeholder engagement and what are its implications on project performance and joint value creation in unwanted projects?
- How do nonmarket stakeholder engagement and enfranchisement emerge and evolve across different phases of unwanted projects, such as the front-end, planning, execution, and operation phases, to enable joint value creation (dynamics of joint value creation)?

Different Perspectives to Study Joint Value Creation With Nonmarket Stakeholders

- How does cross-disciplinary integration with other fields, such as political studies, urban development/planning studies, and business ethics, help us understand joint value creation with nonmarket stakeholders of unwanted projects?
- How do various conceptual and theoretical perspectives, such as stakeholder theory, collective action theory, organizational governance, institutional theory, resource-based view, sensemaking, information system theories, and others, contribute to our understanding of joint value creation with nonmarket stakeholders of unwanted projects in the digital era?

- How can different approaches (e.g., ethnography) and ways of data collection (e.g., social media, online news articles, and other digital tools relevant to the 21st century) help study joint value creation processes with nonmarket stakeholders of unwanted projects?
- How are different contractual perspectives, for example, non-contractual relationships, social contracts, or inclusive forms of governance practiced with nonmarket stakeholders of unwanted projects?

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

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

Submission Process and Time Line for the Special Issue:

The preliminary time line and process for this special issue are as follows:

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

Draft Submission

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

1. Prospective authors can submit a draft version of their research manuscript to the European Academy of Management (EURAM) 2024 Conference in Bath, England (26–28 June 2024). Authors wishing to take this opportunity should submit the manuscript to the standing track “ST10_02 - Project and Society: Sustainability, Stakeholders, and the Dark Side” (part of Special Interest Group 10, Project Organizing) by 11 January 2024, directly through the EURAM submission system. In addition to the EURAM system submission, the authors should notify the lead guest editor of their interest in this special issue separately via email (jere.lehtinen@tuni.fi). The authors will receive feedback from reviewers and the guest editors to their EURAM submission in March 2024. The guest editors of this special issue are leading this track and will also be present at the conference in June 2024 to provide further feedback on the papers.
2. Alternatively, prospective authors can submit a proposal (~1,000-word summary of the research) to the lead editor of this special issue via email (jere.lehtinen@tuni.fi) by 31 January 2024. Please use the title of this call for papers as the subject line of the email. Guest editors will review the proposals and contact authors with their recommendations by March 2024.

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

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

Prospective authors are advised to use the 5C’s approach (common ground, complication, concern, course of action, and contribution; see Lange & Pfarrer, 2017) when preparing their proposals and full papers to clearly demonstrate their potential contribution.

Full Paper Submission

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

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

References

- Aaltonen, K., & Kujala, J. (2010). A project lifecycle perspective on stakeholder influence strategies in global projects. *Scandinavian Journal of Management*, 26(4), 381–397.
- Bond, S., Diprose, G., & Thomas, A. C. (2019). Contesting deep sea oil: Politicisation–depoliticisation–repoliticisation. *Environment and Planning C: Politics and Space*, 37(3), 519–538.
- Cottrell, M. P., & Nelson, T. (2011). Not just the Games? Power, protest and politics at the Olympics. *European Journal of International Relations*, 17(4), 729–753.
- Di Maddaloni, F., & Davis, K. (2018). Project manager's perception of the local communities' stakeholder in megaprojects. An empirical investigation in the UK. *International Journal of Project Management*, 36(3), 542–565.
- Di Maddaloni, F., & Sabini, L. (2022). Very important, yet very neglected: Where do local communities stand when examining social sustainability in major construction projects? *International Journal of Project Management*, 40(7), 778–797.
- Gil, N. A. (2023). Cracking the megaproject puzzle: A stakeholder perspective? *International Journal of Project Management*, 41(3), 102455.
- Gil, N., & Fu, Y. (2022). Megaproject performance, value creation, and value distribution: An organizational governance perspective. *Academy of Management Discoveries*, 8(2), 224–251.
- Gonzalez-Porrás, L., Heikkinen, A., & Kujala, J. (2021). Understanding stakeholder influence: Lessons from a controversial megaproject. *International Journal of Human Resources Development and Management*, 21(2-3), 191–213.
- Ho, P., Vermeer, E. B., & Zhao, J. H. (2006). Biotechnology and food safety in China: Consumers' acceptance or resistance? *Development and Change*, 37(1), 227–254.
- Kujala, J., Lehtimäki, H., & Freeman, E. R. (2019). A stakeholder approach to value creation and leadership. In A. Kangas, J. Kujala, A. Heikkinen, A. Lönnqvist, H. Laihonen, & J. Bethwaite (Eds.), *Leading change in a complex world: Transdisciplinary perspectives* (pp. 123–143). Tampere University Press. <https://library.oapen.org/bitstream/handle/20.500.12657/25927/978-952-03-0845-2.pdf>
- Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A. & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, 61(5), 1136–1196.
- Lange, D., & Pfarrer, M. D. (2017). Editors' comments: Sense and structure—The core building blocks of an AMR article. *Academy of Management Review*, 42(3), 407–416.
- Lehtinen, J., & Aaltonen, K. (2022). Project organizations' roles in using social media for external stakeholder engagement: Implications on value creation and distribution. In J. Ninan (Ed.), *Social media for project management* (pp. 137–162). Taylor and Francis Group (CRC Press).
- Ninan, J., & Sergeeva, N. (2022). Mobilizing megaproject narratives for external stakeholders: A study of narrative instruments and processes. *Project Management Journal*, 53(5), 520–540.
- Ninan, J., & Sergeeva, N. (2021). Labyrinth of labels: Narrative constructions of promoters and protesters in megaprojects. *International Journal of Project Management*, 39(5), 496–506.
- Nguyen, T. H. D., Chileshe, N., Rameezdeen, R., & Wood, A. (2019). External stakeholder strategic actions in projects: A multi-case study. *International Journal of Project Management*, 37(1), 176–191.
- Roloff, J. (2008). Learning from multi-stakeholder networks: Issue-focussed stakeholder management. *Journal of Business Ethics*, 82, 233–250.
- Sergeeva, N., Ninan, J., & Oswald, D. (2022). Call for papers for the special paper collection: Novel research methodologies, methods and data in project studies. *Project Leadership and Society*, 3, 100060. <https://www.sciencedirect.com/science/article/pii/S2666721522000205?via%3Dihub>
- Tantalo, C., & Priem, R. L. (2016). Value creation through stakeholder synergy. *Strategic Management Journal*, 37(2), 314–329.
- Tapaninaho, R., & Kujala, J. (2019). Reviewing the stakeholder value creation literature: Towards a sustainability approach. In W. Leal Filho (Ed.), *Social responsibility and sustainability* (pp. 3–36). World Sustainability Series. Springer. https://link.springer.com/chapter/10.1007/978-3-030-03562-4_1
- Unterhitzenberger, C., & Lawrence, K. (2022). Diary method in project studies. *Project Leadership and Society*, 3, 100054. <https://www.sciencedirect.com/science/article/pii/S266672152200014X>
- van Den Ende, L., & van Marrewijk, A. (2019). Teargas, taboo and transformation: A neo-institutional study of community resistance and the struggle to legitimize subway projects in Amsterdam 1960–2018. *International Journal of Project Management*, 37(2), 331–346.
- Vuorinen, L., & Martinsuo, M. (2019). Value-oriented stakeholder influence on infrastructure projects. *International Journal of Project Management*, 37(5), 750–766.
- Wegerer, P. K., & Nadegger, M. (2023). It's time to act! Understanding online resistance against tourism development projects. *Journal of Sustainable Tourism*, 31(2), 425–441.