Partnership Tensions in Systems Social Marketing

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Abstract

The nature of social issues facing the world requires to build systems social marketing partnerships that necessitate the involvement of many organisations, groups, individuals, and the development of system partnerships for successful significant social change. Particularly, when it comes to complex or wicked issues. Involving multiple partners in systems social marketing partnerships is challenging as there are differences between partners in terms of their interests, power relations, and perspectives etc. These differences constitute a fertile ground for tensions, which if not dealt with appropriately, may lead to partnership failure. Despite the importance of partnership tensions in systems social marketing, partnership tensions are considered as an overlooked issue that needs to be addressed. Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in systems social marketing.

In this, this thesis aims to gain an in-depth understanding of partnership tensions in systems social marketing. Having a broader understanding of partnership tensions can provide more valuable information to design appropriate interventions to deliver effective change. In this, this research uses the paradoxical perspective as a lens to explore partnership tensions in systems social marketing. This research contributes to filling this gap by building a solid understanding of partnership tensions in systems social marketing that helps social marketers to deliver effective change.

Author's declaration

I declare that this thesis is a presentation of original work, and I am the sole author. This work has not previously been presented for a degree or other qualification at this University or elsewhere. All sources are acknowledged as references.

I also declare that I received assistance with proofreading from a professional proof-reader. The assistance has been in accordance with the University's Guidance on Proofreading and Editing.

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Chapter 1: Introduction

This chapter is an overview of the thesis. It introduces the research rational as well as the research aim and questions. It also provides an overview of the research design, a brief overview of contributions, and finally the thesis structure.

1.1 Research rationale

Importance of partnerships in social marketing

In social marketing, partnerships are considered as a core component of social marketing strategy (Shaw, 2021). Social marketing partnerships have been part of the formation of behavioural change strategies in excess of 50 years (Duane, Domegan & Bunting, 2021). Hence their central importance in social marketing to achieve social and behaviour change. Partnerships were officially included for the first time in the 2013 social marketing definition, developed by the International Social Marketing Association (ISMA) in collaboration with the European Social Marketing Association (ESMA) and the Australian Association of Social Marketing (AASM). These organisations defined social marketing as follows: *"Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory, audience, and **partnership insight**, to inform the delivery of competition sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable"* (ISMA, ESMA, AASM, 2013). Besides, social marketing presents a great potential in supporting global efforts to meet the United Nations (UN) 17 Sustainable Development Goals (SDG) targets. This latter places partnerships as a fundamental mechanism that strengthens the implementation of

change strategies. Hence the vitality of partnership in social marketing as a change approach.

Importance of Systems Social Marketing Partnerships (SSMPs)

Social marketing thought is transitioning to embrace systemic change strategies, realising that an organisation alone cannot have a significant impact on emerging challenges. Therefore, social marketing has put partnerships in a central position to change activities (Duane et al., 2021). This explains why many social marketing scholars advocate the need to build SSMPs that necessitate the involvement of many organisations, groups, individuals, and the development of system partnerships for successful significant social change (Andreasen, 2006; Lefebvre, 2012; Domegan et al., 2013; Gurrieri et al., 2018). Particularly, when it comes to complex or wicked issues (Rittel & Webber, 1973) such as crime, public health crises, food, climate change and others, that social marketing often deals with (Domegan et al., 2013; Kennedy et al., 2017).

Partnership tensions in SSM

Involving multiple partners in SSMPs is challenging as there are differences between partners in terms of their interests, power relations, and perspectives etc. (Domegan et al., 2013; Parkinson et al., 2017). These differences constitute a fertile ground for tensions, which if not dealt with appropriately, may lead to partnership failure. Hence, the importance of investigating tensions between partners and the extent of their impact on partnerships becomes obvious.

In this, reviewing partnership tensions in SSM is highly important and needs an-in depth exploration to establish the state of knowledge in both the theoretical and the practice realms. This is why a systematic literature review of partnership tensions in SSM is conducted. However, the SSM literature has a relatively smaller number of academic

papers compared to the social marketing literature. Therefore, it was decided to cover the social marketing literature including the SSM literature to get in-depth insights about partnership tensions (this will be covered in Chapter 2).

After systematically reviewing the social marketing literature, it is clear that we know very little about partnership tensions in SSM as there are many questions that remain fully or partially unanswered. Many social marketing scholars have highlighted partnership tensions as an overlooked issue that needs to be addressed (e.g. Gordon & Gurrieri, 2014; Brace-Govan, 2015; Buyucek et al., 2016; Luca et al., 2016a; Kennedy, 2017; Gordon et al., 2018; Domegan & McHugh, 2019). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in systems social marketing (Buyucek et al., 2016; Luca et al., 2016a; Gordon et al., 2018).

The use of the paradoxical perspective lens

Involving multiple partners in SSMPs constitutes a fertile ground for tensions as previously mentioned. These tensions frequently appear as paradoxes in SSMPs, with an enduring contradictory yet interrelated nature. This enduring nature requires and ongoing navigation. Therefore, they can be understood as paradoxes that are "logical in isolation but become irrational, inconsistent, and absurd when juxtaposed" (Smith & Lewis 2011, p. 387).

Given this nature of tensions, the paradoxical perspective provides "an alternative approach to tensions, exploring how organisations can attend to competing demands simultaneously" (Smith & Lewis 2011, p. 381). This perspective acknowledges the coexistence of opposing forces (Lewis, 2000) and asserts that multiple "truths" must be accepted, and respected (Westenholz, 1993; Smith & Lewis 2011). This is why the paradoxical perspective has been suggested by many scholars as a potential perspective

from which partnership tensions should be viewed (van Hille et al., 2019). This is consistent with the recent calls from some social marketers (e.g. McHugh et al., 2018; Domegan & McHugh, 2019) as highlighted by the systematic literature review, advocating for the adoption of paradoxical perspective as a lens through which to view partnership tensions. Therefore, this research adopts the paradoxical perspective as a lens from which partnership tensions should be viewed. The paradoxical perspective is used across different stages of the research process. It is used in chapter 2, both for conducting the systematic literature review (see section 2.6.1) and shaping the research questions (see section 2.9). It also employed in the formulation of the interview guide for data collection as outlined in section 3.3.1. Furthermore, it orientates the data analysis where the analysis is structured around the research questions shaped by the paradoxical perspective. Finally, through the discussion chapter where the findings are discussed in relation to the overarching research questions and the existing literature including the paradoxical perspective literature.

Research gaps, research aim and research questions.

The systematic review (see Chapter 2) identifies the need for an in-depth understanding of partnership tensions in SSM. The specific gaps in the social marketing literature identified in this study are:

i.   A lack of research into partnership tensions in the SSM literature.

ii.   An absence of a definition of partnership tensions in SSM.

iii.   A limited understanding of the nature of partnership tensions in SSM.

iv.   A limited understanding of why partnership tensions occur in SSM.

v.   A limited explanation of how partnership tensions in SSM are dealt with.

vi.   A lack of explanation of what the outcomes of partnership tensions in SSM are.

These identified gaps in the literature informed the research aim and questions as follows.

The purpose of the present study is to gain an in-depth understanding of partnership tensions in SSM. Having a broader understanding of partnership tensions can provide more valuable information to design appropriate interventions to deliver effective change. Therefore, the key research questions of this study are:

1. What are partnership tensions in SSM?

2. What are the sources of partnership tensions in SSM?

3. How are partnership tensions dealt with in SSM?

4. What are the outcomes of partnership tensions in SSM?

1.2 Research design

The aim of the present research is to obtain a detailed understanding of partnership tensions in SSM, with specific emphasis on issues such as defining tensions, the nature of tensions, sources of tensions, how tensions have been dealt with, the outcomes of partnership tensions. Therefore, this study examines the various realities and contexts where partners operate, the various interpretations they assign to partnership tensions and how these interpretations relate to and influence the design of the appropriate interventions to deliver effective change. Consequently, this research adopts an interpretivist framework as interpretivist studies focus on comprehending the attributes of a context and permit consideration of multiple realities (multiple interpretations) for social phenomena (Denzin & Lincoln, 2011; Lincoln et al., 2011; Mertens, 2015). The concept of partnership tensions in SSM requires an in-depth exploration as tensions are contextual and determined by partners involved in the SSMPs. Thus, their experiences, relationships, emotions, and learning influence the nature of tensions. This is why a

qualitative approach using semi-structured in-depth interviews with social marketing experts is employed to explore meanings, individuals, or groups linked to a person or a social issue (Creswell, 2013; Creswell & Poth, 2016).

1.3 Overview of contributions

The present research study provides the following overall contributions:

➢ Many social marketing scholars have mentioned partnership tensions as an overlooked issue that needs to be addressed (e.g. Gordon & Gurrieri, 2014; Brace-Govan, 2015; Buyucek et al., 2016; Luca et al., 2016a; Kennedy, 2017; Gordon et al., 2018; Domegan & McHugh, 2019; Knox et al., 2020). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in social marketing partnerships (Buyucek et al., 2016; Luca et al., 2016a; Gordon et al., 2018). This thesis contributes to this gap by adopting the paradoxical perspective to understand partnership tensions in SSM.

➢ In the social marketing literature, the discussion about partnership tensions is dominated by public health as a context. This thesis explored partnership tensions in a variety of different contexts (e.g. sustainability, violent abuse, climate change) which reflects a more wide-ranging view of partnership tensions.

➢ Dealing with tensions in the social marketing context requires other frameworks beyond stakeholder theory (Kubacki et al., 2020). The paradoxical perspective has recently been suggested by the social marketing literature as a framework to deal with partnership tensions (e.g. McHugh et al., 2018; Domegan & McHugh, 2019). To the best of the researchers' knowledge, this research is the first research to adopt the paradoxical perspective as a lens from which partnership tensions should be viewed to build an understanding of partnership tensions in SSM.

➢ Despite the calls for explicit application and reporting of theories and models in social marketing having been reinforced (e.g. Lefebvre, 2013; Luca & Suggs, 2013; Rundle-Thiele et al., 2019), under-utilisation of theory in social marketing is still emphasised by many social marketing scholars (e.g. Troung, 2014; Rundle-Thiele et al., 2019; Akbar et al., 2021). Even in the limited cases where theory use is reported, social marketing research is dominated by the individual psychological and behaviour lens (Truong & Dang, 2017; Rundle-Thiele et al., 2019). This thesis uses the paradoxical perspective as a lens to understand partnership tensions. Employing the paradoxical perspective contributes in two ways: first, emphasising the use of theory in social marketing. Second, emphasising the use of holistic theories beyond the individual psychological and behaviour theories.

➢ The application of a specific theory or model in the SSM is limited (Troung et al., 2019). This thesis applies the paradoxical perspective as lens to help in investigating partnership tensions in SSM. Which emphasises the use of theory in the SSM.

➢ Although partnerships are essential for social marketing to deliver effective change (Donovan & Henley, 2010; Duane & Domegan, 2019; Knox et al., 2020), there is only a handful of scholarly resources that studied social marketing partnerships (Lefebvre, 2006; Duane & Domegan, 2019; Knox et al., 2020). Thus, more research about partnerships in social marketing is needed (Beall et al., 2012, Duane & Domegan, 2019; Knox et al., 2020). Therefore, this research contributes to the literature of social marketing partnerships through investigating partnership tensions in SSM.

1.4 Thesis structure

This thesis is organised into five chapters. Following this introduction there is a literature review, then a methodology chapter, after which comes a chapter focusing on findings,

followed by discussion and conclusion chapter. This section provides a brief overview of each chapter.

Chapter 2 examines the literature streams informing the study through reviewing three literatures: Social marketing (including the systematic review), Cross-sector partnerships, and the paradoxical perspective.

Chapter 3 justifies the research methodology mobilised for this study. The qualitative research design is explained, and the methods of data analysis are outlined in relation to the development of the study.

Chapter 4 presents and describes the findings of the interviews conducted. The chapter is guided by the research questions based on the literature review.

Chapter 5 provides a discussion of the findings in chapter 4 against the three literatures reviewed (social marketing, cross-sector partnerships, and the paradoxical perspective). The conclusions of this research including the answers to research questions, the contributions, the recommendations, and the proposed areas for future research are also discussed in chapter 5.

Chapter 2: Literature review

2.1 Introduction

The literature review chapter examines the literature streams informing this study while adopting an iterative process (see Figure 2.1). To investigate partnership tensions in SSM, the following three literatures are mobilised: the Social Marketing, Cross-Sector Partnerships (CSPs), and the Paradoxical Perspective literatures.

The literature chapter begins with reviewing the social marketing development including its definition and orientation. It also explores how this evolution has influenced partnership development in social marketing. The chapter then moves on to discussing SSMPs, which are essential for addressing complex social problems known as wicked issues. However, SSMPs are not without challenges among which tensions are highlighted by the social marketing literature as a key challenge. Hence, the importance of investigating tensions between partners and the extent of its impact on partnerships becomes obvious. In this, reviewing partnership tensions in SSM is highly important and needs an-in depth exploration to establish the state of knowledge in both the theoretical and the practice realms. This is why a systematic literature review of partnership tensions in SSM is conducted.

Here, the question is how should partnership tensions in SSM be investigated? What are tension's aspects that should be covered to understand partnership tensions? What do we need to know about tensions? Here, the paradoxical perspective is selected as a lens from which partnership tensions should be viewed. In this, the systematic review uses the paradoxical perspective to conduct the review through determining the questions that should be answered to establish the state of knowledge of partnership tensions in SSM. The systematic review reveals that we know little about partnership tensions in

SSM, yet they are highlighted as important. Also, it suggests the paradoxical perspective to deal with tensions.

At this level, looking at other fields to learn from them about partnership tensions is useful. This is why the CSPs literature is reviewed as it is the closest field to SSMPs. To review the CSPs literature, the paradoxical perspective is used to determine the questions to be answered to build an in-depth understanding about partnership tensions in the CSPs literature. Despite that the CSPs literature offers interesting insights, some questions about tensions remain unanswered or partially answered. Also, the CSPs literature highlights the paradoxical perspective as a useful lens to understand tensions.

Consequently, the review of the literature using the paradoxical perspective as a lens indicates that partnership tensions in SSM is a relatively overlooked issue that needs to be investigated to build an in-depth understanding of partnership tensions. Many gaps in the literature were identified in this study. These identified gaps in the literature informed the research aim and questions. Figure 2.1 illustrates the literature review process.
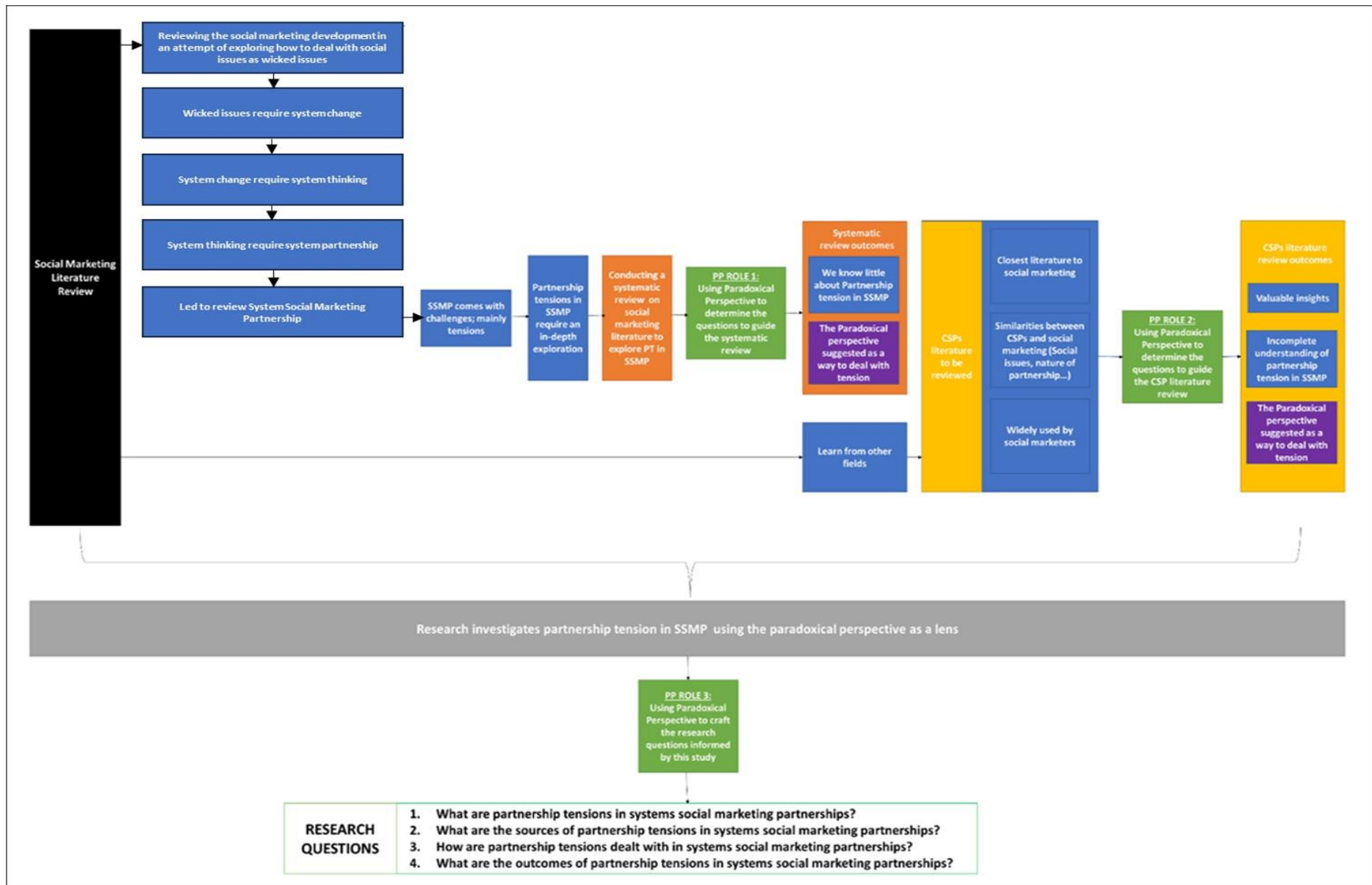
Figure 2.1: Literature review process

The literature review structure is as follows: a discussion of what is social marketing (e.g. definition) presented in the second section, followed by the section about the partnership concept in social marketing. The fourth section includes a discussion of the development of social marketing orientation and partnerships. The challenges of partnerships in social marketing are discussed in the fifth section. Then in the sixth section, partnership tensions in social marketing (systematic review) are presented. Cross-sector partnerships and the potential benefits that they may offer to social marketing are discussed in the seventh section. In the eighth section, tensions in the paradoxical perspective literature and its potential contributions to social marketing are tackled. The research gaps and the questions concluded in the nineth section. Finally, the chapter summary is presented.

2.2 What is social marketing?

The foundations of social marketing can be traced to the success demonstrated by commercial marketers in the 1950s and 1960s in influencing consumer behaviour by putting customers at the heart of the business process. This led some academics to see the opportunity for using marketing to achieve "social good". At the head of those academics was Wiebe (1951–1952) in his influential article "Why can't you sell Brotherhood like you sell soap?" that investigated the widening of marketing's scope beyond its original commercial origins. Since then, the idea of using marketing to address a wide range of social problems and issues began to mature little by little until it culminated in the birth of social marketing in 1971 by Philip Kotler and Gerald Zaltman. According to Kotler and Zaltman (1971, p. 5) social marketers would be able to "*influence the acceptability of social ideas by designing, implementing and controlling calculated social marketing programmes which involved product planning, pricing, communication, distribution, and marketing research*". Early examples of social marketing application

emerged as part of international development efforts in developing and third world countries (Manoff, 1985; Ling et al., 1992; Walsh et al., 1993) such as the family planning and birth control programmes in Sri Lanka (Population Services International 1977).

Since its inception, social marketing has experienced divisions between social marketing scholars over its definition which have lasted nearly four decades (Dann, 2010; Dibb, 2014; Kennedy & Parsons, 2014) before a consensus definition was developed. This is not surprising seeing that like many areas of study, social marketing is a dynamic, an evolving, and a contested field (French, 2011; Spotswood et al., 2012; Gordon et al., 2016; French, 2017; French & Gordon, 2019) which means that the debate will continue to develop thorough this process (French, 2011, 2017). Thus, this controversy should be seen as a positive indicator of an improving and reflexive area of study and implementation that promises well for the social marketing future (Spotswood et al., 2012; French, 2017). The timeline of the key social marketing definitions is showed in Table 2.1.

Table 2.1: The timeline of the key definitions of social marketing.

Author	Definition	Focus
Kotler & Zaltman (1971)	*The design, implementation and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research*	The birth of social marketing to influence social ideas.
Lazer and Kelley (1973)	*Social marketing is concerned with the application of marketing knowledge, concepts, and techniques to enhance social as well as economic ends. It is also concerned with analysis of the social consequence of*	Social marketing should consider the social consequences of marketing.

	marketing policies, decisions and activities	
Fine (1981)	*The applicability of marketing thought to the introduction and dissemination of ideas and issues*	Dissemination of ideas.
Lefebvre & Flora (1988)	*Social marketing is an invaluable referent from which to design, implement, evaluate, and manage large-scale, broad-based, behavior-change focused programs*	Social marketing is behaviour change focused programs.
Kotler & Roberto (1989)	*A social change management technology involving the design, implementation and control of programs aimed at increasing the acceptability of a social idea or practice in one or more groups of target adopters*	Increasing the acceptability of a social idea.
Rangun &Karim (1991)	*social marketing "involves: (a) changing attitudes, beliefs, and behaviors of individuals or organizations for a social benefit, and (b) the social change is tbe primary (rather than secondary) purpose of the campaign."*	Social marketing focuses on changing attitudes, beliefs, and behaviour.
Andreasen (1994)	*The adaptation of commercial marketing technologies to programs designed to influence the voluntary behaviour of target audiences to improve their personal welfare and that of the society of which they are a part*	Voluntary behaviour of target audience.
Smith (1998)	*A process for influencing human behaviour on a large scale, using marketing principles for the purpose of societal benefit rather than commercial profit*	Influencing behaviour.
Rothschild (1999)	*Offers voluntary choices within an environment that encourages and supports responsible and progressive choices*	Voluntary choices.

Kotler, Roberto & Lee (2002)	*The use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups or society as a whole*	Influence voluntary behaviour.
Donovan & Henley (2003)	*The application of the marketing concept, commercial marketing techniques and other social change techniques to achieving individual behaviour changes and social structural changes that are consistent with the UN Declaration of Human Rights*	Individual behaviour and social structural changes that are consistent with the UN Declaration of Human Rights.
French & Blair-Stevens (2006)	*The systematic application of marketing concepts and techniques to achieve specific behavioural goals relevant to a social good*	Behavioural goals.
Dann (2010)	*The adaptation and adoption of commercial marketing activities, institutions and processes as a means to induce behavioural change in a targeted audience on a temporary or permanent basis to achieve a social goal*	Induce behavioural change.
Donovan & Henley (2010)	*The application of commercial marketing technologies to the analysis, planning, execution, and valuation of programmes designed to influence the voluntary or involuntary behaviour of target audiences in order to improve the welfare of individuals and society*	Voluntary and involuntary behaviour.
ISMA, ESMA & AASM (2013)	*Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory,*	Consensual definition of social marketing.

	audience and partnership insight, to inform the delivery of competition sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable	

Although each definition illustrates its own interpretation, there are key common elements which appear across the majority of the definitions: first, they refer to the employment of principles and techniques of commercial marketing (Dann, 2010; Saunders, Barrington & Sridharan, 2015; Badejo, 2016; French & Gordon, 2019), second, the essential purpose is to accomplish social good (Dibb, 2014; French & Gordon, 2019), and third, they envisage social marketing as a systematic process staged to tackle short, medium and long term problems (Tapp, Eagle & Spotswood, 2008; Eagle et al., 2013). However, there are considerable variations between them (Dann, 2010; French, 2011; Saunders et al., 2015; Badejo, 2016), particularly, among the key definitions that mark a change in focus. The focus of these definitions can be classified according to three categories: social ideas, behaviour change, and social change.

2.2.1 Social ideas

The focus on social ideas as the bottom line of social marketing can be traced to the first two decades of the emergence of social marketing. In their definitions, Kotler and Zaltman (1971), Fine (1981) and Kotler & Roberto (1989) (see Table 2.1) viewed the role of social marketing as a technique to influence social ideas. The target audience in this early form of social marketing was individuals (downstream stakeholders). This role gave a useful framework for widening the range of marketing (Gordon, 2011). However, the focus on influencing social ideas as the core of social marketing was problematic in a number of

ways (Andreasen, 1994; 2006; Gordon, 2011; Truong, 2014). For example, it is difficult to distinguish social marketing from other fields based on education and communication (Hastings & Haywood, 1991; Andreasen, 2006) such as health communication and health education (Andreasen, 2006). This created a confusion that plagued social marketing for two decades (Andreasen, 2006). In response, other scholars replaced the social idea with behaviour change as the focus of social marketing (Andreasen, 2006; Lefebvre, 2013).

2.2.2 Behaviour change

Some scholars have not accepted the fact that the promotion of social ideas is the focus of social marketing (Andreasen, 2006; Lefebvre, 2013). Therefore, behaviour change was introduced to social marketing, starting with Lefebvre and Flora (1988) (see Table 2.1). This reflected a new focus in the trajectory of social marketing from seeing social marketing as a technique of promoting social ideas to considering it as a "methodology for changing behaviour" (Lefebvre, 2013, p. 20).

Later, in the 1990s, a number of leading experts (scholars and practitioners) confirmed that the essence of social marketing was influencing behaviour not changing ideas (Andreasen, 2006). This confirmation was reflected by Andreasen's (1994) definition (see Table 2.1) that was followed by the majority of other definitions such as Andreasen (1995), Kotler et al. (2002) and Kotler and Lee (2008). Thus, social marketers fundamentally became behavioural influencers (Andreasen, 2006; Saunders et al., 2015). The emphasis on behaviour change responded to the criticism that social marketing is lacking focus (Andreasen, 2006). Consequently, several attempts have been made to codify the core elements of social marketing or what is called the social marketing benchmark criteria (Andreasen, 2002; French & Blair-Stevens, 2006).

The first benchmarks were set by Andreasen (2002). He delineated six essential principles that have been broadly accepted as the benchmark criteria for social marketing (Badejo, 2016; Luca et al., 2016a). Consequently, these benchmarks have been used by practitioners and scholars to establish a framework for interventions and to distinguish social marketing from other approaches. Andreasen's criteria specify that social marketing is unique as it focuses on behaviour change, is customer-driven, creates attractive exchange that stimulates positive social behaviour, takes into consideration competition, employs segmentation to determine the target audience and applies the marketing mix (4Ps). Based on Andreasen's (2002) criteria, French and Blair-Stevens (2006) further expanded the benchmarks by adding two further criteria. The first one was "theory", in order to increase the probability of an intervention's effectiveness. While the second one was "customer orientation", to reflect the necessity of acknowledging peoples' needs, values, and preferences before a certain behaviour change strategy is selected and implemented.

Despite the general agreement regarding behaviour change as the focus of social marketing (Spotswood et al., 2012), there is no consensus on the audience to target (Wood, 2012). This issue evoked Hastings, MacFadyen and Anderson (2000) to ask whose behaviour social marketers should be attempting to influence? Should they limit their efforts to influence individual behaviour (downstream or micro stakeholder) as the majority of social marketing definitions promote (Spotswood et al., 2012; Wood, 2012; Lefebvre, 2013) or should they broaden their target to include policy makers' behaviour (upstream stakeholder) (This will be discussed in detail in section 3).

On the other hand, Rangun and Karims (1991), Spotswood et al. (2012), French and Gordon (2015) and Gordon et al. (2018) asked about the bottom line of social marketing:

is it really behaviour change? Their view is to broaden the bottom line to include changing attitudes, language, ideas, and behaviour, because, in many times, change only requires ideas to be changed and this will be subsequently reflected on the behaviour (Spotswood et al., 2012). Saunders et al. (2015) believe that taking the definition of social marketing beyond behaviour change will give social marketing an advantage that supports its role in achieving positive social outcomes. However, some authors such as Moraes, Carrigan and Szmigin (2012) would argue that simply changing attitudes or beliefs is not sufficient seeing the existing disconnection between what individuals say and what they actually do (attitude-behaviour gap), hence the focus on behaviour. Furthermore, the concentration on behaviour is easier to observe, measure and influence than belief and attitudes (Almendarez, Boysun & Clark., 2004). Some scholars such as Lefebvre (2013), Brennan and Parker (2014) and Carins and Rundle-Thiele (2014) went further beyond attitude and behaviour change to propose social change as the focus of social marketing.

2.2.3 Social change

In a world that is more interconnected than ever before and faced by complex or wicked issues (Rittel & Webber, 1973) such as crime, public health crises, food, climate change and others, a rich understanding of the physical, cultural, social, and organisational contexts of behaviour is required (Owens & Driffill, 2008). This has led many social marketing scholars (e.g. Lefebvre, 2013; Brennan & Parker, 2014; Carins & Rundle-Thiele, 2014) to advocate the need to shift the focus of social marketing from an individualistic approach that neglects questions of agency and contextual factors, which are strong determinants of individuals' behaviour, to approaches tackling individual and structural issues through focusing on the fact that understanding of individual behaviour needs to be taken in context and that behaviour change should be part of a broader social change agenda (Brennan & Binney, 2008; Gordon, 2013; Stead et al., 2013). This in turn

necessitates the involvement of many organisations and the development of partnerships if it is to be successful in bringing about significant social change (Andreasen, 2006; Lefebvre, 2012; Domegan et al., 2013). This broader view was reflected by the first consensus definition of social marketing developed by the International Social Marketing Association (ISMA) in collaboration with the European Social Marketing Association (ESMA) and the Australian Association of Social Marketing (AASM). These organisations defined social marketing as follows: *"Social Marketing seeks to develop and integrate marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good. Social Marketing practice is guided by ethical principles. It seeks to integrate research, best practice, theory, audience and partnership insight, to inform the delivery of competition sensitive and segmented social change programmes that are effective, efficient, equitable and sustainable"* (ISMA, ESMA, AASM, 2013).

Beside the emphasis on social change, one of the things that distinguishes this definition from others is its emphasis on the role of other stakeholders (not just individuals) through embracing partnership insight to inform social change programmes (Buyucek et al., 2016; Buyucek, 2017; Duane & Domegan, 2019). Thus, enhancing the role of social marketing in dealing with complex, wicked social problems (Lefebvre, 2012; Wood, 2016, Buyucek, 2017). This led to both social marketing academics and practitioners acknowledging the need to develop new frameworks that take into consideration other stakeholders in social change contexts. In this context, Luca et al. (2016a) revised the social marketing benchmark criteria by adapting service-dominant logic with a specific focus on how systematically engaging with stakeholders and partners can tackle social change challenges. Luca et al. (2016a) built their revision on the criteria of Andreasen (2002) as they have been more broadly employed (Stead et al., 2007; Truong, 2014;

Badejo, 2016). The revised criteria are a network perspective on behaviour and structural change, value creation in context, facilitating participation through customer orientation and engagement, competition and collaboration within value networks, segmentation through a relational customised approach and service-driven framework.

In sum, around five decades have passed since the birth of social marketing which witnessed many evolutions in terms of its definition. However, most of these definitions still focus on individuals (downstream) as the primary stakeholder (single stakeholder) which threatens the success of social marketing interventions. Furthermore, the majority of definitions focus only on the target audience as the stakeholder whether they are downstream, midstream or upstream (more details will be in the third section). However, stakeholders are not always the target audience- they may be people/entities who influence the social marketing but may not be the target of it. Therefore, stakeholders are broader than the target audience defined by social marketing. This broader meaning of stakeholders comes up in the consensus definition from AASM, ISMA and ESMA (2013) in which partnership insights were explicitly highlighted. Therefore, in the next section, partnerships in social marketing are discussed.

2.3 The partnership concept in social marketing

Social marketing mostly seeks to influence social issues that are naturally complex (wicked) such as obesity, climate change, smoking cessation, gambling and crime prevention (Domegan et al., 2013; Kennedy et al., 2017). These wicked problems include interactions between multiple stakeholders: individuals, groups, communities, organisations and systems that influence each other (French &Gordon, 2015). Thus, dealing with these problems requires combined actions and motivates a wide range of different stakeholders to obtain new skills (Buyucek, 2016; Domegan & McHugh, 2019)

and to develop an advanced ability to bring change to their economic and social systems for the public good (Hamby et al., 2017).

The stakeholder concept has been interpreted in various ways across the domain of social science. Diverse approaches and definitions have emerged to serve various aims (Freeman., 2010), each concentrating on the characteristics that are related to the context (Wasieleski & Weber, 2017). Which in turn, has resulted in a lack of consensus in understanding, operating and managing stakeholders (Miles, 2017; Wasieleski & Weber, 2017). However, all these meanings converge of the fact that the stakeholder concept increases success and adds greater value to the firm (Beierle, 2002; Bryson 2004; Homburg et al. 2013). Freeman (1984) highlighted the importance of dealing with multiple groups in business practice. In this, he defined stakeholders as "*any group or individual who can affect or is affected by the achievement of the organization's objectives*" (Freeman 1984, p. 46). Seeing the various interests of these stakeholders, it is difficult for the firm to fulfil the demands of each group (Jawahar & McLaughlin, 2001) due to financial and time constraints (Hult et al., 2011). In this context, stakeholder theory suggest the need to find out which stakeholder groups require or deserve management attention (Mitchell et al., 1997). Therefore, organizations may give priority to the most important stakeholders in their activities (Hult et al., 2011). However, identifying the correct stakeholders' combination within a given process is hard and complex (Wasieleski & Weber, 2017). In this, stakeholder theory offers a number of tools that organisations can employ to recognise stakeholders., The most well-known tools have been proposed by Mitchell et al. (1997), who suggests the characteristics (power, legitimacy, and urgency) by which stakeholders can be identified. The higher the number of attributes the stakeholder possesses higher is the priority given by managers.

In marketing, despite the great dominance of this relational view on marketing acknowledging relationships with multiple stakeholders, mainstream marketing has explicitly or implicitly mostly focused on the notion of customer (downstream stakeholder) (dyad-based value exchange) (Hult et al., 2011; Hillebrand et al., 2015; Kull et al., 2016). However, recent issues such as obesity, climate change and the violations of human rights, in addition to the pressure from different stakeholders (containing activists, investors, employees and regulators) are forcing organisations to better understand the entire influence of marketing activities on societies (Bhattacharya, 2010). This led a number of scholars to call for more attention to the stakeholder theory for effective implementation of the marketing concept. Therefore, many scholars such as Geels (2004, 2005), Werhane (2008, 2012), Laczniak and Murphy (2012) and Peterson (2012), called for a move towards an orientation embracing the diversity of stakeholders involved in the network with shared responsibilities (Bryson 2004; Domegan et al., 2019). This new orientation adopts a system-based perspective of the marketing organisation concentrating attention on a variety of stakeholders that create value for the organisation stakeholders (El-Ansary et al., 2018). Recently, marketing scholars introduced the notion of stakeholder marketing (Bhattacharya & Korschun, 2008; Hult et al., 2011; Hillebrand et al., 2015) that emphasises that marketers must take into consideration the interrelations between all stakeholders in networks.

In social marketing stakeholders are *"all of those groups and individuals that can affect or are affected by the social marketer's behaviour change proposal"* (Hastings & Domegan, 2017, p. 89). Engaging all stakeholders in social marketing initiatives is a hard task because of the limitation of resources and time, thus, stakeholder relationships have to be managed effectively (Buyucek et al., 2016; Buyucek, 2017). Stakeholders must be

prioritised to who can make or break the success of an intervention (Buyucek et al., 2016; Buyucek, 2017; French, 2017).

In this, French (2017) distinguished between stakeholders and partners. Stakeholders are *"people or organizations who have an interest in the issue that the social marketing programme is seeking to influence but who are not formally engaged in development and delivery of the programme"* (French, 2017, p.198). While partners are *"people or organisations who have an interest in the issue that the social marketing programme is seeking to influence [and who are] formally engaged in development and delivery of the programme"* (French, 2017, p.198, emphasis added). Based on this, distinguishing partners from stakeholders depends on their level of commitment to social marketing (Duane & Domegan, 2019). Therefore, for stakeholders to become partners, they need to be actively engaged as opposed to passively supporting the change idea (Duane & Domegan, 2019; McHugh et al., 2018; Domegan & McHugh, 2019). Some of the major differences between partners and stakeholders are presented in Table 2.2.

Table 2.2: The differences between partners and stakeholders

Partners	Stakeholders
• Are actively involved in the scoping, development, delivery, and evaluation of social marketing interventions. • Contribute resources, such as know-how, information, facilities, or finance. • Make a commitment, usually in the form of a written agreement to actively contribute. • For example, government, NGOs, communities, and private sector (Lagarde et al., 2005; Hastings & Domegan, 2013; Lefebvre, 2013; Domegan et al., 2016; French, 2017).	• Can be involved in a range of ways, from wishing to be informed through to some level of support. • May not have an active interest in an initiative but would be offended if they were not informed or consulted. • Are not subject to any form of written commitment to participate or deliver. • For example, an organisation that is trying to tackle the same issue that social marketing programme tries to address but from different viewpoint (French, 2010; 2017)

Note. Adapted from French (2017) and Buyucek et al. (2016)

However, prioritising partners does not mean excluding other stakeholders, rather it means that most of the focus of social marketers will be on partners. Partners appear in the social marketing literature through various terminology which are used interchangeably (Buyucek et al., 2016; Buyucek, 2017; Truong & Dang, 2017). For example, opinion leaders (Lefebvre, 2006), partners (Thomas, 2008; French, 2017), gatekeepers (MacFadyen et al., 2003), key stakeholders (McHugh et al. 2018), agencies (Andreasen, 2006; Marques, 2009), key influencers (Briggs et al., 2012), and key players (Kenndy, 2017). By the same token, several terms are employed to reflect the way partners can agree to come together around a shared commitment to a particular endeavour or cause (French, 2017) such as coalitions (Singer & Kayson, 2004 ; French, 2017), alliances (Temple et al., 2008), strategic alliances (Sowers et al., 2005), stakeholder engagement (McHugh et al., 2018), partnership (French, 2017), collaboration (Domegan & McHugh, 2019), and stakeholder involvement (Buyucek et al., 2016; Buyucek, 2017). All these terms have been used to indicate the active participation that means collaboration, empowerment, and direct active engagement with partners through the social marketing process (Buyucek et al., 2016; Buyucek, 2017). Active participation provides the necessary dialogue, interaction, and mutual learning to manage and resolve highly complex issues. (Buyucek et al., 2016; McHugh et al., 2018; Domegan & McHugh, 2019). The plethora of terms used to describe partners or their style of engagement in social marketing refers to the diversity of social marketing contexts, the nature of social issues challenging social marketing, funding sources and the different domains social marketers come from (e.g. marketing (profit and non-profit), health promotion, community mobilization fields, ecological and environmental field) (Duane & Domegan, 2019). For the purpose of this thesis, the term "partner" which means those

stakeholders who are actively involved as per the definition above. Therefore, the term "partnership" will also be employed.

In social marketing, partnerships have been part of the formation of behavioural change strategies for in excess of 50 years (Duane, Domegan & Bunting, 2021), and have even been described as a core component of social marketing strategy (Shaw, 2021), which shows the importance of partnerships in social marketing to achieve social and behaviour change. However, this importance is increasing seeing the potential of social marketing as an approach to support the global efforts to meet The United Nations (UN) 17 Sustainable Development Goals (SDG) targets that places partnerships as a vital mechanism, which strengthens the implementation of change strategies. Similarly, social marketing thought is transitioning to embrace systemic change strategies, realising no one organisation can have an impact on the emerging grand challenges. Therefore, social marketing has positioned partnership as central to change activities (Duane et al., 2021).

In this context, the development of the social marketing orientation and partnerships is discussed in the next section.

2.4 The development of the social marketing orientations and partnerships

Over the last fifty years, social marketing has witnessed many developments in terms of its orientation which have resulted in the emergence of different perspectives such as downstream, midstream, upstream, and SSM. These in turn have influenced the orientation of partnerships in social marketing partnerships (Duane & Domegan, 2019). These orientation developments (i.e. downstream, midstream, upstream and SSM) and their influence on partnerships are discussed in this section.

2.4.1 Downstream social marketing

During the developmental years of the social marketing discipline, social marketing was based on the micro-marketing management model and presented as a technique used to market or disseminate social ideas to the individual (Kotler & Zaltman, 1971; Laczniak et al., 1979). Kotler and Zaltman's (1971) definition positioned the discipline within a micromanagement orientation broadly characterised by the application of the 4Ps from the traditional marketing mix (product, place, price and promotion). These 4Ps have been adopted by social marketers for a long period (French & Gordon, 2015), as they offer social marketers a simple framework for designing an intervention to facilitate dyadic exchanges (Luca et al., 2016a).

Subsequently, social marketing leant towards the simplistic rational deductive thinking with an operational perspective (French & Gordon, 2015) where significant attention is paid to one stakeholder which is individuals (Brace-Govan, 2015; French & Russell-Bennett, 2015; Truong et al., 2019) through the provision of products, services and advertising (Laczniak et al., 1979; Sirgy et al., 1985; Andreasen, 2001; Newton-Ward, 2007). In addition, little focus was given to other stakeholders in the broader systems-level who influence the structural conditions that determine the behaviour and social change (Gurrieri et al., 2013; Langford & Panter-Brick, 2013; Lefebrve, 2013; Gordon et al., 2016). In other words, social marketers' visions were driven to approach social phenomena at an individual level, rather than considering that behavioural change is a relational interaction where different stakeholders influence behaviour (Szmigin et al., 2011; Wymer, 2011; Brace-Govan, 2015). Therefore, they employ individual-focused models and theories coming from behavioural psychology, such as the health belief model, stages of change, and the theory of reasoned action (Lefebvre, 2013). These theories and models focus on internal determinants of individual behaviour such as

intention, attitude and perception (Glanz, Lewis & Rimer, 2008; Lefebvre, 2013). The scholars of social marketing call this approach the downstream approach (Andreasen, 2006, Hastings, 2007), individualistic approach (Donovan & Henley, 2003), traditional paradigm (Gordon & Gurrieri, 2014), or reductionist approach (Wallack, 1990; Gurrieri, Previte & Brace-Govan, 2013; Newton, Newton & Rep, 2016; Biroscak, 2018).

As a result, adopting a purely individualistic approach to solve social issues poses the danger of generating a counter-productive (so-called victim-blaming) culture (Green, 1984) as it overlooks an important dimension inherent to the distribution of power in the social marketing process which is the stakeholders power intervening in the social exchange process between the individual and the social marketing intervention (Brenkert, 2002; Brace-Govan, 2015) particularly in the case of wicked problems such as obesity. For instance, food companies play a significant role in influencing people's consumption decisions and practices (Chandon & Wansink, 2012; Parkinson et al., 2017) by using marketing strategies such as advertising, product packaging, and placement, with the majority of these decisions happening with little cognitive effort or awareness (Wansink & Sobal, 2007; Parkinson et al., 2017). These marketing strategies can effectively nudge consumption behaviours by making food more salient in the minds of individuals (Milosavljevic et al., 2012). Furthermore, they can normalise consumption outside of regular mealtimes (Parkinson et al., 2017). Focusing on the individual and neglecting the influence of stakeholders such as food companies hinders the understanding of the connection between the behaviour and its context (Collins et al., 2010), and puts social marketing under ethical and intellectual criticism (Hastings, MacFadyen & Anderson., 2000) which in turn, undermines social marketing's credibility (Hastings et al., 2000). This explains the criticism underlined against social marketing as a positivist discipline (Dholakia & Dholakia, 2001) or a neo-liberal device (Tadajewski,

2010; Crawshaw, 2012; Tadajewski et al., 2014) placing the responsibility for social problems on individuals while neglecting the effect of the wider stakeholders (Tadajewski & Brownlie, 2008; Gurrieri et al., 2013; Langford & Panter-Brick, 2013). Neglecting the context of behaviour explains the failure of many downstream campaigns, for instance, condom social marketing (Pfeiffer, 2004), risk awareness programmes (Berger & Rand, 2008), and individual responsibility interventions (Szmigin et al., 2011). This is why scholars such as Lefebvre (2012) and French and Gordon (2015) challenged the current state of social marketing by demonstrating the deficiency of the field in completely understanding social issues that need taking into consideration.

This individualistic orientation has had a direct influence on the management of partnerships. Partnerships are positioned as a means of implementing social marketing programmes and providing access to product or service offerings. Therefore, partnerships are described as cooperative activities that are established between two or more parties to increase the volume of behavioural change transactions to the individuals through existing distribution channels or networks (Fox & Kotler, 1980; Duane & Domegan, 2019). Examples include cooperative activities between NGOs, pharmacies and retail outlets (as distributors and promotions) to increase the reach and availability of contraceptives as a part of family planning programmes in Egypt (Fox, 1988). These partners who facilitated the implementation of intervention were often referred to as intermediaries (Dholakia, 1984; Lefebvre & Flora, 1988; Murray & Douglas, 1988; Maibach, 1993; Donovan & Henley, 2010). Intermediaries may be employers, parents, community groups, doctors and others (Donovan & Henley, 2010). Intermediaries were usually chosen for their pre-established network or channel of distribution and promotion which could be optimized to facilitate change, based on the specific needs of the target group (Bloom and Novelli, 1981; Lefebvre et al., 1987; Lefebvre and Flora,

1988; Maibach, 1993; Donovan & Henley, 2010). Establishing relationships with existing intermediaries was desirable due to the expense incurred when trying to establish new networks (Bloom and Novelli, 1981). Social marketers were tasked with motivating intermediaries to coordinate activities, and where necessary, train them to deliver high quality programmes (Bloom & Novelli, 1981; Dholakia, 1984; Fox, 1988; Cohen et al., 1999). However, intermediaries are often hard to persuade to cooperate as they have their own view regarding how the social marketing's message should be communicated (Donovan & Henley, 2010) and they might be busy doing their core function which could lead to tensions with them.

This reductionist approach has resulted in limiting the scope and substance of partnerships in two ways. First, partnerships are limited to only include the intermediaries and exclude other potential partners that can play other roles. Second, it limits the role of partners to implementation of the social marketing intervention, rather than engaging them in other stages of social marketing process. Thus, limiting voices in the earlier stages of the social marketing process and limiting ability to shape the intervention which could cause tensions whether with the intermediaries or other potential partners.

In response to the criticism of the reductionist approach and its influence on partnerships in social marketing, many social marketers called for broadening the scope of social marketing to influence the context of behaviour by taking into consideration other stakeholders (Rothschild, 1999; McKenzie Mohr, 2000; Peattie & Peattie, 2003, 2009; Bryant et al., 2007; Hastings, 2007; Collins et al., 2010; Dann, 2010; Helmig & Thaler, 2010; Gordon, Carrigan & Hastings, 2011; Wymer, 2011; Andreasen, 2012; Hastings &

Domegan, 2013; Bryant et al., 2014; French & Russell-Bennett, 2015). In the next section, midstream social marketing will be presented.

2.4.2 Midstream social marketing

The limitations of behavioural change strategies that focused solely on the individual at the downstream level became more apparent resulted in the emergence of calls for social change (Lefebvre et al., 1987; Lefebvre & Flora, 1988). This broader change perspective symbolized a shift or a turning point in how social marketing strategies were conceptualized. Social marketers were beginning to realize the role of communities (meso level) in shaping individual behaviour. Emphasis was starting to shift from the short-term marketing transaction orientation and micro-managerial focus towards longer-term sustainable change, which called for community mobilization (Lefebvre et al., 1987; Lefebvre & Flora, 1988) through coalitions and alliances.

The significance of communities is in framing individuals' behaviour. This is because communities have the ability to frame individuals' behaviours tangibly and symbolically through social norms and values (Bracht & Tsouros, 1990). As systems of influence and exchange, communities create opportunities for individuals to conduct themselves in specific ways and not others (Bracht & Tsouros, 1990). Therefore, it may be convenient to integrate social marketing with complementary approaches like community mobilisation to address community level problems (Andreasen, 2002). In the same context, Dibb (2014) highlighted the potential of community-based approaches in addressing complex and multifaceted issues in the health and social domain that are tackled by social marketing.

The literature regarding midstream social marketing is dominated by community-based models (McKenzie-Mohr, 2000). These models are based on the identification of

significance of the community (e.g. the value of know-how, expertise and ideas) (Sharpe et al., 2000; Morgan & Ziglio, 2007) and seek to promote ownership of and engagement in campaigns. This literature contributed valuably to application of theory through integrating the concepts of social marketing and community partnership in the process of identification, design, preparation, and assessment of community activities (Stead, Arnott & Dempsey, 2013; Buyucek et al., 2016). This gives useful insights into the processes and practices by which alliances of organisations and community actors work together (Luca et al., 2016b)

The strength of using a community-based social marketing model comes through partnerships with local organisations. Through these partnerships local organisations can become the face of the programme by conducting essential work on the ground. The involvement of local partners is crucial to help engender community acceptance for the project, ensure efficient fulfilment and a local presence at events, and maintain communication with the participants (Cooper, 2007). For instance, in Washington State's King County, the Motion project worked in partnership with community and businesses leaders to encourage residents to choose alternative modes of transportation instead of drive-alone travel (single occupancy car use) (Cooper, 2007).

Despite that community-based social marketing campaigns focused on midstream social marketing (meso-level interventions) (Beall et al., 2012; Bryant et al., 2014; Lynes, Whitney & Murray, 2014; Luca et al., 2016b), there is still a focus on behavioural psychology theory and marketing management that focuses on individual behaviour change and less on contextual factors and other stakeholders (Stead et al., 2013). As a result, this focus restricts the ability of social marketers to understand the significant influences of other stakeholders surrounding the individual (Badejo, 2016) which also

restricts social marketers' ability to design effective campaigns beyond individual behaviour change (Badejo, 2016). Thus, reducing the effectiveness of the approach (Stead et al., 2013; Badejo, 2016) especially with the complex (wicked) nature of social issues that social marketers address.

In response to this, a new perspective has emerged through understanding the environment of the midstream (meso) through the continuum of the social change systems (Daellenbach, Dalgliesh-Waugh & Smith, 2016; Luca et al., 2016b; May & Previte, 2016; Wood, 2016). In this, many approaches contribute to social marketing midstream effectiveness (Dibb, 2014; Domegan et al., 2013; Gordon, 2013; Gordon &Gurrieri, 2014; Lefebvre, 2012). This includes co-creation and citizen orientated social services delivery (Russell-Bennett et al., 2013); coordination and value creation through managing differing conceptions of value and available resources in community-based social marketing practice including providing professionals with role support (Luca et al., 2016b), influencing the environment of the social welfare service to make it more responsive (Wood, 2016), and partnering with influential stakeholders (Lagarde, 2012). For example, the Smoke Free Homes and Cars programme is a midstream campaign that demonstrated good results in reducing the frequency of smoking in both homes and cars to protect children from the dangerous impact of second-hand smoking. This was done through value co-creation by bringing the stakeholder networks together at the midstream level (collaboration of families with young children with local health agencies (e.g. Children's Hospital nurses, midwives, Children's Centres, community health development coordinators and their volunteers), which supported and motivated behavioural change among families (Luca et al., 2016b).

The great potential offered by midstream social marketing is not without its challenges. Midstream social marketing generally tends to concentrate on meso level stakeholders (Gordon, 2013; Whitelaw et al., 2011; Russell-Bennett et al., 2013) which obstructs the understanding of the entire processes of social issues that is influenced by multilevel stakeholders (micro, meso, macro) (Troung et al., 2019). Furthermore, the diversity of the agendas of partners and stakeholders and the network dynamics in the midstream level in many social issue contexts means that reaching reciprocal value propositions is challenging, thus, tensions are possible (Brennan et al., 2016; Lefebvre, 2013; Luca et al., 2016b). Moreover, there are challenges resulting from the representation of the community "who may, or may not, represent broader community viewpoints" in an intervention (Lefebvre, 2013, p. 113) which in turn, raises the issue of tension between stakeholders.

Other scholars went beyond the community level (midstream) to change structural environmental condition (economic conditions, law, policy, etc.) in which the behaviours of midstream and downstream stakeholders occur by reorienting social marketing toward the upstream level (Andreasen, 1994, 1995, 2006; MacFadyen et al., 1999; Hastings, 2007; Gordon, 2013; Kennedy et al., 2018) which is discussed in the next section.

2.4.3 Upstream social marketing

Structural change is required in the case of complex social problems like environmental degradation and obesity to offer people the ability to change (Andreasen, 2006). For this, upstream social marketing has been identified as a method of influencing structural change via policymakers (French & Gordon, 2015).

Social marketers acknowledge that individual behaviour is only a part of a global "impact system". This latter must get the focus of academics and practitioners while considering the role of upstream actors in adopting decisions, actions, and observable behaviour (Newton-Ward, 2007). For this reason, scholars such as Newton-Ward (2007), Andreasen (2006), Smith and Strand (2008), Donovan and Henley (2010), Donovan (2011), (Gordon, 2013) and Kennedy et al. (2018) have called for the broadening of the approach beyond individuals by focusing on the behaviour of upstream stakeholders. This is because these actors shape structural and environmental conditions within society such as policy makers (i.e. regulatory authority, politicians) (French, 2011; Gordon, 2013; Kennedy et al., 2018) and may involve those with greater impact on policy making, such as trade groups, industry lobbyists and industry associations (Kennedy et al., 2018). For instance, an upstream social marketing campaign conducted in the UK in 2002 successfully changed the regulation regarding banning food promotion to children (Stead et al., 2007). Altering the structural environment through upstream social marketing is instigated by building partnerships with numerous types of individuals, groups and organisations that aim to influence upstream decision makers (Gordon, 2013; Kennedy et al., 2018) such as community groups, lobby groups, businesses, organisations or individuals (Hastings et al., 2000; Kennedy et al., 2018). For instance, activists, public health bodies, the tobacco control lobby, social marketers and others engaged to form partnerships to influence policy on tobacco promotion (Gordon, 2013).

However, the upstream approach has been criticised as it is dominated by managerialist thought by which individual responsibilities are being delegated to policymakers (Gordon et al., 2011). Thus, targeting upstream stakeholders does not mean targeting the whole system that is needed to tackle wicked issues (Domegan et al., 2013; Cherrier & Gurrieri, 2014; French &Gordon, 2015; Truong et al., 2019), but it means targeting

policymakers/decision-makers. This reflects an individualistic approach since upstream stakeholders are individuals (with their needs, motivations, influences, incentives and barriers, and particular behavioural objectives) (Gordon, 2013). Furthermore, upstream social marketing does not consider the synthesis of social issues and complex systems, thus, it does not help social marketers to comprehend the interrelationships, interactions, and connections between stakeholders within the system that is needed to design effective intervention strategies (French & Gordon, 2015). For this reason, a more holistic approach to take into consideration multilevel stakeholders is required especially for wicked problems (Kennedy et al., 2018). This is why SSM will be discussed in next section.

2.4.4 Systems social marketing

Societies' problems are becoming characteristically more integrated (Bye, 2000), moving the social marketers' emphasis from the complex to the wicked, and the need for more sophisticated change strategies. Therefore, many social marketing scholars have recognized the need for widening the focus beyond individual, midstream or upstream approaches (French & Gordon, 2015; Brennan et al., 2016; Domegan et al., 2017). This has moved several social marketers to adopt a systems or stakeholder orientation by integrating other stakeholders in interventions across society's ecosystem for building long-term sustainable relationships (Gordon & Gurrieri, 2014; McHugh & Domegan, 2017; Gordon et al., 2018; Kennedy, 2019). This holistic perspective across the down-, mid-, and upstream continuum has been proposed as one means to increase the likelihood of success of social marketing programmes over the longer term (Hoek & Jones, 2011; Knox et al., 2020), which requires the involvement of multiple parties and management of their relationships (Lefebvre, 2006; McHugh & Domegan, 2017). This perspective also broadens the target audience of the social marketer beyond the

individual to key influencers at every level of the social marketing system (micro, meso, and macro) (Bentz et al., 2005) by utilising multiple channels and approaches simultaneously, thus reinforcing the need for partnerships (Fridinger & Kirby, 2003).

As a result, alternative typologies of this holistic approach have emerged and have been used interchangeably in the literature such as macro-social marketing (Kennedy, 2020), social macromarketing (Lefebvre, 2013), ecological social marketing (Collins et al., 2010; Gordon, 2013) and SSM (Domegan et al., 2016).

This holistic approach is used to compensate for the insufficiency of the traditional or linear way of comprehending social issues through applying reductionist approaches that deconstruct issues into their constituent components in order to study them individually (French & Gordon, 2015; Brennan et al., 2016; Domegan et al., 2017). This systematic perspective uses non-linear causality (Domegan et al., 2017) that develops a better awareness of stakeholders' engagement for the public interest (Domegan & McHugh, 2019). This helps improve the capability to develop shared understandings and shared visions about tackling wicked issues (Senge, 1990).

In other words, this stakeholder orientation addresses social issues through recognising them as a part of the whole system (French & Gordon, 2015; Brennan et al., 216) and considering the ongoing interaction and systems' behaviour in their entirety (French & Gordon, 2015). This holistic approach examines not just each individual component of the problem (e.g. individual, organisations, and regulations) but also analyses how these constituent elements interact with each other in the aim of creating a complex system (French & Gordon, 2015; Truong et al., 2019). In other words, this systematic perspective deals with "whole-systems-in-the-room" change (Domegan et al., 2016, p. 1126), by emphasising connections between the top-down and the bottom-up of the system. Thus,

it supports the co-creation of interlocking values between multi-level partners (micro, meso, and macro contexts) (Lefebvre, 2013; Domegan et al., 2016; Kennedy, 2016; Brychkov & Domegan, 2017) which is needed to deal with wicked problems. Therefore, if a collaborative agenda of social marketing systems change is to be achieved, a wide spectrum of stakeholders is needed to face wicked problems (French & Gordon, 2015;2019; Buyucek et al., 2016; Luca et al., 2016a; Truong et al., 2019). However, involving multi-level partners could lead to tensions seen the differences between them in terms of for example conflict of interest, power relations etc (more details will be discussed in next section).

This holistic approach has been applied to address many wicked issues such as smoking (Kennedy & Parsons, 2012), ocean protection (Domegan et al., 2016), fast fashion (Kennedy, 2016), sustainable lifestyles (Newton et al., 2016) and obesity (Kemper & Ballantine, 2017). For instance, Domegan et al. (2016) applied SSM as a holistic approach for ocean protection by developing collective action through collaboration with multiple partners at various levels of the system (e.g. city officials, fishermen, beach artists, environmental agencies, hotels, media, researchers, government) to investigate what the barriers to change are and how they are interrelated. Consequently, they found SSM offers the potential to strategically and critically reinforce behavioural change interventions.

In brief, this section discussed the development of social marketing orientation and how these orientations influenced partnerships in social marketing. This discussion is summarised in Table 2.3.

Table 2.3: The summary of the development of the social marketing orientation and partnership

	Downstream	Midstream	Upstream	Systems
Social marketing discipline orientation	Focusing on individuals' behaviour as the primary stakeholder	Focusing on meso level stakeholders' behaviour (e.g. community)	Focusing on upstream actors' behaviour (e.g. policy-makers)	Focusing on multi-levels actors' behaviours (micro, meso, macro)
Social marketing partnership orientation				
Aim:	Partnership is a means of implementing social marketing interventions through providing access to product or service offerings.	Partnership is a means to develop interventions that have relevance and utilize the existing assets within communities to address the social issue under consideration.	Partnership is a means to influence upstream decision makers.	Partnership is a means to influence key influencers at every level of the social marketing system (micro, meso, and macro).
Type of partner:	Distributor (e.g. pharmacies, retailers).	Community actors (e.g. community leaders. Public service employees).	Individuals, groups and organisations (e.g. community groups, lobby groups, organisations or individuals).	various partners across different levels (micro, meso, and macro).
Stage of intervention:	Implementation stage	All stages (planning, implementation, evaluation).	Often in all stages (planning, implementation, evaluation).	All stages (planning, implementation, evaluation).

It is true that there are various approaches to partnerships with stakeholders in social marketing and these approaches differ in many ways (see Table 2.3), however, there is an agreement between them that partnerships are challenging when it comes to tensions especially in the case of SSMPs. In next section these challenges will be discussed.

2.5 The challenges of partnerships in SSM

The involvement of different parties at different stages of a SSM intervention poses challenges as each partner might have different agendas and opposing views on what change, outcomes, and processes should be in the development of a SSM intervention (Bryant et al., 2007; Andreasen, 2006; Lefebvre, 2013; Zainuddin et al., 2011; Domegan et al., 2013; Luca et al., 2016a; Kennedy, 2017; Parkinson et al., 2017). This means there can be conflict between societal well-being and the preferences of particular parties (Brenkert, 2002; McHugh et al., 2018). This is termed the 'battle of ideas' (Peattie & Peattie, 2003). This can make it difficult to reach a common understanding of values serving broader social purposes (Brennan & Binney, 2008; Domegan et al., 2013; Orazi, Koch & Varma, 2019) which will put the intervention under risk of direct opposition against the change process (McHugh et al., 2018) that are formed through partnership tensions (Kennedy, 2016). Therefore, these conflicting views should be balanced (Domegan et al., 2019) in order to give the attention needed to the "legitimate interests of all partners" (Donaldson & Preston, 1995, p. 67). This shows that tensions are important in SSMPs. Hence, the importance of investigating tensions between partners and the extent of its impact on partnerships becomes obvious. In this, reviewing partnership tensions in SSM is highly important and needs an-in depth exploration to establish the state of knowledge in both the theoretical and the practice realms. This is why a systematic literature review of partnership tensions in SSM is conducted (See

section 2.6). However, the SSM literature has a relatively smaller number of academic papers comparing to the social marketing literature. Therefore, the social marketing literature including the system social marketing literature is reviewed to get in-depth insights about partnership tensions.

2.6 Partnership tensions in social marketing

This section reviews literature regarding partnership tensions in social marketing to explore the state of knowledge in both the theoretical and the practice realms. To achieve this, a review of the social marketing literature focused on partnership tensions: including peer reviewed literature, grey literature, commentary, guest editorials was conducted.

2.6.1 Methodology

Many studies indicate that reviewing past research, with particular focus on journal articles, allows researchers to establish the current state of knowledge within a field and to identify any potential theoretical gaps and avenues for future research (Truong, 2014). The search strategy adopted for this review followed the steps indicated by the Carins and Rundle-Thiele's (2014) systematic literature review on healthy eating, and Buyucek et al.'s (2016) review on alcohol reduction. The literature searches were conducted in January 2021. Therefore, a systematic search of literature (peer review literature, commentary, guest editorial) up to December 2020 was undertaken to identify self-identified social marketing papers published in academic peer reviewed to examine partnership tensions in social marketing interventions. Six databases were searched, namely: Google scholar, Emerald, Business Source Premier (EBSCO), Science Direct, JSOTR, Google search) using a combination of terms ("social marketing" AND tension* OR conflict* OR paradox* OR contradict* AND stakeholder* OR actor* OR partner* OR

coalition* OR allies* OR partnership). I used the terms tension and conflict distinctively. The usage of the term tension in this research is rooted in the paradoxical perspective, which defines tensions as "ubiquitous and persistent forces that challenge and fuel long-term success" (Lewis & Smith, 2014, p. 129). Conversely, the term conflict "an active disagreement" (Cambridge dictionary), especially concerning goals, viewpoints, or practices among partners. This distinction is important in comprehensively exploring partnership tensions. 'Tension' embraces a broader spectrum of challenges, including subtle, underlying, and persistent forces shaping partnership dynamics such as conflicts (e.g. conflicting interests). Following the search, 508 articles were retrieved.

The 508 records retrieved from the databases were initially stored in EndNote software for organisation. In the subsequent step, the collation of results took place, during which duplicates were automatically removed. The exclusion criteria were then applied to eliminate ineligible records. Specifically, abstracts, titles, and keywords were screened to remove non-English records, non-peer-reviewed articles (such as newspaper articles and conference papers), and records that did not include references to both social marketing and partnership tensions.

After this screening process, 36 records remained. These 36 records underwent further screening of their abstracts, titles, and keywords, resulting in the exclusion of 13 duplicate records. As a result, 23 articles remained for further analysis. The remaining papers were fully read and reviewed. Subsequently, in the next step, 15 articles were removed as they did not contribute to the scholarly discussion on partnership tensions. For instance, this includes articles that mentioned the existence of tensions, but they did not discuss any aspect of tensions such as their sources, way of deal with them, their

outcomes, s well as articles that reference other works discussing tensions without making contributions to the topic. This left a final set of 8 articles.

To identify additional relevant literature, backward searching of reference lists and forward searching using author and study names were conducted. This process uncovered other related papers that provided further details not included in the original articles. As a result, 4 more articles were added. In the end, a total of 12 articles comprised the final set of records (Table 2.4). Figure 2.2 provides a PRISMA flow diagram summarising the review process (PRISMA website: http://prisma-statement.org/prismastatement/flowdiagram.aspx).

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┌─────────────┐
│ Result of the│
│   search    │          ┌──────────────────────────────────┐
│   N=508     │          │ Records excluded:                │
└──────┬──────┘  ──────▶ │   •  Duplicated records.         │
       │                 │   •  Papers not in English.      │
       │                 │   •  No social marketing claims. │
       │                 │   •  No discussion of partnership│
       ▼                 │      tensions in social marketing.│
┌─────────────┐          └──────────────────────────────────┘
│  Records    │
│ retrieved.  │
│   from      │          ┌──────────────────────────────────┐
│ databases   │  ──────▶ │ Records excluded:                │
│   N=36      │          │   •  Duplicated records.         │
└──────┬──────┘          │              N=13                │
       │                 └──────────────────────────────────┘
       ▼
┌─────────────┐
│ Remaining   │          ┌──────────────────────────────────┐
│  records    │          │ Records excluded:                │
│   N=23      │  ──────▶ │   •  Not contributing to the      │
└──────┬──────┘          │      scholarly discussion about   │
       │                 │      partnership tensions.        │
       ▼                 │              N=15                │
┌─────────────┐          └──────────────────────────────────┘
│ Qualified   │
│  records    │
│   N=8       │          ┌──────────────────────────────────┐
└──────┬──────┘  ──────▶ │ Backward/forward search          │
       │                 │              N=4                 │
       ▼                 └──────────────────────────────────┘
┌─────────────┐
│Final records│
│   N=12      │
└─────────────┘
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Figure 2. 2: The review process

Note: the limitations of this systematic literature review are discussed in section 5.7 (limitations and future research directions section).

After the selection of the relevant papers the systematic review uses the paradoxical perspective (more details about the paradoxical perspective will be presented later) to conduct the review through determining the questions that should be answered to establish the state of knowledge in of partnership tensions in SSM. These questions are:

- What is the definition of partnership tensions in the social marketing partnership literature?

- What are the sources of partnership tensions in the social marketing partnership literature?

- What is nature of partnership tensions in the social marketing partnership literature?

- What are the levels of partnership tensions in the social marketing partnership literature?

- In what stages of partnerships do partnership tensions occur in the social marketing partnership literature?

- How are partnership tensions dealt with in the social marketing partnership literature?

- What are the outcomes of partnership tensions in the social marketing partnership literature?

2.6.2 Results and discussion

The 12 articles (Table 2.4) discussed partnership tensions but not as the main paper purpose. The public health context dominates social marketing contexts in these articles (e.g. obesity, smoking). Different types of theorical perspectives were adopted by these articles (e.g. upstream, stakeholder perspective), however, stakeholder and system perspectives formed the largest presence, followed by a critical social marketing perspective. Table 2.4 summarises the characteristics of the 12 studies.

Table 2.4:The 12 articles resulted from the search.

	Author	Type of article	Level of tension	Type of partner	Source of tension	Context	Type of theoretical perspective	The contribution of the paper to the scholarly discussion about partnership tensions.
1-	Hoek and Jones (2011)	Conceptual	Meso	Industries Particularly the industries whose products create or contribute to the problems they are called to address	Conflicting interests	Public Health (Tobacco control)	Upstream social marketing	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper indicated that: Some organisations (the industries whose products create or contribute to the problems they are called to address) are identified as competitors are a source of tension when they are engaged in social marketing such as tobacco and alcohol industries. • This tension with this type of industry complicates any alliances between social marketers and these industries.

| 2- | Borys et al. (2012) | Empirical | Meso | Public–private partnerships

Politicians-scientists | Conflicting interests | Public health (Obesity) | Community-based approach | • Tensions are briefly mentioned, they are not the main focus of this paper.
• The paper suggested some measures to deal with the conflict of interest (COI) that is existed in Public–private partnerships. These measures as following:
  - Private partners commit to non-interference in program content,
  - Must not associate the program with any product promotion,
  - Cannot include their own branding on programme's materials.
  - Corporations permitted to refer to the programme in their CSR activities (for the purposes of communication).

• This paper did not indicate how to deal with Politicians-scientists' tensions (Politicians seek quick result, while scientists need long term work to tackle obesity). |
| 3- | Dibb (2014) | Conceptual | Between meso and macro stakehol ders | Meso and macro stakeholders | Tensions can arise as a result of:
• the varying | - | Stakeholder perspective | • Tensions are briefly mentioned, they are not the main focus of this paper.
• The paper mentioned some potential challenges (three challenges) that might create |

					interests of different stakeholders, • imbalances in power and resource • different perceptions of the problem behaviour. • Misunderstanding between partners			tensions between partners. These challenges are: - Varying interests of different stakeholders. - Imbalances in power and resource between partners. - Differing perceptions of the problem behaviour. • Also this paper suggested some general steps to address these issues. • The paper did not specify the type of stakeholders (e.g. industry, public sector etc...).
4-	Deshpande (2016)	Conceptual	Meso	Private sector	Conflicting practice	-	Archie Carroll (1979)'s pyramid of social responsibilities	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper suggested three sets of corporate practices: CSM initiatives, other CSR initiatives, and general corporate practices. • Tensions occur between the corporation and its stakeholders when its CSM are inconsistent with other corporate practices (CSR and general practices)

5-	Domegan, McHugh, Devaney, Duane, Hogan, Broome, Layton, Joyce, Mazzonetto and Piwowarczyk, (2016)	Empirical	Multi-level	Multi stakeholder	• Conflicting interests
					
					• Limited resources
						Sustainability (marine)	System perspective	• Tensions are briefly mentioned, they are not the main focus of this paper.
								• This paper mentioned two sources of tensions:
								  - Different interests.
								  - Limited resources.

6-	Austin, and Gaither (2016)	Empirical	Meso	Private sector	• Conflicting interests • Conflicting practice	Well-being (Health)	Stakeholder perspective	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper indicated that some organisations (the industries whose products create or contribute to the problems they are called to address) are identified as competitors are a source of tension when they conduct CSM. For instance, Coca-Cola and its CSM to promote active, healthy lifestyles.

7-	Jones, Wyatt and Daube (2016)	Conceptual	Meso	Private sector	• Conflicting interests • Conflicting practice	Health (Alcohol consumption)	Critical perspective	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper indicated that some organisations (the industries whose products create or contribute to the problems they are called to address) are identified as competitors are a source of tension when they conduct CSM. For instance, alcohol industry and its CSM activities for responsible drinking.
8-	Kamin and Kokole (2016)	Empirical	Meso	Private and public	Conflicting interests (Conflicting job roles/identities)	Alcohol availability	Midstream social marketing	• Tensions are briefly mentioned, they are not the main focus of this paper. • In this paper the conflicting interests between private and public sectors was evident.
9-	Hastings (2016)	Conceptual	Meso	Private sector	Conflicting interests	-	Critical perspective	• Private sector is a source of tension when they are engaged in social marketing intervention.
10	French et al. (2017)	conceptual	Meso	Private sector	Conflicting interests	-	Eco-system	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper distinguishes between two types of for-profit organisation: - Corporates present consumption behaviours which conflict with a

								behaviour encouraged by social marketing. This type of organisations is considered as competitors, thus they should be excluded from social marketing intervention to avoid any tension with it. Common examples include fast-food, confectionary, tobacco and soft drink manufacturers.
								- Corporates that have interests or resources which may assist social marketing co-create value and improve value propositions. Social marketing should be partnered with this type of organisations, but the initiative should not be led by these organisations to decrease the level of tension that may occur because of their for-profit interest. • The paper did not discuss the tensions that may occur because of the limited resources or interest (for profit).

11	Hoek (2017)	Conceptual	Meso	Private sector	Conflicting interests	Public health (smoking)	Critical perspective	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper indicated that: - Some organisations (the industries whose products create or contribute to the problems they are called to address) are identified as competitors are a source of tension when they are engaged in social marketing such as tobacco and alcohol industries. - To reduce the tensions, these organisations must: delist products that harm health and introduce of more healthful (or less harmful) alternatives.
12	McHugh, Domegan and Duane (2018)	Empirical	Multi-level	Multi-stakeholders	Conflicting interests	Environment (Sea change)	System perspective	• Tensions are briefly mentioned, they are not the main focus of this paper. • The paper suggested Paradox thinking as a recommendation to deal with tensions between partners, but it did not explain how.

From above it is clear that partnership tensions have been overlooked by the literature on social marketing. The reason behind this may be the lack of a critical discourse in social marketing due to the lack of capacity (Gordon et al., 2016) seeing the relatively small size of the field that has a limited (but growing) number of scholars and practitioners (Kennedy, 2010; Gordon et al., 2016). This creates challenges related to the capacity of the field in terms of resources, time and critical discourse platforms. This might be the reason why hard uncomfortable questions such as partnership tensions, power relations, and unintended consequences are generally avoided (Gordon et al., 2016). Besides, some scholars explain the lack of critical discourse including partnership tensions as a result of the tendency of journals to publish papers with positive findings demonstrating how successful social marketing programmes are in changing behaviour rather than papers with negative findings discussing critical issues (Troung, 2014). Other reasons may also be that many social marketers are still discussing the pros and cons of developing partnerships and offering simple yet effective checklists on how to develop and maintain partnerships (Thomas, 2008; Duane & Domegan, 2019) or because of the focus of many of social marketers on encouraging other social marketers to adopt stakeholder perspective as one of their priorities (Domegan et al., 2016; Luca et al., 2016a; Kennedy, 2017; Duane & Domegan, 2019), which could have led them to prioritise the positive side of this perspective over its negative side to counter the individualistic approach dominating the field (Bryant et al., 2007; Hastings, 2007; Collins et al., 2010; Gordon et al., 2011; Wymer, 2011; Andreasen, 2012; Spotswood et al., 2012; Hastings & Domegan, 2013; Bryant et al., 2014; French & Russell-Bennett,2015).

The results of the review are presented and discussed in more depth in the sections below.

2.6.2.1 What is the definition of partnership tensions in the social marketing partnership literature?

The reviewed articles did not offer a specific definition of partnership tensions. This might be due to that the definition of tensions was taken for granted by social marketers (academic and practitioners). However, it can be said that partnership tension was viewed basically as a difference between partners as a result of certain reasons (e.g. variety of interests) that leads to obstruction of the partnership (e.g. Borys et al., 2012).

2.6.2.2 What are the sources of partnership tensions in the social marketing partnership literature?

To discuss the sources of partnership tensions, this section is divided into two subsections which are first, types of partners who could cause partnership tensions, and second, the causes of partnership tensions.

> **Types of partners who could cause partnership tensions in the social marketing partnership literature.**

Despite that there are different stakeholders that could participate as a partner in social marketing interventions such as community, civic organisations, and government (French, 2017), the review conducted has demonstrated the domination of the private sector when it comes to the partnership tension discussion. Nine papers from the 12 discussed the potential of tensions with the private sector as a partner (Table 2.4). This might be because of the significant role of the private sector in the public health context that dominates social marketing contexts in the reviewed articles (Table 2.4). Because in the public heath context, the private sector is often considered as the source of many problems in society as it often seeks profits even if it is at the expense of the health of people (Bakan, 2016; Hastings, 2016). Thus, the private sector is considered as a competitor for social marketing interventions in many cases such as tobacco, alcohol and

fast food industries. This is why having the private sector as a partner besides other partners like non-for-profit agencies could raise many tensions (Hoek & Jone, 2011; French et al., 2017; Fry, Previte & Brennan, 2017).

According to the review, there are two types of private sector partners of interest in social marketing. First, controversial organisations -whose products create or contribute to the problems social marketers are calling to address- are identified as competitors and then considered as a source of tension when they are involved in social marketing partnerships. Common examples include alcohol, fast-food, tobacco, and soft drink industries. Second, non-controversial organisations that have interests or resources which may support social marketing intervention such as retailers and pharmacies.

In this context, there are two points of view regarding partnering with the private sector according to the review (Figure 2.3). The first is the traditional view of private sector partnerships. In this, private organisations (controversial and non-controversial organisations) are negatively viewed and generally criticised by the social marketing literature for diminishing individuals' wellbeing and health with their goods and services (Weinberg & Ritchie, 1999; Ritchie & Weinberg, 2000; Hastings & Angus, 2011; Hastings, 2016). This is due to the incompatible interests and goals of these firms (for-profit) with social marketing objectives (for social good) as Freeman suggested "business of business is business" (Davis, 2005).

This negative view is supported by many examples that do not provide convincing evidence that partnering with the private sector is effective in supporting behaviour and social change (Jones et al., 2016; Babor et al., 2018; Petticrew et al., 2018). For example, the gambling industry (Gordon & Chapman, 2014) and alcohol industry (Jones et al., 2016; Babor et al., 2018; Petticrew et al., 2018) have been criticised for using

partnerships not to reduce the harm of their products but instead to provide commercial strategic advantage. Through preserving their reputation as a brand of community to cover the harm they cause (e.g. economic and health harm), which in turn, is protecting them from restrictive policies and declining sales (Hastings & Angus, 2011; Gordon & Chapman, 2014; Hastings, 2016; Jones et al., 2016). Therefore, the private sector was labelled "the devil" by Hastings (2007), thus, any involvement with these organisations in partnerships would create tensions and ultimately constitute competition to social marketing aims (Hastings & Angus, 2011; Hastings, 2016). Thus, according to this point of view, the private sector (controversial and non-controversial organisations) must be excluded from social marketing partnership (Figure 2.3).
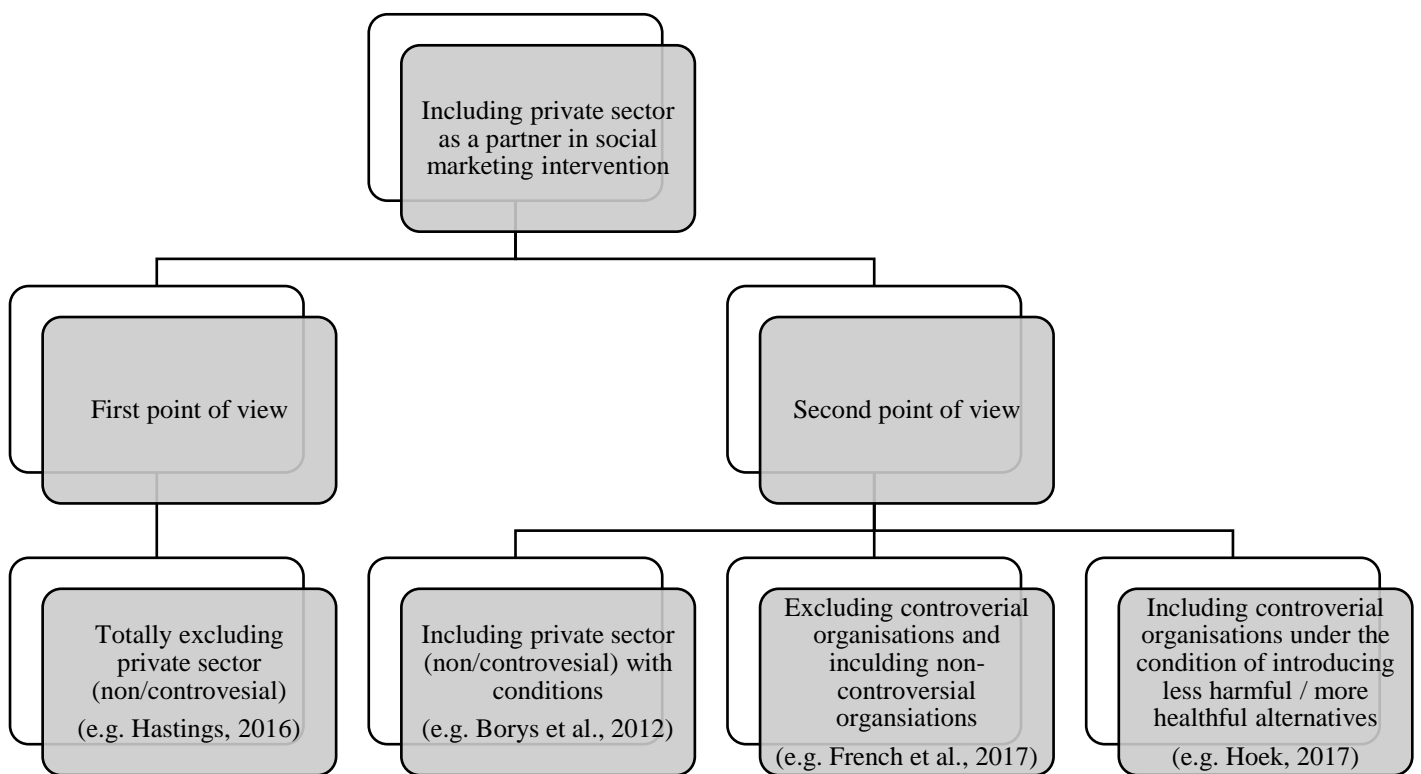
Figure 2. 3: The viewpoints of partnering with private sector in social marketing literature.

The second point of view claims that there are commercial drivers for the private sector for effective partnerships as well as additional compelling social drivers concerned with tackling some of the key challenges facing the world today (French & Gordon, 2015; French, 2017; Czinkota et al., 2020). For example, developing a productive environment and healthy population are all key objectives not only for the public sector but also for the private sector that seeks to benefit shareholders in a socially responsible way (French & Gordon, 2015; French, 2017). In this, the private sector could help social marketing to address social issues. This is because business support can enhance social marketing efforts in ameliorating societies by developing "good" products and services (Truong & Hall, 2016), and by implementing their sophisticated marketing approaches and larger resources (e.g. labour, network) (French, 2017; French et al., 2017). Thus, the aim of social marketing to achieve a systems-wide impact which cannot be implemented without partnerships with businesses (French et al., 2017). As an example, the EPODE project for childhood obesity prevention is supported by Nestle through providing skills, financial and in-kind resources (Borys et al., 2012). However, this does not mean that there are no tensions with the private sector as a partner. In this case, scholars who support including the private sector as a partner took three main directions according to the review. The first direction suggests involving private sector (controversial and non-controversial organisations) (Figure 2.3) under the following conditions: business partners commit to non-interference in programme content; they must not associate the program with any product promotion; they cannot include their own branding on programme's materials, however, corporations permitted to refer to the programme in their CSR activities (for the purposes of communication) (Borys et al., 2012). This applies to all organisations in the private sector (controversial and non-controversial organisations) regardless of their products and services to reduce the level of tensions

between partners (Borys et al., 2012). These conditions were applied on projects such as the EPODE project for childhood obesity prevention (Borys et al., 2012). The second direction distinguishes between the two types of private sector which are controversial and non-controversial organisations (Figure 2.3). This direction totally excludes the controversial industries as the tensions with this type of industry complicate any alliances between social marketers and these industries (Hoek & Jone, 2011; French et al., 2017). However, they accept the inclusion of non-controversial organisations as partners since they have interests and resources that support the success of_social marketing interventions (French et al., 2017). However, social marketing cannot be initiated, led or implemented by these non-controversial organisations, rather, this custodial role must remain in the hands of public and non-profit organisations where the primary aim is solely societal good (French et al., 2017). For instance, the successful partnership of the School Food Trust with Walt Disney Motion Pictures international (private sector) in the transforming school food programme in the UK to encourage more children to eat healthy school food (French, 2017). The third direction puts more focus on controversial industries by accepting the involvement of these industries under the condition of introducing less harmful / more healthful alternatives (e.g. for alcoholic products and tobacco) (Hoek, 2017). This direction is different from the first direction in terms of the type of conditions that must be met to be involved.

From the above, it is clear that the discussion of partnership tensions in social marketing has been dominated by the private sector over other partners that are considered as a source of tensions in many cases of partnerships in social marketing such as NGOs, community, and government (Domegan et al., 2016; McHugh et al., 2018). For instance, the tensions occurred between the UK government represented by the Department of Health and many NGOs over the controversial governmental decision to ask the drink and

food industries to take greater responsibility for funding the Change4Life intervention to reduce obesity in exchange for no new regulation over irresponsible marketing practices by these industries (Whitehead, 2010). Thus, investigating partnership tensions beyond the private sector is needed to get a full picture of partnership tensions in social marketing partnership.

> **What are the causes of partnership tensions in the social marketing partnership literature?**

According to the review, diverse causes of partnership tensions have been recorded in partnerships in social marketing. These causes are conflicting interests (e.g. Hoek & Jones, 2011; Borys et al., 2012; Austin & Gaither, 2016; French et al., 2017), conflicting practice (e.g. Deshpande, 2016; Jones et al., 2016), limited resources (e.g. Domegan et al., 2016), imbalanced power (e.g. Dibb, 2014), conflicting perceptions (e.g. Dibb, 2014) and misunderstanding between partners (Dibb, 2014) (see Table 2.3). Different interests can bring partners into conflict, particularly in circumstances where social and commercial outcomes need to be balanced. Conflicting interests could result in losing social marketing's integrity and independence as a result of partnering with the private sector (Bentz et al., 2005; Borys et al., 2012). For instance, the interest of the alcohol industry in protecting itself from restrictive policies and declining sales (Hastings & Angus, 2011; Gordon & Chapman, 2014; Hastings, 2016; Jones et al., 2016) through its partnership in the social marketing activities for responsible drinking (Jones et al., 2016). The inconsistency of partner's practices is also considered a cause of tensions, particularly, when it comes to the contradiction between its practice in the social marketing programme and its general practices (e.g. Deshpande, 2016; Jones et al., 2016). For example, the inclusion of PepsiCo in the Change4life programme to promote active, healthy lifestyles that appears to be in opposition to its marketing practices that work on

increasing its unhealthy product sales. Moreover, limited sources can also be a cause of tensions between partners, for instance, the Sea for Society project witnessed a conflict between different sectors over using the same marine resource (Domegan et al., 2016). Imbalance in power between partners could threaten the success of social marketing partnerships (Dibb, 2014; Brace-Govan, 2015; Truong et al., 2019), For instance, community-based partners which often have less power and fewer, tangible resources and may lack experience relative to government agencies, are likely to feel disadvantaged when participating in partnerships (Dobbs & Moore, 2002). Furthermore, different ways of conceptualising the problem behaviour to be altered can cause tensions between partners in agreeing the approach or priorities (e.g. Dibb, 2014). For instance, a health charity pursuing improved eating habits may be inspired by epidemiological evidence, whereas a religious organisation helping implement the initiative may be better informed of the acceptability of those approaches on the ground (Dibb, 2014).

Despite that this review presented many causes of partnership tensions, conflicting interests (conflicts between social and commercial outcomes) were the main cause of partnership tensions in reviewed articles (Table 2.2). This is one of the reasons why tensions with the private sector dominate the discussion of partnership tensions in the social marketing partnership literature. However, as mentioned before, in partnerships in social marketing, partnership tensions can similarly arise from within other individuals or groups of partners (e.g. NGOs, community, government) that could raise other causes of tensions that differ from those raised by the private sector. As a result, more light should be shed on these partners and their causes of tensions to build an accurate understand about partnership tensions in social marketing.

2.6.2.3 What is the nature of partnership tensions in the social marketing partnership literature?

In spite of the positive view towards partnership tensions as they result in getting a new perspective (McHugh et al., 2018), it is clear from the way how the reviewed articles discussed partnership tensions that there is a negative view towards partnership tensions that dominate the tensions discussion. This negative view may refer to the concern of social marketers about their credibility (Bentz et al., 2005) that could be damaged because of partnering with the private sector (that dominates the discussion) who has potential conflicts of interest (Borys et al., 2012), particularly, when it comes to the controversial industries as previously explained. There are many examples where a partner such as private sector (e.g. alcohol industry) may seek to minimise the impact of positive behaviour change (e.g. responsible drinking) by creating an ineffectual social marketing intervention (Barry and Goodson, 2010; Jones et al., 2016). Thus, the potential partnership may dissolve.

From above, it can be said that there is no comprehensive view about the nature of partnership tensions in social marketing literature. Many questions about the nature of tensions need to be answered such as are tensions is inherent in partnerships? Do tensions change over time?

2.6.2.4 What are the levels of partnership tensions in the social marketing partnership literature?

According to the review, tensions at meso level dominate the discussion of partnership tensions in the social marketing partnership literature (Table 2.4) (e.g. Austin, & Gaither, 2016; Deshpande, 2016; French et al, 2017**)**. This refers to the dominance of the private sector (meso level stakeholder) in the discussion of partnership tensions in the social

marketing partnership literature as previously mentioned. However, partnership tensions are not limited to the meso level, but they can similarly occur within and between different levels (micro, miso, macro) (Domegan et al., 2016; McHugh et al., 2018). For instance, in the Sea for Society project, Domegan et al. (2016) indicated multi-level partnership tensions over marine resource usage that occurred at the meso level (between different sectors) and at the macro level (between states). Furthermore, tensions can also occur between different levels such as the tensions between the UK government (macro level) and many NGOs (meso level) regarding partnering with the controversial industries (food and drink industries) in the Change4life interventions to reduce obesity (Whitehead, 2010). Therefore, taking into consideration these multi-level tensions is needed to build the state of knowledge about partnership tensions in social marketing partnerships.

2.6.2.5 In what stages of partnerships do partnership tensions occur in the social marketing partnership literature?

The review indicates that the early stage of partnership which is partnership formation witnessed most tensions that were related to who should be included as a partner in the social marketing intervention. Theses tensions in the early stage may occur as a result of different reasons, for instance, they could be as a result of conflicting interests between potential partners of the social marketing programme such as the tensions about including or excluding the private sector who may have potential conflicting interests in the social marketing campaign. Or it could be due to imbalanced power as some partners are given more power in the programme compared to others (Pfeiffer, 2004). Thus, the more powerful partners may try to exclude some less powerful potential partners from social marketing partnership. For instance, in Mozambique, the Condom Social Marketing

campaign led by the Ministry of Health's National AIDS Control Program (more powerful) is top down and selective of the partners involved, excluding the local community (less powerful) from the social marketing partnership which resulted in the failure of the campaign (Pfeiffer, 2004). Also, the more powerful partners may try to include particular stakeholders (controversial) as a partner. For instance, the decision of the UK government (more powerful partner) to include food and drink industries (e.g. PepsiCo) as a partner in the Change4life campaign to reduce obesity, despite the opposition of other partners (less powerful). In terms of other stages of the partnership, according to the review, it is not possible to confirm or deny the possibility of tensions occurring in the other stages of social marketing partnerships. In other words, the articles reviewed did not discuss the occurrence of partnership tensions in other stages of the partnership.

2.6.2.6 How are partnership tensions dealt with in the social marketing partnership literature?

The articles reviewed did not provide a holistic approach or a guidance of how to deal with partnership tensions. However, there are some fragmented and dispersed ideas in the articles about how to deal with partnership tensions. These dispersed ideas can be classified into two categories. The first category generally focuses on dealing with tensions coming from a specific partner, which is the private sector, and particularly tensions caused by controversial industries (e.g. Borys et al., 2012; Hoek, 2017). Whether through excluding them as partners (e.g. Hastings, 2016) to avoid tensions with them, or by setting conditions to reduce tensions with them (e.g. Borys et al., 2012; Hoek, 2017). However, both ways only focus on reducing the risk of conflict of interests with controversial industries. As a result, other causes of tensions such as power asymmetry are overlooked.

The second category of ideas is about suggestions for using other literatures to deal with partnership tensions in social marketing contexts. Some of them suggested taking guidance from management and marketing literatures (Dibb, 2014). Others suggested using the literature from the paradoxical perspective (McHugh et al., 2018). The paradoxical perspective "encourages critical debate and dialogue to allow stakeholders the opportunity to voice their views and concerns" (Domegan & McHugh, 2019, p. 125), which in turn, opens the door for recognising multiple truths (Westenholz, 1993; Smith & Lewis, 2011), through viewing things from various lenses (Hillebrand et al., 2015). The paradoxical perspective, thus, involves exploring tensions instead of suppressing or neglecting them (Lewis, 2000). Consequently, partners get time to "reflect on the tension to reach a joint solution that may not be perfect to all, but where all stakeholders still perceive some benefit" (Hillebrand et al., 2015, p. 418). Yet, there are no details about how to apply this perspective in the context of social marketing partnerships.

Nevertheless, these suggested literatures are currently only applied in the commercial context which differs from the social marketing context. Hence, the need to examine these suggested literatures in the context of social marketing before adopting their guides in dealing with tensions (Peattie & Peattie, 2003).

The review highlighted some elements needed to deal with tensions such as communication to tackle tensions caused by misunderstanding between community partners and other partners (Dibb, 2014), and reflexivity to understand views, interests, behaviour of other partners to help in dealing with partnership tensions (e.g. Dibb, 2014).

Against this background, what is clear from the dominant view in the social marketing literature is that there are specific ways of dealing with tensions due to conflict of

interests from the controversial industries. The social marketing literature did not discuss if there is a particular way to deal with other types of partners (e.g. government, NGOs).

2.6.2.7 What are the outcomes of partnership tensions in the social marketing partnership literature?

According to the review, there is limited and fragmented commentaries in the social marketing literature about the outcomes of partnership tensions. For instance, creativity was mentioned as a positive outcome of partnership tensions in the social marketing literature (McHugh et al., 2018). While putting the intervention under risk of the failure as a negative outcome of partnership tensions (Hoek & Jones, 2011; Hastings, 2016) was also mentioned. These commentaries in the social marketing literature focus more on the negative outcomes over the positive outcomes of partnership tensions (e.g. Barry and Goodson, 2010; Jones et al., 2016). This could be explained by the dominance of private sector partnership tension discussion as mentioned previously. This is why in the social marketing literature partnership tension is predominantly perceived negatively (e.g. Bentz et al., 2005; Barry & Goodson, 2010; Jones et al., 2016)

2.6.3 Systematic review conclusion: What we know and do not know about partnership tensions in the social marketing partnership literature?

After reviewing the literature is clear that we know very little about partnership tensions in social marketing partnerships. Table 2.5 raises many questions that remain fully or partially unanswered. Therefore, many social marketing scholars have mentioned partnership tensions as an overlooked issue that needs to be addressed (e.g. Gordon &Gurrieri, 2014; Brace-Govan, 2015; Buyucek et al., 2016; Luca et al., 2016a; Kennedy, 2017; Gordon et al., 2018; Domegan & McHugh, 2019).

Table 2.5: The current state and remaining questions about partnership tensions in social marketing partnerships

Questions about partnership tensions	Answers from and gaps in the social marketing literature
What is the definition of partnership tensions in the social marketing partnership literature?	In social marketing, there is no specific definition of partnership tensions. However, partnership tensions were viewed as a state of incompatibility among partners because of different reasons (e.g. variety of interests) (e.g. Borys et al., 2012)
What is nature of partnership tensions in the social marketing partnership literature?	Tension is predominantly perceived negatively (e.g. Hastings, 2016). Still there are other many questions that need to be answered about the nature of tensions such as are tensions is inherent in partnerships? Are tensions changing overtime?
What are the levels of partnership tensions in the social marketing partnership literature?	Dominated by the meso level (e.g. Kamin & Kokole, 2016). Thus, more details are needed about the level of tensions such as tensions within other levels and tensions between the levels.
In what stages of partnerships do partnership tensions occur in the social marketing partnership literature?	Early stages of partnership witness most tensions (e.g. Hoek & Jones, 2011). Thus, tensions in other stages of partnership need to be explored.
What types of partners who could cause partnership tensions in the social	The private sector, in particular controversial industries, are the main type of partner who could potentially cause tensions.

Tensions with other types of partners in different contexts need to be explored. |

marketing partnership literature?	
What are the causes of partnership tensions in the social marketing partnership literature?	There are many causes of tension indicated in the literature: • conflicting interests (e.g. French et al., 2017) • conflicting practice (e.g. Jones et al., 2016) • limited resources (e.g. Domegan et al., 2016) • imbalanced power (e.g. Dibb, 2014) • conflicting perceptions (e.g. Dibb, 2014). • misunderstanding (e.g. Dibb, 2014) Conflicting interests was the main cause of partnership tensions. Many remaining questions such as: are there other causes of tensions (such as political elements or different objectives)? Are there other cause of tensions with other types of partners (e.g. government, community)?
How are partnership tensions dealt with in the social marketing partnership literature?	Dispersed ideas about how to deal with partnership tensions. These ideas could be classified into two categories: • First category that dominates the social marketing literature generally focuses on dealing with tensions coming from controversial industries (e.g. Borys et al., 2012). There are no details about how social marketing dealt with the tensions with other partners. • Second category is about suggestions for using other literatures to deal with tensions in the SM context (Dibb, 2014; McHugh et al., 2018)
What are the outcomes of partnership tensions in the social marketing partnership literature?	limited and fragmented commentaries about the outcomes • Positive outcome: creativity (McHugh et al., 2018). • Negative outcome: the failure of the partnership (Hastings, 2016) Thus, there is no research details the outcomes of partnership tensions in social marketing.

This overlooking also is noticed in the practice as no case of the social marketing cases in ShowCase from the National Social Marketing Centre NSMC web (79 cases) discussed partnership tension. These cases in ShowCase are considered as the best practice collection of fully-researched case studies to enhance social marketing success (see https://www.thensmc.com/resources/showcase/browse). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in social marketing partnerships (Buyucek et al., 2016; Luca et al., 2016b; Gordon et al., 2018).

The small size of the social marketing field in terms of scholars and practitioners' numbers (Gordon, Russell-Bennett & Lefebvre, 2016), creates challenges related to the capacity of the field in terms of resources, time and critical discourse platforms. Therefore, exploring concepts and techniques from other fields, as suggested in systematic reviews, is effective in helping social marketers to bring different perspectives to different issues (French & Lefebvre, 2012; Dibb, 2014) such as partnership tensions. In line with these systematic review recommendations, the next sections focus on what social marketing could learn from other fields, specifically the cross-sector partnerships (CSPs) literature in terms of partnership tensions (section 2.7), and also exploring the application of the paradoxical perspective as indicated by the systematic literature review (section 2.8).

2.7 Partnership tensions in the literature on cross-sector partnerships (CSPs)

In this section, the literature on cross-sector partnerships (CSPs) was reviewed to understand the state of partnership tensions in the context of CSPs. The paradoxical perspective (more details about the paradoxical perspective will be presented later) was also used to conduct the review through determining the questions that should be

answered to establish the state of knowledge in of partnership tensions in CSPs. Then the CSPs literature was compared with the partnership tensions in social marketing context to explore what social marketing could learn from it.

➢ **Why cross-sector partnerships?**

Frameworks and theories in social marketing must be adapted to the distinctive essence of social marketing in terms of for instance, the social good focus and the nature of social problems, according to substantial scholarships (Peattie & Peattie, 2003). Thus, social marketers should try to leverage the other field's theoretical concepts' possible strengths and weaknesses when implemented in social marketing. This is to prevent repeating past mistakes through applying what's basically suitable for other contexts (such as the commercial context) to social marketing context without proper adaptation.

Contrary to traditional business alliances that are characterised by low organisational diversity and high task specificity, CSPs are *"relatively intensive, long-term interactions between organisations from at least two sectors (business, government, and/or civil society) aimed at addressing a social or environmental problem"* (Clarke & Crane, 2018, p. 303). CSPs involve multiple organisations and partners from diverse sectors that have fundamental differences. CSPs bring the public, private sectors, and NGO sectors together to address complex social issues (Waddock, 1991; Selsky & Parker, 2005; Babiak & Thibault, 2009) by aligning different or conflicting aspects (Waddell, 2002; Van Tulder & Keen, 2018; Miller, 2019) such as different backgrounds, goals, resources, different core logics, and operating principles (Waddell 2002), to achieve jointly an outcome that could not be achieved by an organisation in one sector separately (Huxham, 1993; Crosby & Bryson, 2005; Bryson et al., 2006). Consequently, CSPs have become common in different arenas including climate change, educational and literacy concerns, healthcare, as well as

environmental protection (Serafin, 2010; Gray & Purdy, 2014). However, the diversity of CSP actors makes the partnership more vulnerable to tensions (Le Ber & Branzei, 2010; Glasbergen, 2011). Therefore, a major challenge for CSPs is how to deal with partnership tensions to achieve system level change (Clarke & Crane, 2018; Van Tulder & Keen, 2018).

Social marketing has many common points with CSPs such as types of social issues that CSPs tackle, the types of partners that are involved in CSPs (e.g. government, NGOs, private sector), the level of change (system level), and the diversity of partners in terms of their power, institutional logic, and interests etc. There are many cases where large social marketing programmes lead to the formation of CSPs, for instance Change4Life in the United Kingdom (Johnston & Finegood, 2015) and ParticipACTION in Canada (Tremblay, 2012). This is why some authors such as Sagawa (2001) highlight the fact that social marketing campaigns are well-suited to CSPs. Thus, there is a potential for social marketing to learn about partnership tensions from CSPs seeing the similarity between these two contexts. In this context, this section explores how CSPs can answer partnership tensions questions that were discussed in the previous section (Table 2.5).

2.7.1 What is the definition of partnership tensions in the CSP literature?

In the CSP literature, conflict or tension refers to "incompatible behaviour among parties whose interests differ" (Brown 1983; p. 4). Brown (1983) tried to explain tensions while restricting it to conflicting interests between parties as the cause of partnership tensions. However, conflicting interests is not the only cause of partnership tensions as there are many other causes beside the conflicting interests such as imbalanced power and conflicting logic (Table 2.6) (more discussion regarding the sources of tensions below). On the other hand, Hayes et al. (2011) suggested another definition. They defined tension as "conflicting, contradictory or competing positions that participants face. Positions

summarise a statement, attitude, opinion, belief or value" (Hayes et al., 2011, p. 1). In their description of tensions, Hayes et al. (2011) focus on disagreements among parties about interpersonal issues as the cause of tensions such as differences in values or what is called relationship conflict (Jehn, 1994; Amason, 1996; De Wit, Greer & Jehn, 2012). However, as in Brown's (1983) definition, the definition by Hayes et al. (2011) is narrow by excluding other cause of tensions such as lack of trust and conflicting goals (Table 2.6).

2.7.2 What is the nature of partnership tensions in CSPs?

The CSPs literature indicates many characteristics of partnership tensions (Table 2.6). Tensions are inherent in CSPs seeing the diversity of partners and the differences between them (Hahn & Pinkse, 2014). Tensions are inter-related (Ring & Van de Ven, 1992; Carney, Gedajlovic & Sur, 2011). Thus, tensions are complex (Gillett et al., 2016) and cannot be understood separately. Tensions are omnipresent and persist over time (de Bakker, 2019). Thus, tensions should not be overcome but instead have to be continuously navigated (de Bakker, 2019). Tensions change dynamically (Hayes, et al., 2011; Lee et al., 2017; Pfisterer & Van Tulder, 2020) due to the fact that the relationships between partners change over time, thus, goal and mission changes accordingly, which results in new tensions surfacing (Babiak & Thibault, 2009; Pfisterer & Van Tulder, 2020). Therefore, it is necessary to understand not only optimal solutions but also unique patterns of conflict (Lee et al., 2017). As a result, the nature of partnership tensions in CSPs can give a good insight about partnership tensions in the social marketing context because of the similarity between CSPs and social marketing.

2.7.3 In which level and stage partnership tensions could occur in CSPs?

In terms of the level of partnership tensions, the CSP literature indicates that partnership tensions are not limited to a specific level. Tensions could occur within and between

levels (micro, meso, macro) (Gray & Purdy, 2014). In terms of stages, Tensions are more likely at the early stages of partnership process than later stages (Gray, 1989; Ingold & Fischer, 2014; Bryson et al., 2015). For instance, in the Gray's (1989) three phases model of CSP process (problem setting, direction setting, and implementation), tensions likely occur in the problem settings as this stage is correlated with a complex mix of problem identification, relationship building, and stress or conflict around goals and options. On other words, this stage in the CSP process may be particularly conflictive as roles and responsibilities may not be clearly established. In the direction setting stage, conflict is managed as cohesion is developing and communication and relationships becoming more productive. In implementation stage, conflict is avoided, and solutions emerge as most of the groups energy is channelled towards goal accomplishment and roles become "flexible and functional" (Tuckman, 1965, p. 78). The idea also confirmed by Ingold and Fischer (2014) who found that tensions are more likely at the inception of partnership (decision-making phase) than at later stages (the implementation stage). Because in the early stages, conflicts are driven by ideological aspects and power games. On contrast, in the later stages, the focused is more on the technical and bureaucratic aspects of policy than on the ideological aspects that drive the initial phases of partnerships. As a result, partnership tensions in CSPs can give a good understanding of partnership tensions in social marketing context seeing the similarity between CSPs and social marketing.

2.7.4 What are the sources of partnership tensions in social marketing partnerships?

To discuss the sources of partnership tensions, this section is divided to two subsections which are first, types of partners who could cause partnership tensions, and second, the causes of partnership tensions.

> **Which type of partners is likely to cause partnership tensions in CSPs?**

Organisations are generally classified into three types or sectors: public or government sector; for-profit, private or business sector; and the non-profit, social or nongovernment sector. Each sector can be defined by various attributes such as organisational mission and objectives, decision making, and sources of revenue (Najam, 1996; Goulet & Frank, 2002; Selsky & Parker, 2005; Miller, 2019). Therefore, tensions between different sectors are likely to occur (Table 2.6). For instance, between government and NGOs (Bebbington & Farrington, 1993; Hardy & Phillips, 1998; Selsky & Parker, 2005); between business sector and NGOs (Yan, Lin & Clarke, 2018); and between government, NGOs, and commercial sector (Babiak & Thibault, 2009).

Therefore, it is hard to consider a specific partner as the main cause of tensions as the nature of the context in which a cross-sectoral partnership forms can have important implications for who has the potential to cause tension with others. In other words, the CSPs literature did not discuss the question of from which type of partners tensions likely occur. However, many examples from the CSPs literature (e.g. Bebbington & Farrington, 1993; Hardy & Phillips, 1998; ; Selsky & Parker, 2005; Gray & Purdy, 2014; Jacklin-Jarvis, 2015) lead to the conclusion that the government is often considered as the main type of partner who likely could causes tensions as it often holds the most power (e.g. human and financial resources) (Purdy, 2012). This allows it to assert control and attempt to dominate the partnership (Purdy, 2012) (more discussion about the issue of power in next section).

> **What are the causes of partnership tensions in CSPs?**

In the CSPs literature, there are different causes of partnership tensions such as conflicting interests (e.g. Bryson et al., 2015), different perceptions (e.g. Babiak & Thibault, 2009), poor communication (e.g. Vogel et al., 2022) (see Table 2.6). However,

the CSPs literature focuses on main two causes of tensions because of their significant impact on the context in which CSPs form. These causes are the asymmetrical power relations (Gray & Purdy, 2014; Ashraf et al., 2017; Yan et al., 2018; Miller, 2019) and the conflicting logics between partners (Gray & Purdy, 2014; Gillett et al., 2019; Mitzinneck & Besharov, 2019).

Power differences between potential partners can intensify tensions within partnership. While parties may all be concerned regarding the issue, their points of view and their assumptions about the outcome of partnership and how it will operate and why, can be significantly different (Gray & Purdy, 2014; Miller, 2019). One consequence of differential power among potential partners is collusion in which some partners (particularly less powerful partners) withhold effort and information in order to retain their power and avoid exposing their possible vulnerabilities (Gray & Schruijer, 2010). For instance, in studying a partnership on the future of refugees, Lotia and Hardy (2008) stated that despite that all organisations focused on the same issue of refugees' settlement, the differences in view and asymmetric relations of power drove them to define the issue of refugee in different manners and to support various solutions in a way that enhanced their position in the system of refugee's settlement.

Power gaps can also arise in representational debate over who merits a seat at the table of partnership (Laws, 1999). Representational disputes may have an effect on the number and diversity of possible partners, as certain groups may try to exclude others from the partnership in order to minimise the range of views considered or to bring the table to t heir advantage (Gray & Hay, 1986). In other words, creating partnerships may lead to tensions among partners, precisely due to some partners being given more power in the programme compared to others. For instance, national campaigns that are very top-down

and selective of the partners involved, failing to engage local organisations and communities to avoid any disruption may impact their agenda. In the context of CSP, the most powerful party is often the government that has the human and financial resources (Purdy, 2012) that allow it more likely to assert control and attempt to dominate the partnership. Thus, the government ultimately has a "veto" over the final decision (Purdy, 2012). This drove some scholars such as Lister (2000) to question whether project-based development partnerships that is built on power inequalities between parties could really be seen as partnership.

The second main source of tensions is the conflicting logics between partners. Institutional logics are defined as "*the socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality.*" (Thornton & Ocasio, 1999, p. 804). In the context of CSPs, societies can be considered in terms of three sectors as mentioned previously (private, public or government, and non-profit) that can be employed to classify the roles of organisations and partners (Bowker & Star, 1999; Miller, 2019). Each of these sectors is described by an institutional logic that affects many dimensions of the partnership, from the way the issue is interpreted to how information is presented and analysed to preferred solutions for tackling the issue (Friedland & Alford, 1991; Scott, 1995; Gray & Purdy, 2014; Hesse et al., 2019). In this, the private sector is characterized by market logic, which emphasises individual wealth creation through voluntary exchange. That logic emphasises economic rationality linked to supply and demand and is reflected in an orientation toward maximization of individual or organizational economic benefit (Friedland & Alford, 1991; Hesse et al., 2019). While the public sector is characterized by a bureaucratic state logic reflected in a hierarchical system with highly defined roles where interactions are

governed by rules. The bureaucracy logic is to boost productivity through specialisation and guarantee justice through means of control and effective implementation of rules (Weber, 2009). The non-profit sector, also known as the social benefit sector, is described by a community logic (Thornton et al., 2012). Community logic involves both upholding universal rights and satisfying the particularistic demands of communities (Etzioni, 2004) to tackle shared concerns for the common good that are not accounted for by governmental or market mechanisms (Kaghan & Purdy, 2012). An example of conflicting logics is the cross-sector social partnership that manages refugee integration in a rural district in Germany (Hesse et al., 2019). In this instance, the debate was about whether the refugees were people in need of support which reflected the community logic, or they were resources for the labour market which reflected the market-based logics (Hesse et al., 2019).

Since most social marketing interventions are led by the government or the NGOs, thus, social marketers should take into consideration other causes of tensions particularly the imbalanced power and the conflicting logics between partners.

2.7.5   What are the outcomes of partnership tensions in CSPs?

In the literature of CSPs, there are two points of view regarding tensions. On the first hand, tensions are viewed negatively as they can result in impairing partnership formation and functioning (Lewicki et al., 2003), increase in cost and time delays (Lee et al., 2017), partnership failure (Das & Teng, 2001; Tracey et al. 2011; Gillett et al., 2016, 2019; Yan et al., 2018; Pfisterer & Van Tulder, 2020). Thus, tensions need to be addressed to ensure the continuation and survival of a partnership (Das & Teng, 2000, 2001; Connelly et al., 2006; Pfisterer & Van Tulder, 2020). On the other hand, tensions are seen positively as they can lead to new innovation (Austin & Seitanidi, 2012; Jay, 2013)

through the diverse capabilities and resources of partners (Dentoni, Bitzer & Pascucci, 2016) that can produce collaborative advantage and create impact which no partner could have created on its own (Huxham, 1993). Furthermore, tensions are necessary to foster reflection among partners in every partner on their own organisation (Foot, 2015). As a result, in CSP, tensions are not always seen as a negative thing (Hardy & Phillips, 1998).

Thus, learning from the broader view of partnership tensions in CSPs, could give social marketing a good wider insight about the outcomes of partnership tensions. Which in turn, may change the way social marketing deals with partnership tensions.

2.7.6 How are partnership tensions dealt with in CSPs?

Regarding the CSPs literature, instead of specifying a way to deal with tensions, it provided a series of factors that could help in dealing with tensions such as engaging with any type of partners even if their engagement leads to tensions between partners (Hussler & Payaud, 2019) and trying to find where they can collaborate through creating spaces for dialogs between partners (Gillett et al., 2016, 2019), understanding other partners (e.g., their perspectives, interests) (Gray & Purdy, 2014), critical thinking and reflexivity through engaging in a partner dialogue where all partners reflect on and constantly re-examine the various partners' interests, views, and tensions to reach a joint solution that may not be perfect to all, but where all partners still perceive some benefit (Gillett et al., 2019). Furthermore, paradoxical perspective is proposed as one of the potential frameworks to use to navigate tensions in CSPs (e.g. de Bakker, 2019; van Hille et al., 2019).

In brief, Table 2.6 summarises the comparison between the CSPs literature and the social

marketing literature in terms of how partnership tensions were viewed.

Table 2.6: The comparison between partnership tensions in social marketing and CSP contexts.

The questions of partnership tensions	Social marketing literature	CSPs literature
What is the definition of partnership tensions?	In social marketing, there is no specific definition of partnership tensions. However, partnership tensions were viewed as a state of incompatibility among partners because of different reasons (e.g. variety of interests) (e.g. Borys et al., 2012)	Conflict or tension refers to: • *"Incompatible behaviour among parties whose interests differ"* (Brown 1983; p. 4). • *"Conflicting, contradictory or competing positions that participants face. Positions summarise a statement, attitude, opinion, belief or value"* (Hayes et al., 2011, p. 1).
What is the nature of partnership tensions?	Tension is predominantly perceived negatively (e.g. Hastings, 2016). Still there are other many questions that need to be answered about the nature of tensions such as are tensions is inherent in partnerships? Are tensions changing overtime?	• Tensions are inherent in CSPs (Hahn & Pinkse, 2014). • Tensions are complex (Gillett et al., 2016, 2019). • Tensions persist and are omnipresent over time (Schad et al., 2016; de Bakker, 2019). • Tensions change dynamically (Hayes, et al., 2011; Lee et al., 2017; Pfisterer & Van Tulder, 2020). • Tensions are inter-related (Ring & Van de Ven, 1992; Carney, Gedajlovic & Sur, 2011).

What are the levels of partnership tensions?	Dominated by the meso level (e.g. Kamin & Kokole, 2016). Thus, more details are needed about the level of tensions such as tensions within other levels and tensions between the levels.	Tensions occur within and between levels
In what stages of partnership, partnership tensions occur?	Early stages of partnership witness most tensions (e.g. Hoek & Jones, 2011). Thus, tensions in other stages of partnership need to be explored.	Tension is more likely at the early stage of partnership process than later stages (e.g. Bryson et al., 2015).
What types of partners who could cause partnership tensions?	Private sector particularly controversial industries are the main type of partner who could potentially cause tensions. Tensions with other types of partners in different contexts need to be explored.	The CSPs literature did not discuss this point.
What are the causes of partnership tensions?	Many causes of tensions: • conflicting interests (e.g. French et al., 2017) • conflicting practice (e.g. Jones et al., 2016) • limited resources (e.g. Domegan et al., 2016) • imbalanced power (e.g. Dibb, 2014)	Two key causes: • Power asymmetry (e.g. Gray & Purdy, 2014; Ingold & Fischer, 2014; Dewulf & Elbers, 2018; Yan, Lin & Clarke, 2018; Miller, 2019). • Conflicting logics (e.g. Waddell, 2002; Hayes et al., 2011; Gray & Purdy, 2014; Kindornay et al., 2014; Bryson et al., 2015; Gillett et al., 2016, 2019; Mitzinneck & Besharov, 2019)

	• conflicting perceptions (e.g. Dibb, 2014). • misunderstanding (e.g. Dibb, 2014) Conflicting interests was the main cause of partnership tensions. Many remaining questions such as: are there other causes of tensions (such as political elements or different objectives)? Are there other cause of tensions with other types of partners (e.g. government, community)?	•
How partnership tensions were dealt **with?**	Dispersed ideas about how to deal with partnership tensions. These ideas could be classified into two categories: • First category that dominates the social marketing literature generally focuses on dealing with tensions coming from controversial industries (e.g. Borys et al., 2012). There are no details about how social marketing dealt with the tensions with other partners. • Second category is about suggestions for using other literatures to deal with tensions in the SM context (Dibb, 2014; McHugh et al., 2018)	• Tensions are mitigated via a series of factors including: engaging with all partners (Hussler & Payaud, 2019), creating spaces for dialogs between partners (Gillett et al., 2016, 2019) understanding other partners (Gray & Purdy, 2014), reflexivity and critical thinking (Gillett et al., 2019). • Paradoxical perspective is proposed as one of the potential frameworks to use to navigate tensions in CSPs (e.g. de Bakker, 2019; van Hille et al., 2019).

| What are the Outcomes of partnership tensions? | limited and fragmented commentaries about the outcomes
• Positive outcome: creativity (McHugh et al., 2018).
• Negative outcome: the failure of the partnership (Hastings, 2016)

Thus, there is no research details the outcomes of partnership tensions in social marketing. | Negative outcomes:
• Impairing partnership formation (e.g. Lee et al., 2017).
• Impairing partnership functioning (e.g. Lee et al., 2017).
• Cost increases and time delays (e.g. Lewicki et al., 2003)
• Partnership failure (e.g. Pfisterer & Van Tulder, 2020)

Positive outcomes:
• Creativity (Austin & Seitanidi, 2012; Jay, 2013)
• Reflexivity (Foot, 2015). |

2.7.7 What social marketing can learn from partnership tensions in the CSP context?

Social marketing must acknowledge that tensions are inherent to partnerships, thus, they cannot be ignored or surpassed. Tensions play different roles in partnerships depending on from which lens they are seen. In this, either seeing them as a threat (e.g. impairing partnership formation and functioning (Gray, 2004; Lewicki et al., 2003) that could dissolve the partnership (Pfisterer & Van Tulder, 2020), or considering them as an opportunity (e.g. leading to new innovation (Jay, 2013) that could thrive the partnership. Social marketing is dominated by the negative view towards partnership tensions (e.g. putting the intervention under risk of direct oppositions against the change process). Thus, learning from the broader view of partnership tensions in CSPs, could give social marketing a good wider insight about partnership tensions. Which in turn, may change the way social marketing deals with partnership tensions.

Many examples from the CSPs literature (e.g. Gray & Purdy, 2014; Jacklin-Jarvis, 2015) lead to that government is often seen as the main partner who causes tensions seeing its power (e.g. human and financial resources). Thus, in the context of social marketing partnership, more attention should be paid to other partners, particularly, the powerful one (e.g. government). Also, CSPs encourage social marketing to take into consideration other causes of partnership tensions, specially, the imbalanced power and conflicting logics between partners seeing that the most social marketing interventions are led by the government, or the NGOs as mentioned previously.

In CSPs literature, scholars recognise that partnership tensions are not specific to a certain level, instead, they can occur at any level (micro, meso, macro). Seeing the limited view of social marketing partnerships that focuses on the meso level of partnership

tensions, CSPs have the potential to provide social marketing with a wider view that taking into consideration tensions at different levels.

CSPs have been offering valuable insights to social marketing regarding partnership tensions. However, this does not mean that all CSPs aspects are valid for social marketing. Therefore, the field has to adapt the principles, concepts or theories taken from CSPs in a way that meets the uniqueness of social marketing. Furthermore, the CSPs literature did not provide a comprehensive view about partnership tensions seeing that there are questions still not answered or partially answered by the CSPs literature (e.g. the definition of tensions, the nature of tensions, how to deal with tensions). This is why the paradoxical perspective has been suggested by many CSPs' scholars (e.g. de Bakker, 2019; van Hille et al., 2019) as a potential perspective from which partnership tensions should be seen. This is consistent with the recent calls from some social marketers (e.g. McHugh et al., 2018; Domegan & McHugh, 2019) to adopt paradoxical thinking as a lens from which partnership tensions should be viewed.

Since both literature of social marketing and CSPs advocate the use of the paradoxical perspective to define and understand partnership tensions, the next section sheds the lights on the paradoxical perspective and its view of tensions.

2.8 Partnership tensions in the literature of the paradoxical perspective

This section provides a discussion of organisational tensions from the paradoxical perspective literature. It then offers a reflection on what would this perspective imply in a social marketing context.

The paradoxical perspective shifts a fundamental assumption in organizational tensions. A paradox is *"a persistent contradiction between interdependent elements"* (Schad et al., 2016, p. 10), and the paradoxical perspective explores "how organisations can attend to

competing demands simultaneously" (Smith & Lewis, 2011, p. 381). Examples of competing demands that organisations face are short- versus long-term goal setting, control versus autonomy, or rigidity versus flexibility (Das & Teng, 2000; Raza-Ullah, Bengtsson, & Kock, 2014; Schad et al., 2016). Organisational tensions are defined as *"ubiquitous and persistent forces that challenge and fuel long-term success"* (Lewis & Smith, 2014, p. 129).

Applications of a paradoxical lens rest on two underlying assumptions regarding the nature of organisational tensions and the construction of paradoxes (Table 2.7) (Smith & Lewis, 2011; Lewis & Smith, 2014; Wilhelm & Sydow, 2018). First, from this perspective, tensions are inherent and ubiquitous in organisational life, arising from the interplay among complex, dynamic and ambiguous systems (Smith & Lewis, 2011; Lewis & Smith, 2014; Wilhelm & Sydow, 2018). Complex systems (from industries and firms to teams and human beings) are composed of interwoven subsystems (Lewis & Smith, 2014). Although each subsystem can operate independently, success of the overall system depends on their interdependence (Katz & Kahn, 1966; Simon, 1962). Tensions emerge between subsystems with different and changing goals, functions, and expectations. Moreover, systems learn and develop, adapting to and/or sparking changes in their external environment. The tempo of change (Weick & Quinn, 1999) or motor of change (Van de Ven & Poole, 1995) may vary, but change remains a constant (Tsoukas & Chia, 2002). Tensions are exacerbated by ambiguity within the system, given limited understanding of subsystem interactions and their consequences (Merton & Barber, 1976), as well as the bounded rationality of decision makers (March & Olsen, 1976).

Second, from a paradox perspective, the construction of paradox emanates from actors' responses to tensions (Smith & Lewis, 2011; Lewis & Smith, 2014; Wilhelm & Sydow,

2018). When actors polarise elements, ignoring or masking their interdependence, tensions are cognitively and socially constructed as paradoxical (Ford & Backoff, 1988).

Table 2.7:The core elements of the paradoxical perspective

Core elements	View from a paradox perspective
Approach to tensions	• Ubiquitous and persistent forces that challenge and fuel long-term success

Underlying assumptions	• Nature of organizational tensions:
	  o Organizational life is inherently tenuous, given the interplay among complex, dynamic, and ambiguous systems (e.g., human beings, teams, organizations, society).
	• Construction of paradoxes:
	  o Tensions are cognitively and socially constructed as paradoxical when actors polarize elements, ignoring or masking their interdependence.

Premise 1	• Coexistence—acceptance and engagement enable actors to live and thrive with tensions

Premise 2	• Actors' responses
	  o Defensive: Cognitive, behavioural, or institutional resistances that seek to temporarily avoid or reduce the negative affect of tensions.
	  o Strategic: Management strategies that seek to engage competing forces.

Premise 3	• Ideal outcomes: many outcomes (e.g. peak performance and sustainability, creativity)

Premise 4	• Boundary conditions:
	  o Complexity: Paradoxical perspective applies more when organizations are more complex depending on environmental conditions or firm factors such as age and size.
	  o Goals: Paradoxical perspective applies more when organizations seek multiple goals.

Adapted from Smith and Lewis (2011); Lewis and Smith (2014); Schad et al. (2016) and Wilhelm and Sydow (2018).

Although inherent tensions may remain latent in organizations, they surface or become salient as actors emphasise differences over commonalities (Smith & Lewis, 2011; Lewis & Smith, 2014). Tensions only become salient to actors either through individual framing (cognition) or through environmental conditions of scarcity, plurality, and change (Smith & Lewis, 2011). Plurality involves a diversity of views, informed by multiple actors with varied interests and perspectives. Change accentuates tensions as new capabilities which compete with, and often render obsolete, the existing competencies (Lüscher & Lewis, 2008; Schad et al., 2016). Finally, scarcity challenges partners to meet competing yet coexisting demands with limited resources (funds, human resources, time) (Smith & Lewis, 2011; Smith, 2014). Increased plurality, change, and scarcity in the environment help surface latent tensions (Smith & Lewis, 2011). On the other hand, partners' cognition can also highlight boundaries that draw attention to underlying tensions (Ashcraft et al., 2009). Paradoxical cognition -frames and processes that recognise and juxtapose contradictory demands - make tensions more explicit (Smith & Tushman, 2005).

Viewing organisational tensions as inherent in complex, dynamic, and ambiguous systems, and paradox as constructed through actors' responses shifts research expectations dramatically (Lewis & Smith, 2014). Instead of approaching tensions as problems, solvable through rational analysis and formal logic, the paradoxical perspective accentuates the need for a holistic understanding of tensions and cognitive and social influences on decision making (Lewis & Smith, 2014).

Research on organisational paradoxes has resulted in a burgeoning stream of literature (e.g. Smith & Lewis, 2011; Lewis & Smith, 2014; Schad et al., 2016; Wilhelm & Sydow, 2018), from which the following premises that constitute the paradox perspective are distilled (Table 2.7).

The first premise is not problem solving through fit, but coexistence (Smith & Lewis, 2011). Acceptance and engagement enable actors to live and thrive with tensions (Table 2.7). Actors should accept rather than deny or suppress the contradictory nature of a paradox and seek to create synergies between the paradoxical elements (Smith & Lewis, 2011; Lewis & Smith, 2014). The paradoxical perspective entails a both/and mind-set that is holistic and dynamic, exploring synergistic possibilities for coping with enduring tensions (Wilhelm & Sydow, 2018). In other words, the premise of the paradoxical perspective is its holistic mindset, in the short term, organisational actors may choose between competing demands (i.e., either/or responses), but in the long term, these demands will persist over time, and organisational actors will have to find ways to respond to both poles simultaneously (i.e., both/and responses) (Smith & Lewis 2011; Lewis & Smith, 2014; Putnam et al., 2016). For example, traditional management theories have often depicted organisational phenomena in terms of discrete opposing categories, such as autonomy/control, exploration/exploitation, global/local, centralised/decentralised, and profit/social responsibility (Denison, Hooijberg, and Quinn 1995; Smith and Lewis 2011). In contrast, the paradoxical perspective has explored how organisations can attend to these competing goals simultaneously rather than seeing them as either/or choices (O'Driscoll, 2008; Smith & Lewis, 2011).

The second premise focuses on managing approaches or responses to tensions. The paradoxical perspective emphasises the need to examine actors' responses, defensive or strategic, to paradoxical tensions (Table 2.7). The experience of tensions "the discomforting tug-of-war, the absurdity of coexisting opposites" (Lewis & Smith, 2014, p. 135) evoke strong emotions that pose a double-edged sword (Vince & Broussine, 1996). Tensions might serve as "a trigger for change" (Lewis, 2000, p. 763) spurring actors to

rethink existing polarities and recognise more complicated interrelationships (Lewis, 2000; Lewis & Smith, 2014). Yet, tensions simultaneously inhibit change. Actors' more typical and often first reactions are defensive, clinging to the pole that supports their preferred priorities, skills, and routines (Lewis, 2000) and to avoid recognising their cognitive and social foibles (Harris, 1996). Defences denote *"any policy or action that prevents someone (or some system) from experiencing embarrassment or threat, and simultaneously prevents anyone from correcting the causes of the embarrassment or threat"* (Argyris, 1993, p. 40). These defensive responses generate a vicious cycle of a "negative dynamic of paradox" (Lewis, 2000, p. 763). As actors seek to resolve paradoxical tensions, they may become trapped within reinforcing cycles that perpetuate and exacerbate the tension (Lewis, 2000).

Defensive responses may be cognitive, behavioural, or institutional. For example, Lewis (2000) defined six defences to paradox, "splitting the tensions to reinforce their distinctiveness, projecting the conflicting attributes to another, repressing or ignoring the experience, regressing to a prior state when the tensions were not salient, reaction formation to reinforce the feeling opposing the tensions, and ambivalence to create distance from the tensions" (Lewis & Smith, 2014, p. 135). In states of anxiety, actors may also avoid risk (Kahneman & Tversky, 2013) and conflict (Deutsch, 1973) and drive toward consistency (Kelley, 1971) and simplicity (Miller, 1993). Such actors' defensive behaviours initially produce positive effects (temporarily avoid or reduce the negative affect raised by tensions) but eventually foster opposite, unintended consequences that intensify the underlying tension (Lewis, 2000; Lewis & Smith, 2014).

On the other hand, strategic responses engage, rather than defend against, competing forces. From a paradoxical perspective, management strategies seek to embrace, cope with, and thrive through tensions. For example, Lewis (2000) outlined strategies of

acceptance, confrontation, and transcendence as means to proactively explore tensions, tapping the potential power of paradox to enable change and creativity. Recent research suggests that high-performing individuals, teams and firms apply a combination of strategies. These strategic responses generate virtuous cycles (Smith & Lewis, 2011) that spark creativity, and learning, fuel synergies which in turn enable systems to thrive among tensions (Lewis & Smith, 2014; Schad et al., 2016). Therefore, paradoxical researchers highly favour the strategic approach (Lewis & Smith, 2014; Wilhelm & Sydow, 2018). However, this strategic approach poses high requirements for managers in terms of their ability to deal with emotional uncertainties and ambivalence (Raza-Ullah et al., 2014). Hence the importance of critical thinking and reflexivity in dealing with tensions through critically examining the assumptions that lead them to prefer one pole of the paradox (Heide & Simonsson, 2015).

The third premise is about the outcomes that describe "*consequences of varied responses and dynamics elaborate cyclical processes that emerge as approaches address persistent tensions*" (Schad et al., 2016, p. 19). Although specific outcomes may vary in terms of the levels and phenomena addressed, the paradoxical perspective literature mentioned many positive outcomes such as effectiveness (e.g., Drach-Zahavy & Freund, 2007), learning (e.g., Huxham & Beech, 2003), legitimacy (e.g. Scherer et al., 2013), and sustainability/long term performance (e.g. Smith, 2014). However, the creativity tops the positive outcomes of tensions according to the paradoxical perspective literature (e.g., Smith et al., 2012; Harvey, 2014; Rosso, 2014). However, if tensions are not managed properly, this could lead to negative outcomes such as organisational collapse or decline that seen as the worst negative consequence (e.g., Sundaramurthy & Lewis, 2003; Schad et al., 2016).

The fourth premise concerns the conditions of paradoxical perspective application embracing the paradoxical perspective may be a promising avenue to overcome the tensions. However, this perspective may not be equally important for every industry, firm, group and case (Lewis & Smith, 2014). To determine conditions under which a paradoxical perspective does and does not apply, the definition of paradox should be revisited as this definition differentiates paradoxical and nonparadoxical tensions, thereby determining the appropriateness of this lens (Lewis & Smith, 2014). In cases of a dilemma, in which "actors face a challenging either/or decision, or a conflict, which pits varied perspectives in search of a choice or a compromise, or a dialectic, in which a thesis and antithesis enable a new synthesis" (Lewis & Smith, 2014, p. 137), an alternative approach to tensions such as a contingency perspective, may be appropriate as managers may do well by focusing on only one pole, which can be very challenging in itself (Lewis & Smith, 2014). In such situations, adopting the paradoxical perspective may unnecessarily complicate the work of organisations (Lewis & Smith, 2014). Yet paradoxical tensions demand a more holistic, dynamic, both/and approach, as a one-sided or compromising response will be fleeting, and the tension will resurface, even intensify, over time (Lewis & Smith, 2014). In this, Lewis and Smith (2014) suggest two conditions in which the paradoxical perspective is applied. The first condition is complexity. The paradoxical perspective applies more when organisations are more complex depending on environmental conditions or firm factors such as age and size. The second condition is goals, paradox perspective applies more when organizations seek multiple goals (e.g. economic, social, environmental).

After describing the principles of the paradoxical perspective, it is effective to provide a reflection on what that would mean in a social marketing context.

Viewing tensions as inherent in partnerships could shift the dominant view in the social marketing literature that perceives tensions negatively. Thus, engaging with tensions and trying to navigate them instead of approaching tensions as problems that needs to be avoided. In the paradoxical perspective, coexistence -which means accepting and engaging with tensions- enables actors to live and thrive with tensions. In social marketing, this would mean accepting tensions from all potential partners even from the controversial partners (e.g. the private sector, particularly the controversial industries such as tobacco, alcohol industries). In other words, SSM will be able to work even with who is considered as a competitor for the SSM interventions which is problematic (ethically and practically). SSM is not just concerned about achieving the change but also this change should be done ethically. Thus, this premise needs to be investigated Furthermore, according to the paradoxical perspective, tensions only become salient to actors either through individual framing (cognition) or through environmental conditions of scarcity, plurality, and change (Smith & Lewis, 2011). However, to what extent these causes of tensions that indicated by the paradoxical perspective represent the casus of tension in the SSM contexts? Are there other causes of tensions that are specific to the SSM contexts and did not mention by the paradoxical perspective? This is why this premise needs to be investigated. Moreover, the paradoxical perspective may not be equally important for every industry, firm, group, and case. In general, the boundary conditions are complexity and goals as previously explained. Tensions in wicked problems are paradoxical as they demand a more holistic, dynamic, both/and approach, as a one-sided or compromising response will be fleeting, and the tension will resurface, even intensify, over time. SSM deals with wicked problems, thus tensions in SSM are also paradoxical. However, does that mean the principles of the paradoxical perspective could be applied in all SSM cases? This question needs to be investigated.

In carrying forward McHugh et al. (2018) and Domegan and McHugh (2019) calls for applying the paradoxical perspective to partnership tensions in SSM, we need to acknowledge that while it aspires to develop a view about partnership tensions, there are a number of challenges specific to SSM that make implementing the paradoxical perspective challenging as mentioned previously. These challenges must be explored and considered in the development of our view of partnership tensions to ensure relevance to social marketing contexts.

In brief, Table 2.8 summarises the comparison between three literatures: social marketing, the CSPs, and the paradoxical perspective in terms of how partnership tensions are viewed.

Table 2.8: The comparison between partnership tensions in the three literatures: social marketing, CSP, and the paradoxical perspective.

Questions relating to partnership tensions	Social marketing literature	CSP literature	Paradoxical perspective literature
What is the definition of partnership tensions?	In social marketing, there is no specific definition of partnership tensions. However, partnership tensions were viewed as a state of incompatibility among partners because of different reasons (e.g. variety of interests) (e.g. Borys et al., 2012)	Conflict or tension refers to: • *"Incompatible behaviour among parties whose interests differ"* (Brown 1983; p. 4). • *"Conflicting, contradictory or competing positions that participants face. Positions summarise a statement, attitude, opinion, belief or value"* (Hayes et al., 2011, p. 1).	Tensions as ubiquitous and persistent forces that challenge and fuel long term success (Lewis & Smith, 2014, p. 129).
What is the nature of partnership tensions?	Tension is predominantly perceived negatively (e.g. Hastings, 2016). Still there are other many questions that need to be answered about the nature of tensions such as are tensions is inherent in partnerships? Are tensions changing overtime?	• Tensions are inherent in CSPs (Hahn & Pinkse, 2014). • Tensions are complex (Gillett et al., 2016, 2019). • Tensions change dynamically (Hayes, et al., 2011; Lee et al., 2017; Pfisterer & Van Tulder, 2020). • Tensions are inter-related (Ring & Van de Ven, 1992; Carney, Gedajlovic & Sur, 2011).	• Tensions are inherent in partnership (e.g. Schad et al., 2016). • Complex, dynamic, and ambiguous (e.g. Smith, 2014). • Tensions are cognitively and socially constructed (e.g. Smith & Lewis, 2011).
What are the levels of partnership tensions?	Dominated by the meso level (e.g. Kamin & Kokole, 2016).	Tensions occur within and between levels	Tensions are ubiquitous, thus,

	Thus, more details are needed about the level of tensions such as tensions within other levels and tensions between the levels.		there is no specific level of tensions as tensions can occur between/within levels (e.g., da Cunha et al., 2002; Smith & Lewis, 2011).
In what stages of partnership, partnership tensions occur?	Early stages of partnership witness most tensions (e.g. Hoek & Jones, 2011). Thus, tensions in other stages of partnership need to be explored.	Tension is more likely at the early stage of partnership process than later stages (e.g. Bryson et al., 2015).	The persistent nature of tensions mean they are not more likely at a specific stage (e.g. Schad et al., 2016).
What types of partners who could cause partnership tensions?	Private sector particularly controversial industries are the main type of partner who could potentially cause tensions. Tensions with other types of partners in different contexts need to be explored.	The CSPs literature did not discuss this point.	The literature of the paradoxical perspective did not discuss this question.
What are the causes of partnership tensions?	Many causes of tensions: • conflicting interests (e.g. French et al., 2017) • conflicting practice (e.g. Jones et al., 2016) • limited resources (e.g. Domegan et al., 2016)	Two key causes: • Power asymmetry (e.g. Gray & Purdy, 2014; Ingold & Fischer, 2014; Dewulf & Elbers, 2018; Yan et al., 2018; Miller, 2019). • Conflicting logics (e.g. Waddell, 2002; Hayes et al., 2011; Gray & Purdy, 2014; Kindornay et al., 2014;	Individual cognition or through environmental conditions of scarcity, plurality, and change (e.g. Smith & Lewis, 2011).

	• imbalanced power (e.g. Dibb, 2014) • conflicting perceptions (e.g. Dibb, 2014). • misunderstanding (e.g. Dibb, 2014) Conflicting interests was the main cause of partnership tensions. Many remaining questions such as: are there other causes of tensions (such as political elements or different objectives)? Are there other cause of tensions with other types of partners (e.g. government, community)?	Bryson et al., 2015; Gillett et al., 2016, 2019; Mitzinneck & Besharov, 2019) •	
How partnership tensions were dealt with?	Dispersed ideas about how to deal with partnership tensions. These ideas could be classified into two categories: • First category that dominates the social marketing literature generally focuses on dealing with tensions coming from controversial industries	• Tensions are mitigated via a series of factors including: engaging with all partners (Hussler & Payaud, 2019), creating spaces for dialogs between partners (Gillett et al., 2016, 2019) understanding other partners (Gray & Purdy, 2014), reflexivity and critical thinking (Gillett et al., 2019).	• Coexisting with tensions • Strategic approach (embrace, cope with, and thrive through tensions) (e.g. Lewis & Smith, 2014).

	(e.g. Borys et al., 2012). There are no details about how social marketing dealt with the tensions with other partners. • Second category is about suggestions for using other literatures to deal with tensions in the SM context (Dibb, 2014; McHugh et al., 2018)	• Paradoxical perspective is proposed as one of the potential frameworks to use to navigate tensions in CSPs (e.g. de Bakker, 2019; van Hille et al., 2019).	
What are the outcomes of partnership tensions?	limited and fragmented commentaries about the outcomes • Positive outcome: creativity (McHugh et al., 2018). • Negative outcome: the failure of the partnership (Hastings, 2016) Thus, there is no research details the outcomes of partnership tensions in social marketing.	Negative outcomes: • Impairing partnership formation (e.g. Lee et al., 2017). • Impairing partnership functioning (e.g. Lee et al., 2017). • Cost increases and time delays (e.g. Lewicki et al., 2003) • Partnership failure (e.g. Pfisterer & Van Tulder, 2020) Positive outcomes: • Creativity (Austin & Seitanidi, 2012; Jay, 2013) • Reflexivity (Foot, 2015).	Negative outcomes: • Organisational collapse or decline (e.g. Schad et al., 2016) Positive outcomes: • Creativity (e.g. Harvey, 2014) • Effectiveness (e.g. Drach-Zahavy & Freund, 2007), • Learning (e.g. Huxham & Beech, 2003) • Legitimacy (e.g. Scherer et al., 2013) • Sustainability/long term performance (e.g. Smith, 2014).

2.9 Research gaps and research questions

The review of the literature that used the paradoxical perspective as a lens indicates that partnership tensions in SSM is a relatively overlooked issue that needs to be addressed (e.g. Gordon et al., 2018; Domegan & McHugh, 2019). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in SSM (Buyucek et al., 2016; Gordon et al., 2018; Knox et al., 2020). The specific gaps in the literature identified in this study are:

- A lack of research into partnership tensions in the SSM literature.

- An absence of a definition of partnership tensions in SSM.

- A limited understanding of the nature of partnership tensions in SSM.

- A limited understanding of why partnership tensions occur in SSM.

- A limited explanation of how partnership tensions in SSM are dealt with.

- A lack of explanation of what the outcomes of partnership tensions in SSM are.

These identified gaps in the literature informed the research aim and questions.

The purpose of the present study is to gain an in-depth understanding of partnership tensions in SSM. Having a broader understanding of partnership tensions can provide more valuable information to design appropriate interventions to deliver effective change. Therefore, the key research questions of this study are:

1. What are partnership tensions in SSM?

2. What are the sources of partnership tensions in SSM?

3. How are partnership tensions being dealt with in SSM?

4. What are the outcomes of partnership tensions in SSM?

2.10 Chapter summary

This chapter examined the literature streams informing this research. It started with an overview about the development of social marketing in terms of its definition and orientation and how they influence its partnerships. It then covered partnership tensions in social marketing literature to determine the research gaps. Finally, the paradoxical perspective was presented as lens from which partnership tensions should be seen. Next section will present the research methodology to answer the research questions.

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Chapter 3: Research Methodology

3.1 Introduction

This chapter discusses the methodological approach chosen to fulfil the requirements of the present research and answer the research questions. Chapter 2 developed the research aim and questions which will guide the methodology, data collection and analysis. The review of the literature indicates that partnership tensions in SSM is a relatively overlooked issue that needs to be addressed (e.g. Gordon et al., 2018; Domegan & McHugh, 2019). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in SSM (Buyucek et al., 2016; Gordon et al., 2018; Knox et al., 2020). The purpose of the present study is to gain an in-depth understanding of partnership tensions in SSM. Having a broader understanding of partnership tensions can provide more valuable information to design appropriate interventions to deliver effective change.

This chapter discusses the phenomenon of partnership tensions in SSM in terms of deciding upon methodological approaches needed to fulfil the aims and questions of the present research, including identification of the most appropriate research philosophy framework, and how this selection influenced the approaches taken to the collection and analysis of empirical data. Ethical issues and limitations are also discussed.

3.2 Research Foundation and Development

This section justifies the philosophical assumptions of this research and why it adopts an interpretivism ontology, an inductive epistemology, and a qualitative methodology to investigate the state of partnerships tensions in SSM with a focus on developing insight that impacts knowledge and practice.

3.2.1 Research philosophy

Research philosophy is defined as *"a system of beliefs and assumptions about the development of knowledge"* (Saunders, Lewis, & Thornhill, 2016, p. 124), whether this advancement is spectacular as a new theory or solving a particular issue in specific context (e.g. organisation, programme, event) (Saunders et al., 2016). The importance of research philosophy emanates from its inevitable influence on shaping the direction of research in terms of how the researcher views reality (ontology), knows reality (epistemology), their value stance (axiology), and the procedures used in doing the study (methodology) (Creswell & Poth, 2016; Saunders et al., 2016). This enables the researcher to develop consistent research in which all its components fit to each other (Saunders et al., 2016). Accordingly, the researcher must consider how important it is to grasp the philosophical frameworks on which their research is built. This is why Johnson and Clark (2006) urge business and management researchers to pay attention to the philosophical commitments that they make since this is going to significantly influence what they do, how they understand the issue they are investigating, and how they interpret the results (Crotty 1998; Quinlan et al., 2015).

It is challenging and, maybe, impossible to classify the philosophical stances or worldviews that researchers bring to their inquiries into few frameworks (Merriam & Tisdell, 2015; Creswell & Creswell, 2017) because there is no definite way to categorise them (Patton, 2015). As a result, the research methods literature uses different labels to describe philosophical frameworks. However, within the realm of management research, there are two principal options available to the researcher: the positivist philosophy or the interpretivist philosophy. Each research philosophy has its own specific characteristics, and each will generate inherently different research data.

Since the choice of the philosophical framework emanates from understanding philosophical assumptions of research (Creswell & Poth, 2016), therefore, these philosophical assumptions are discussed first, then the comparison between positivist and the interpretivist frameworks is made.

3.2.2 Philosophical assumptions of research

As mentioned above, there are four philosophical assumptions: ontology, epistemology, axiology, and methodology. Ontology in social science refers to the philosophical branch concerned with the nature of reality (Morehouse & Maykut, 2002; Denzin & Lincoln, 2011; Saunders et al., 2016). Epistemology is related to the origins and nature of knowing and knowledge construction (Morehouse & Maykut, 2002). It is defined as *"a branch of philosophy concerned with assumptions about knowledge, what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others"* (Saunders et al., 2016, p. 716). In simple words, it is a way of comprehending and elucidating "how we know what we know" (Crotty, 1998, p. 11). Therefore, in many cases epistemology is called "the theory of knowledge" (Crotty, 1998, p. 11; Matthews & Ross, 2010, p. 23; Bell, Bryman & Harley, 2018).

Logically, epistemology is based on ontology (Bell et al., 2018). A certain ontological stance (a specific comprehension of what reality is) is going to imply a specific epistemological stance (a specific comprehension of how knowledge of that reality can be obtained).

However, according to many scholars, taking into consideration the methodological assumptions is significant to make that relation between the ontology and epistemology even more powerful, seeing the fact that methodology is informed by both ontological and epistemological positions (Crotty, 1998; Hay, 2002; Easterby-Smith et al., 2012). In

other words, the selection of ontology underpins the selection of epistemology which in turn, influences the selection of research methodology that has a direct effect on the choice of research methods (Crotty, 1998; Sekaran & Bougie, 2016) as shown in Figure 3.1. In this, Quinlan et al. (2015, p. 397) describe methodology as "*the overall approach to the research project; the way in which the research is carried out; a means of supporting the philosophical assumptions that underpin the research project*". Thus, it is a plan of action that forms the selection and use of specific research methods and connects them to the research findings (Crotty, 1998).
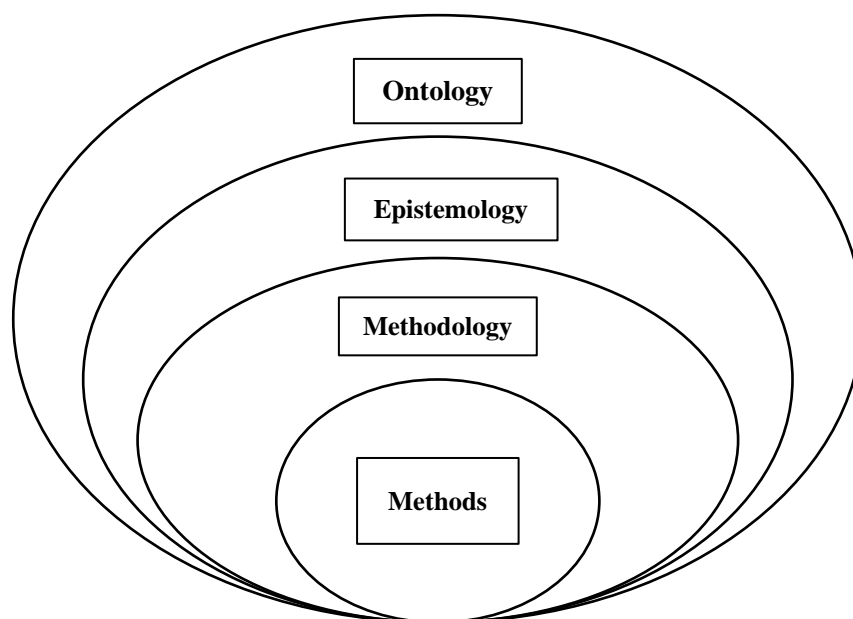
Figure 3. 1: The relation between ontology, epistemology, methodology, and methods.

Finally, Axiology is seen as *"a branch of philosophy concerned with the role of values and ethics within the research process"* (Saunders et al. 2016, p. 711). Thus, it is interested in the value position considered by the researchers (Creswell, 2013). This begs several questions concerning how researchers tackle their own value and the value of research

participants as well (Saunders et al., 2016). Taking into account these values is significant as they have an influence on the inquiry process such as the selection of the research problem, the philosophical framework that guides the research problem, the theoretical framework, the appropriate methods used for the data collection and analysis, selection of context, addressing values already inhabited within the inquiry context, and selection of the way how the findings is presented (Lincoln et al., 2011; Bell et al., 2018; Denzin & Lincoln, 2017). This indicates that almost every part of the inquiry process is permeated by those values. Therefore, the strong relation between axiology and the other three philosophical assumptions becomes more obvious.

Consequently, the discussion in respect to the robust link between ontology, epistemology and methodology can be expanded through claiming that this relation is not completed until axiological assumptions are considered beside other philosophical assumptions. As a result, seeking consistent relations between these philosophical assumptions enables valid studies that contribute to the body of knowledge.

3.2.3 Philosophical frameworks of research

The researcher has two main alternatives within the field of management research.: the positivist philosophy or the interpretivist philosophy. Each research philosophy has its own specific characteristics, and each will generate inherently different research data (Table 3.1).

The positivist framework supposes that there is a single, external objective reality comprised of discrete factors whose nature could be recognised and classified (Saunders et al., 2016) (Table 3.1). Guba and Lincoln (2005) propose that as the social world exists externally and operates under unchanged natural rules, its characteristics should be measured through objective methods, instead of through an induction or inference

process (Table 3.1). Therefore, positivist research typically employs quantitative techniques that are highly formalised to measure and analyse causal relationships and to reveal independent facts concerning a single, objective reality (Guba & Lincoln, 2005; Denzin & Lincoln, 2011). In positivist research, the outcome is deemed to be replicable. Which means different researchers studying the same phenomena would reach similar conclusions (Saunders et al., 2016). The researcher in positivist studies is discrete of the research issues (Table 3.1), the researcher and the researched are supposed to be distinct entities and the researcher can examine the study issue objectively without affecting it or being affected by it (Denzin & Lincoln, 2011; Lincoln et al., 2011; Mertens, 2015).

Table 3.1: A comparison between the two key philosophical frameworks

		Philosophical Assumptions			
	Items	**Ontology** (What is the nature of reality?)	**Epistemology** (How reality is known?)	**Axiology** (What is the role of values in research?)	**Methodology** (What is the approach to inquiry?)
Philosophical frameworks	**Positivism**	Reality is real, single reality (universalism), external, independent and can be explored.	Objectivist, findings are truthful; reality can be disclosed through a scientific approach, causal elucidation and anticipation as contribution	Value-free research, researcher is neutral and discrete of what is studied, thus researcher is objective.	Deductive approaches are fundamental such as testing of theories, validation of hypotheses. Therefore, typically quantitative methods are employed such as experiments and survey.
	Interpretivism	Reality is multiple and constructed through interactions with others and the context in which they are.	Subjectivist, findings are cocreated between the what is researched and the researcher.	Value-bond, researchers are involved in what is being investigated. Thus researcher/research? is subjective.	Inductive approach is used to generate theory. It depends on qualitative methods such as observations, interviews.

Source: Adapted from Lincoln et al., (20122); Saunders et al. (2016); Serakaran and Bougie (2016); and Creswell and Poth (2016).

On the other hand, the interpretivist framework rejects the concept that there is single, objective external reality. Instead, they believe that reality is socially constructed, reality is the result of multiple situational elements, and it is inherently subjective (Guba & Lincoln, 2005; Lincoln et al., 2011) (Table 3.1). Interpretivist studies concentrate on comprehending the attributes of a context and permit consideration of multiple realities (multiple interpretations) for social phenomena (Denzin & Lincoln, 2011; Lincoln et al., 2011; Mertens, 2015). Especially, to comprehend "why" and "how" phenomena occur in their given context. Therefore, the aim is to obtain profound comprehension of the processes behind the study problem and context where it happens, with a view to produce or inductively develop a pattern of meaning or theory (Creswell & Poth, 2016).

In the present study, interpretivist research employs an inductive approach that permits an iterative and flexible processing of knowledge of the study problem evolves (Perry et al., 1999). The mission of interpretivist researchers should not just be to collect facts and measure the occurrence of particular patterns, but also to recognise the various meanings and constructions that individuals place upon their own experience (Carson et al., 2001). Thus, the researcher is directly engaged with the study context, in opposition to the positivist framework where the researcher is separated from the study (Creswell & Poth, 2016). Interpretivist research typically uses a qualitative approach to comprehend and interpret research phenomena. Thus, providing "substantive meaning and understanding of how and why questions in relation to the phenomenon under investigation" (Carson et al., 2001, p. 64). Interpretivist research answers questions concerned with conformability, credibility, dependability, and transferability, rather than the usual positivist standards of generalisability and reliability (Denzin & Lincoln, 2011).

As a result, in order to address the research objectives, it can be claimed that the most suitable philosophical framework to underpin the current study is the interpretivist framework. This is be explained in the next section.

3.2.4 Justification of chosen research framework

The present research concentrates on partnership tensions in SSM with specific emphasis on issues such as defining tensions, the nature of tensions, sources of tensions, which type of partners is likely to cause tensions, level of tensions, types of tensions, why tensions occur, at which stage of partnerships do tensions occur and how tensions have been dealt with. The present research aims to comprehend the social world within this particular context from the perspective of one partner. This study will examine the various realities and contexts where this one partner operates, the various interpretations they assign to partnership tensions and how these interpretations relate to and influence the design of the appropriate interventions to deliver effective change.

While both philosophical frameworks discussed have their characteristics, the positivist framework is inappropriate to a social phenomenon that includes people and their real-life experiences (Creswell & Poth, 2016). Individuals and their comprehension and interpretations within a particular context are central to the present research. The present study does not propose to produce causal explanations within a closed system (Ritchie et al., 2013), but instead proposes to obtain profound comprehension of partnership tensions in SSM with a view to theoretical development. Consequently, the interpretivist framework is considered more suitable in view of the ontological, epistemological, methodological, and axiological assumptions of the research.

3.2.5 Rationale for qualitative approach for the present research

The focus of the present research demonstrates a rationale for employing a qualitative methodological approach. This study investigates partnership tensions in SSM. Thus, qualitative insights into partnership tensions from the perspectives of different partners engaged with SSM interventions are needed. Such insights are considered suitable when a study aims to gain a comprehension of why and how specific social phenomena happen (Carson et al.,2001).

In other words, the concept of partnership tensions in SSM requires an in-depth exploration. Such exploration helps to dig deep into participants' thoughts to comprehend why and how tensions are taking place. The qualitative approach is suitable in this context as this approach is employed for exploring the meanings, individuals, or groups linked to a person or a social issue (Creswell, 2013). Furthermore, tensions are contextual and determined by partners involved in the SSMPs. Thus, their experience, relationships, emotions, and learnings influence the nature of tensions. Therefore, in order to understand the concept of partnership tensions and why and how tensions are taking place, a qualitative approach is appropriate (Truong et al., 2019). The qualitative approach allows participants to "use their own words to draw on their own concepts and experiences" (Orlikowski & Baroudi, 1991, p. 16). This allows a comprehensive understanding of the notions and recognises areas and discussions that are yet to be determined (Creswell & Poth, 2016).

Contrary to quantitative approaches that look for a single truth controlled by universal laws (Sekaran & Bougie, 2016), qualitative approaches "rest on a view that multiple realities exist that can only be studied holistically and require an open system approach" (Davies, 2003, p. 102). The latter approach is more suitable for this research as it permits

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lucid accounts of particular issues to emerge from a variety of perspectives and meets the holistic requirements of the study.

Several qualitative techniques are used to push participants to reflect beyond their knowledge prior the interview. An open-ended, probing approach that permits the respondent to direct the interview, offers freedom to the researcher in guiding the line of questioning, and making connection between points as they emerge is needed. When the social phenomena are not fully comprehended and the interconnections between social phenomena are not fully known (which is the case in partnership tensions in SSM), the qualitative approach appears to be a more suitable method than the quantitative one (Creswell & Poth, 2016). Qualitative methods permit the researcher to develop a theory based on earlier comprehension (Bell et al., 2018) through engaging in deep investigation of the research issue. Thus, the researcher comes to inferences unknown prior to the research (Yin, 2016). As a result, it is clear now why the qualitative approach is adopted to conduct the present research.

3.3 Data collection

To answer the research questions, a qualitative researcher is involved in a series of interdependent activities in the process of gathering data. These activities go beyond conducting observations or interviews (Creswell & Poth, 2016). Creswell (2012) suggests five activities for the process of qualitative data collection that should be taken into consideration by the qualitative researcher: attending to ethical considerations for data collection, identifying the sample, gaining access and developing rapport, determining the form of data collection and designing the protocol for recording collected data (Figure 3.2). As shown in Figure 3.2, ethics is positioned at the intersection of the process of the

data collection to emphasise the necessity of attending to ethical considerations across the stages (Creswell & Poth, 2016).
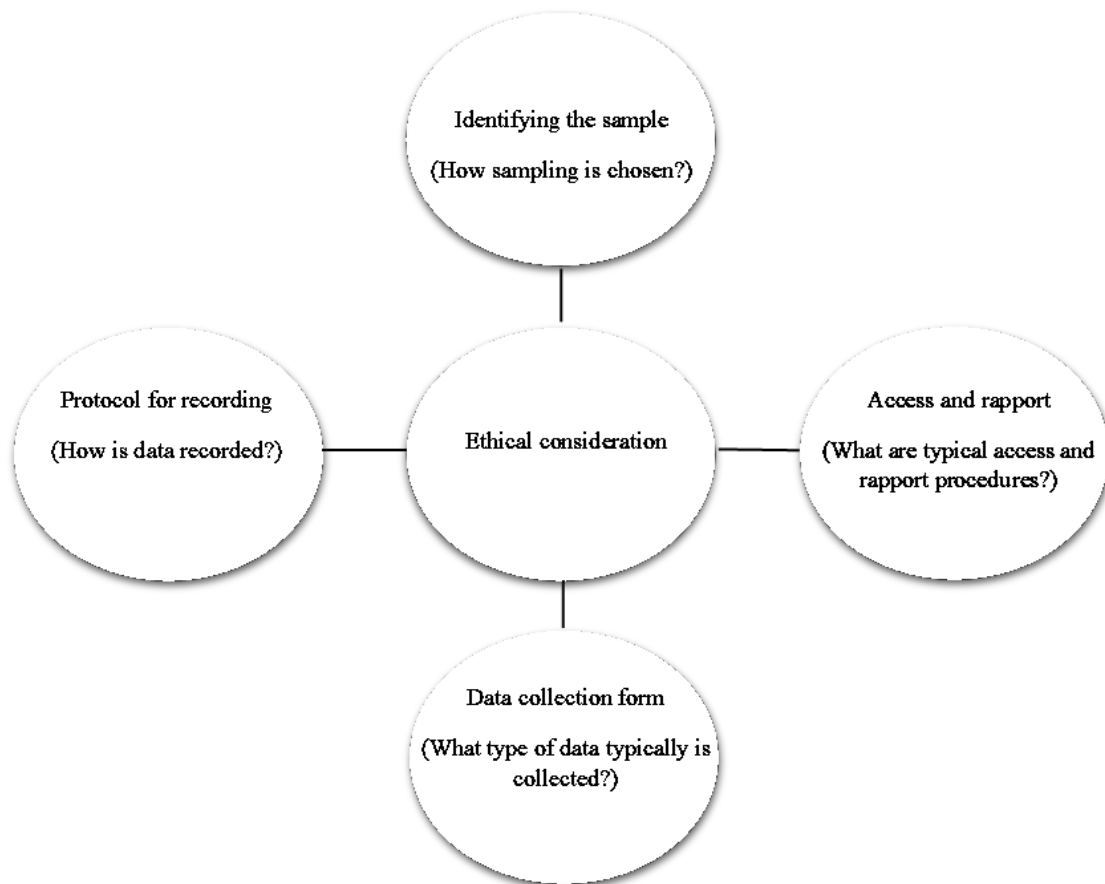
Figure 3. 2: The process of qualitative data collection

3.3.1 The form of data collection

Interviews are deemed to be the most common method used for data gathering in qualitative study (King & Horrocks, 2010). Qualitative interviews are primarily described by a low level of structure (King & Horrocks, 2010) and generally built on open-ended questions that aim to elicit perspectives and views from the participants about the research issue (Creswell & Creswell, 2017), and the "how and why" that resulted in such

views (King, 2004, p. 11). This is done without having to direct the interviewee towards a particular response.

In-depth interviews permit a richer and more nuanced account of partners opinions and experiences (Knox et al., 2020). Thus, in-depth interviews help answer research questions that focus on opinions, behaviours, experiences, and processes (Rowley, 2012). This is significant for the present research as the answers to its research questions rely mainly on the views of the participants regarding partnership tensions in SSM, in order to gather rich and meaningful data. In turn this will lead to significant depth of understanding about partnership tensions in SSM.

In-depth interviews can be deemed an empirical and informative method that helps with investigating complex, altering and interactive situations (French & Gordon, 2015). This view is supported by Ritchie et al. (2013) who believe that qualitative in-depth interviews help with exploring phenomena in-depth and in-detail; they can be employed for comprehending complex issues and processes. This is because qualitative interviewing permits opportunity for additional probing and investigating until mutual comprehension is reached (Creswell & Poth, 2016)

In social marketing research that often involves complex (wicked) or sensitive issues such as partnership tensions, in-depth interviews are often employed to gain deep insight about such issues (French & Gordon, 2015). These in-depth interviews work well when social marketing researchers want to generate insight from the perspective of experts (French & Gordon, 2015) which is the case in the present research, seeing as its aim is to gain a deep understanding about partnership tensions from the perspective of SSM experts (see section 3.3.2). Therefore, it can be claimed that qualitative interviews can significantly contribute to investigating partnership tensions in SSM.

In general, there are two kinds of approaches to conducting in-depth interviews which are the semi-structured interview and the unstructured interview (Saunders et al., 2016). Unstructured interviews are deemed informal as they are similar to a natural discussion or eliciting a story from respondents. They usually start with a broad open-ended question that is related to the research question(s). Thus, the interviewer uses prompts and probes to gain details and further explanation (Cachia & Millward, 2011). For this reason, the interviewees have a "control over the pacing of the interview, what will be disclosed (the amount of detail, scope of the interview, etc.), and the emotional intensity" (Corbin & Morse, 2003, p. 340).

On the other hand, semi-structured interviews assert pre-specified themes and address some essential questions which are noted within the interview schedule (Saunders et al., 2016). However, semi-structured interviews are flexible in their use of questions that can be modified, omitted, and added within the course of the interview (Qu & Dumay, 2011; Saunders et al., 2016). Also, the order of questions could be altered (Saunders et al., 2016). Probes are also employed in such interviews when more detail and clarification were required. This flexibility relies on the flow of conversation between the interviewer and interviewee, and the extent to which the interview is helping to better explore and answer the research questions and objectives (Saunders et al, 2016).

Since the aim of the present research was to obtain a deep understanding about partnership tensions in SSM, the key themes or issues related to partnership tensions (e.g. definition, sources, outcomes) were discussed during the interviews. The interview guide is outlined in Appendix A. The interview guide was crafted based on the research questions, which were informed by the literature review—this includes both the systematic literature review and the paradoxical perspective. Key aspects of SSMPs such

as its definition and related concepts like SSM, were derived from the social marketing literature. Key themes and issues related to partnership tensions, including their sources, outcomes, how to deal with them were shaped by the paradoxical perspective literature. This also influenced the terms and concepts employed for partnership tensions, such as the term "tensions". Two pilot interviews were undertaken with two participants. The purpose of these two interviews was to pilot the interview questions to ensure the interviewee understood them and that the responses provided the rich, descriptive data the researcher was looking for. The flow of the interview questions was also tested to ensure they made sense in practice along with the timing of the interview. Bryman (2008, p.443) supports the use of pilot interviews in qualitative research "not just to test how well the interview flows but in order to gain some experience". Following these pilot interviews some changes were made to the ordering of the questions and some new questions were identified. As a result, in-depth semi-structured interviews are the appropriate method to address the research aim and research questions of the present research.

3.3.2 Identifying the research sample

Decision on the sample is important seeing that a strong relationship between the research aim and research methods need to be established (Ritchie et al., 2013). Furthermore, the selection of the participants involved in the research needs to be consistent with the focus of the research (Saunders et al., 2016).

Qualitative researchers are mostly reliant on purposeful (non-probability) sampling for their collection of data. By depending on such, researchers make their own decisions to select the study population and sample. This means that the researcher chooses the sampling (individuals and sites) for research because they are best able to purposefully

inform comprehension of the study problem and central phenomenon in the research (Creswell & Poth, 2016). Thus, not all the members of the population of the research are given an equal opportunity of being selected as it is in quantitative research (Saunders, 2012; Creswell & Poth, 2016). Consequently, qualitative studies do not typically use sampling methods that aim to find statistical representativeness (King, Horrocks & Brooks, 2018).

Creswell and Poth (2016) argue that there are three decisions required to be made about the qualitative research sampling: type of sampling strategy (what strategy the sampling will adopt?), participants in the sample (who should be sampled?), and sample size (how many individuals or sites require to be sampled?).

In relation to the strategies of sampling, qualitative research offers a variety of strategies or techniques that researchers can select from. Table 3.2 gives some information on several techniques, in addition to decisions on techniques selected for the present study sample. However, sampling could be changed during the research as a result of many reasons. For instance, some participants could suggest other potential participants who could add significantly to the findings. Thus, researchers must be flexible (Marshall & Rossman, 2015). Yet in spite of this, researchers must prepare in advance as far as they can for their sampling strategy (Marshall & Rossman, 2015). Since the aim of the present research is to investigate the concept of partnership tensions in SSM to develop in-depth understanding about this phenomena, theory or concept sampling and snowball sampling were used as the appropriate strategy to make the choice of sample (social marketing experts) as shown in Table 3.2.

Theory or concept sampling aims to comprehend a notion or theory or produce theories or investigate specific notions within a theory (Creswell, 2012; Creswell & Poth, 2016).

Theory sampling is employed to select the individuals who are seen as one of the groups of preferred individuals to answer the questions relating to the research issue (Creswell, 2012; Creswell & Poth, 2016). Then, it is expected that these preferred individuals will contribute to adding clarity to the phenomenon under investigation (Creswell, 2012; Creswell & Poth, 2016).

Table 3.2: Strategies of purposeful sampling and their relevance to the present research

Time	The strategy	Aim	Researcher judgement	Rationales of the judgement
Before beginning data collection	Typical sampling	Focuses on what is average or normal	Excluded	N/A
	Theory or concept based	To comprehend a notion or theory, or produce theories or investigate specific notion within a theory	Included	This strategy has been employed to select the individuals (social marketing expert), who are seen as one of the groups of preferred individuals to answer the questions and contribute to adding clarity to the concept of partnership tensions in SSM.
	Maximal variation	Documents various of sites or individuals according to particular characteristics	Excluded	N/A
	Extreme case	Learn from the extremely extraordinary appearances of the phenomenon of interest	Excluded	N/A
	Critical sampling	To explain cases that dramatically clarify the situation.	Excluded	N/A
	Homogeneous sampling	To characterise a subgroup in great details and depth	Excluded	N/A

	convenience	To access the sample and easily gather data.	Excluded	N/A
After beginning data collection	Opportunistic sampling	Pursues new leads appearing during gathering the data that could be best able to answer the research question, utilise the unexpected.	Excluded	N/A
	Snowball sampling	To identify other appropriate participants who are suggested by the chosen participants during collecting the data.	included	This strategy has been employed as some participants suggested other participants who added significantly to the findings.
	Confirming and disconfirming sampling	To investigate cases that confirm or disconfirm initial result.	Excluded	N/A

Source: Author generated based on the works of Creswell (2012) and Creswell and Poth (2016)

Snowball sampling is a recruitment strategy in which participants are asked to help researchers in identifying other potential participants (Creswell & Poth, 2016). This study used this strategy as participants were asked to suggest other participants who later took part in subsequent interviews.

Regarding the research participants, the aim of the present research which is to investigate the concept of partnership tensions in SSM to develop in-depth understanding (practical and theoretical) about this phenomenon in terms of its definition, why it occurs, and how it has been dealt with, SSM experts have been chosen as the research participants. Therefore, SSM experts have been chosen as the research participants despite that SSMPs involve various partners (e.g. government, private sector, community).

This decision has been made for many reasons: First, SSMPs are dynamic in nature as partners can engage and shift in any order at a point in time (Domegan et al., 2020). Thus, new partners can emerge while existing ones can cease to exist or be interested (Buyucek et al., 2016; Domegan et al., 2020) as a result of cultural, technological, political and social issues (Domegan et al., 2020). Therefore, SSMPs are not linear, not an event, instead they are flexible, adaptable, and ongoing in nature. In other words, SSMPs are constantly altering, thus, they are considered as an iterative process (Domegan et al., 2020). Consequently, SSMPs include different partners in different stages. Thus, choosing these types of partners as a sample will not answer the research questions effectively whether because of their limited participation (in some stages) or because of for example their backgrounds, specialities mind-sets. On the other hand, social marketers are typically involved in all or most stages of intervention and one of the main roles they play in SSMPs is to systematically identify and manage partners throughout the campaign design, implementation and evaluation (Knox et al., 2020). Then, using this understanding to develop an offering that is appealing to bring about positive social outcomes (Kennedy et al., 2017). Second, historical information about partnership tensions and how this phenomenon has evolved over time is needed. This contributes valuable insights into how social marketing practitioners and scholars have reacted to partnership tensions over time. Thus, informing social marketers (practically and theoretically) about how they can best respond to tensions in the future to deliver effective change. As a result, SSM experts are well-suited to reflect accurately and comprehensively (Antric et al., 2021; Akbar et al., 2021) on experiences of partnerships (Hanley & Thorpe, 2009) and partnership tensions. Thus, expanding the understanding of partnership tensions in SSM beyond a case-by case basis, toward a more systematic appraisal of partnership tensions in the social marketing field (Cook et al., 2020). However, focusing on SSM experts does

not imply undermining the value of other partners' views or suggesting confinement solely to the perspective of SSM experts. Instead, the aim is to present a particular partner viewpoint, that of SSM experts, without asserting superiority, as highlighted by the iSMA Social Marketing Statement of Ethics (Kubacki et al., 2023). Thus, the focus of this research on SSM experts was intended to leverage their specialized knowledge without implying a top-down approach in controlling partnerships.

In order to make the choice of sample, the following criteria was employed to social marketing experts who is from any country as long as the interview can take place in English and met at least one of the following criteria:

- Has expertise in social marketing (e.g. how to develop social marketing programmes, theories). This expertise is checked according to their profile.

- Has worked on SSM interventions in different contexts (e.g. different issues, different cultures).

- Has an experience of being/having been in multiple SSMPs.

- Has had the role of coordinating SSMPs (doing all/some partnership activities such identifying and classifying stakeholders, engaging with stakeholders, running stakeholder workshops).

With respect to the size of sampling, qualitative research generally aims to explain the specific, the particular, instead of generalising the findings (Pinnegar & Daynes, 2007). Therefore, qualitative research is characterised by a small number of participants. However, there is no particular number of participants as the literature includes a variety of views (Creswell & Poth, 2016). The present research uses the idea of data saturation adopted by Charmaz (2006) and Saunders, (2012). Data saturation is the criterion for

inductively establishing the purposeful sample size. Accordingly, qualitative researchers stop collecting data when they realise that no new themes/information are obtained from collecting extra data (Charmaz, 2006; Saunders, 2012). The researcher of the present research interviewed 20 research participants. This sample is considered the minimum recommended number in order to develop a well-saturated theory (Creswell & Poth, 2016).

3.3.3 Access and rapport procedures

After selecting the research participants (sampling strategy, participants, and sampling size) the question that arise is how the potential participants identified. In order to address this and ensure a broader scope of perspectives by including diverse participants, many ways were used as outlined below:

- Identifying potential participants from the literature of social marketing.

- Identifying potential participants from social marketing case studies (published cases).

- Using personal contacts from social marketing conferences.

- Using personal networks.

- Using the Social Marketing Listserv that is considered a place for social marketing professionals. The listserv is managed by the Social Marketing Association of North America (SMANA) in partnership with the International Social Marketing Association (iSMA).

- Asking social marketing associations to help in reaching out more SSM experts. These associations include: the International Social Marketing Association (iSMA), Australian Association of Social Marketing, European Social Marketing Association, Pacific Northwest Social Marketing Association, Social Marketing

Association of North America, The Latin American Social Marketing Association,

and The African Social Marketing Association.

Then, a list of participants who meet the criteria was prepared. The participants were primarily contacted by email (see Appendix B) (where their email addresses are publicly available). This email aimed to provide participants with a detailed account of the research project and intent of the interview. Then, they were asked to participate in the research with the assurance that participation and any contributions would remain confidential. The participants were also provided with an information sheet (see Appendix C).

Once participant gave their consent to participate in the research, the consent form was sent to the participant to read it and sign it (see Appendix D). An online meeting was suggested using platforms such as Zoom at a mutually convenient time. This is because the participants are social marketing experts that are in different locations around the world. Also, the interviews were conducted during the pandemic when traveling was restricted. The researcher's own home was a suitable meeting place as it is a quiet confidential space to conduct an interview on Zoom. Also, prior to the interview the participant has advised that the interview would last between 60 and 90 minutes in order to allow the participant to prepare for the interview with minimal interruptions.

In order to establish rapport with the participants, at the start of each interview, the interviewer introduced himself and provided the participant with a brief introduction to the research project. Having such an introduction helped both the participant and the interviewer to be readier for interactive discussions. Interviewee then was thanked for their participation in the research project and was assured of confidentiality. Interviewee was also be asked for permission to record the interviews for the aims of ensuring that a

full narrative of the interview can be made. After the introduction, the interviewer used the interview guide (see Appendix A) to conduct the interviews, but also allowed for additional probing and follow-up questions.

At the end of each interview, the interviewee was thanked for their participation in the interview and sending a copy of the interview transcript was offered to the interviewee. The interviewee was finally asked if he/she could recommend anyone who may be especially helpful for participation in the research as a technique of snowball sampling.

3.3.4 Recording Procedures

Recorded participant interviews were password-protected and encrypted on the researcher's audio device and transferred as soon as possible after the interviews to files in the researcher's personal computer. Files were also password-protected and encrypted, and backed up on the University of York Google Drive, password-protected and encrypted. Once audio files were transferred to a file on the researcher's personal computer, they were permanently erased from the audio device and the transcripts retained and stored securely up to four years after the present thesis is complete and the project has ended.

3.3.5 Ethical consideration

The researcher followed many steps to ensure ethical practice within the process of data collection. The first step taken in this regard was obtaining the ethical approval from the University of York research ethics committee (ELMPS Ethics Committee) (Quinlan et al., 2015).

The second step was to develop the procedures needed for ensuring and reassuring participants about privacy and confidentiality during the course of the research. In this

context, sending the participant consent form and the information sheet to the interviewees played a significant role (Creswell, 2012; Quinlan et al., 2015; Saunders et al., 2016; Yin, 2014).

Third, the nature of the research topic which is partnership tensions may pose a potential risk to the participant first, if the programme is identified in the study especially if the programme is ongoing. To mitigate this risk the real names of participants and programmes were anonymised by using pseudonyms. Second, participants may provide me with sensitive organisational information about some partners which may pose a potential risk to the participant if she/he is identified, therefore, the name of partner or the organisation was anonymised by using pseudonyms. The topic of partnership tensions may raise some uncomfortable questions, in this case, participants have the option to skip these types of questions or to stop the interview at any time without giving a reason. The final step was to keep signed consent forms and audio recordings in a secure computer file (Saunders et al., 2016; Bell et al., 2018).

After setting out the rationale for adopting an interpretivism philosophical position to this research, explaining and justifying the use of a qualitative methodology to investigate partnership tensions in SSM, and discussing the utilisation of interviews as a research method to collect rich, qualitative data, the next section will explain and justify how the data collected were analysed using thematic analysis.

3.4 Data analysis

The view of the paradox theory about tensions played a crucial role in how the data was interpreted and categorised. This viewpoint served as guiding principles that facilitated a nuanced understanding of how tensions operate within SSMPs. For instance, the paradoxical perspective's characterisation of tension as ubiquitous and persistent forces

(Lewis & Smith, 2014), allowed for an exploration of how participants perceive tensions in the context of SSMPs. The underlying assumptions of the paradoxical perspective (Smith & Lewis, 2011) enabled an examination of the source of tensions in SSMPs. Additionally, the premises of the paradoxical perspective also played a pivotal role in shaping how the data was interpreted and categorised. For instance, the first premise, coexistence rather than problem-solving through fit (Smith & Lewis, 2011), influenced the lens through which participants' perspectives on tensions were examined. The second premise, which focuses on managing approaches or responses to tensions (Schad et al., 2016), directed attention towards understanding the various strategies and tactics that participants employed in response to tensions. The third premise placed an emphasis on outcomes (Wilhelm & Sydow, 2018), allowing for a comprehensive exploration of the outcomes of tensions and their impact on the partnership. Throughout the analysis process, consistently referred to the view of the paradoxical perspective, ensuring a theory-driven analysis and integrating relevant concepts to facilitate a robust interpretation of the findings.

The data collected in this study were analysed using thematic analysis. Thematic analysis is a systematic, flexible and accessible method used to analyse qualitative data by identifying, organizing, and offering insight into patterns of meaning (themes) across a dataset (e.g. series of interviews) in relation to a research question (Braun & Clarke 2006; Saunders et al., 2016; Clarke & Braun, 2017; Terry et al., 2017). The essential purpose of thematic analysis is not to summarise the data content, but to identify, and interpret, key (but not necessarily all) features of the data guided by the research question(s) (Clarke & Braun, 2017).

Thematic Analysis is flexible as it is not tied to a particular philosophical position. The researcher's assumptions and their research question(s) will, however, affect how he/she uses it to interpret the data (this is why researchers should be explicit about their philosophical assumptions and remain reflexive through the research project). The reason why researchers may use thematic analysis irrespective of their positions relates to its development as a standalone analytical technique or process, instead of being part of theoretical or methodological approach (Saunders et al., 2016; Terry et al., 2017; Braun et al., 2019). For the same reason, thematic analysis may be used irrespective of whether researchers adopt a deductive or inductive approach (Saunders et al., 2016; Terry et al., 2017; Braun et al., 2019).

In a deductive approach, the themes a researcher wish to examine would be linked to existing theory, the research question(s) is also more likely to be firmly established and this and the research objectives may be used to derive themes to examine in the data. This may lead to focus on parts of the data set instead of seeking to analyse it all in an "undiscriminating" way (Saunders et al., 2016; Terry et al., 2017). In this top-down approach "themes are conceptualised as analytic inputs, patterns identified and developed at the start of the analytic process (usually following some data familiarization) which guide the data coding process" (Braun et al., 2019, p. 846).

On the other side, in an inductive approach, themes will generally be derived from the data (they can still be linked to research questions). Researchers will search for themes to explore related to the research interest but will not impose a framework of themes to examine the data set based on existing theory (Saunders et al., 2016; Terry et al., 2017). In an inductive approach, the researcher may also modify the research questions. Initially, the whole data set will likely be explored to look for the occurrence and reoccurrence of themes (Saunders et al., 2016; Terry et al., 2017). In this bottom-up

approach *"themes are conceptualised as analytic outputs, patterns identified and developed later in the analytic process, building on, and representing the outcome of, coding"* (Braun et al., 2019, p. 847).

The present research adopted a combination of a deductive and inductive approaches. The deductive approach by having the research questions that are grounded in literature (Saunders et al., 2016; Braun et al., 2019). The inductive approach through allowing the data to also speak for itself and looking for valuable additional insight that perhaps are not necessarily linked to any of the research questions but are still really interesting and can make a contribution in investigating the partnership tensions phenomenon. Despite that there are different approaches of conducting thematic analysis, the present research employed Braun and Clarke's (2012) six phase approach.

3.4.1 The six-phase approach to thematic analysis

Braun & Clarke (2021) provide a set of guidelines to undertake thematic analysis that involves a six-phase analytic process (Table 3.3). In practice, these procedures do not occur in a strict linear process. Instead, they are often iterative and recursive: the researcher often moves back and forth between the different phases (Creswell & Poth, 2016; Saunders et al., 2016). The first phase of thematic analysis is familiarisation with the data. It is a process that can begin during data collection. The second phase involves systematic data coding to immerse the researcher more deeply in the data and create the building blocks of analysis. It is likely that as coding progresses, the researcher starts to see similarities and notice patterns across the data. However, it is important to stay focused on coding the entire dataset before moving from coding to constructing themes in the third phase. The themes the researcher develops at this point are flexibly open to change with the fourth phase involving developing and reviewing potential themes. When this is complete, a review in detail of each theme is made with the objective of

identifying their meaning and name. Braun & Clarke (2021) call this phase "refining, defining and naming themes". Then finally developing the entire analysis during the sixth and final phase, producing the report. Writing the report offers the final opportunity to make changes that strengthen the analysis and effectively communicate the analyst's story of the data (Braun & Clarke 2006; Braun & Clarke, 2012; Clarke & Braun, 2017; Terry et al., 2017**;** Braun et al., 2019). More in depth presentation below.

Table 3. 3: The thematic analysis process

The Thematic Analysis Process
1. **Familiarisation with the data**
2. **Systematic data coding**
3. **Generating initial themes**
4. **Developing and reviewing themes**
5. **Refining, defining and naming themes**
6. **Writing the report**

*So*urce: Braun & Clarke (2021, p. 4)

3.4.1.1 Familiarisation with the data (phase 1)

Familiarisation requires the researcher to shift focus from data generation to analysis. The aim of this phase is to become intimately familiar with the data set's content and to begin to notice interesting things and make notes about individual data items, as well as the whole dataset (Braun et al., 2019). These notes should be formulated by the research question(s), as well as wider questions about what is going on in the data (Braun et al., 2019). Note-making at this stage is observational and casual rather than systematic and inclusive (Braun & Clarke, 2012). Thus, the researcher is not coding the data yet. Notes

would typically be "a stream of consciousness, a messy rush of ideas, instead of polished prose" (Braun & Clarke, 2012, p. 61). This phase provides a solid foundation of interrogating and knowing the data which in turn is considered as the initial block in the process of coding then building the final analysis (Terry et al., 2017). The process of getting familiar with the data and reflecting on it can begin whilst transcribing the data, provided the researcher undertakes the transcription task instead of relying on external support (King & Brooks, 2017). The amount of time required for researcher familiarization and engagement with the data relies on the nature and size of the study: and the time allocated for completing the research (King & Brooks, 2017). However, Braun and Clarke (2012) recommend that the data set to be read at least once before progressing to the next step.

In this research, data transcription undertaken by the researcher provided ample time for thoroughly understanding the data and reflecting on it. The entire data set's content that includes 20 semi-structured interviews was watched (they were recorded via Zoom) and read twice after completing the transcription task to become intimately familiar with the data sets content. Also familiarisation involves keeping notes (e.g. comments to the transcript documents; in a separate notebook) ensuring these early analytic observations are remembered and can be referred back to. Table 3.4 provides some examples of familiarisation notes related to one single participant and then across all transcripts.

Table 3.4: Familiarisation Notes from One participant and the Entire Dataset

Examples of familiarisation notes from interview with participant 2

- **He is diverse in terms of his background, contexts, and issues worked on.**

- **He does not believe that SSM can be applied in real world.**

- **He is good in giving an overview over partnership tensions.**

- **There are four types of tensions: Pragmatics, Modelling, Priority, and Habit**

- **Three types of partners that can cause tensions: people with ideologies, people with power, and people with the sense of empowerment.**

- **There is no one solution or way to deal with tensions. The way how to deal with tensions should be tailored according to the situation and partners.**

Examples of familiarisation notes for the entire dataset

- **Pure academic participants talk more about partnership tensions in theory instead of in practice therefore, they were struggling in providing some examples to explain or support what they said.**

- **Participants have different perceptions about SSM, for instance some of them see it as a great idea that still social marketing did not reach this point. Others gave many examples of how SSM was applied in many interventions to deal with many issues**

- **Tension is essential in any partnership.**

- **Evidence based logic is one way to deal with tensions.**

- **Communication is the issue and the solution.**

Having developed a sense of the overall dataset, the researcher now begins generating codes. Where familiarisation was a process of making casual observational notes, coding is the systematic and thorough creation of meaningful labels attached to specific segments of the dataset (Braun& Clarke, 2012; Saunders et al., 2016; Terry et al., 2017).

3.4.1.2 Systematic data coding (phase 2)

Having developed a sense of the overall dataset, the researcher now begins systematic data coding. Where familiarisation was a process of making casual observational notes, coding is the systematic and thorough creation of meaningful labels attached to specific segments of the dataset (Braun& Clarke, 2012, 2021; Saunders et al., 2016; Terry et al., 2017). Such segments are interesting or relevance to have meaning relevant to the research questions and objectives (Braun& Clarke, 2012, 2021; Saunders et al., 2016; Terry et al., 2017). The aim in undertaking this stage is to make each piece of data in which the researcher is interested accessible for further analysis (Saunders et al., 2016). Qualitative data sets are frequently large and their content complex. A qualitative data set may include references to, for instance, behaviours, events, ideas, outcomes, policies, etc. Without coding these data the researcher may struggle to understand all the meanings in the data in which the researcher is interested (Saunders et al., 2016). The coding process is iterative and flexible, and code revision and development is part of this. Codes developed later in the process might capture a particular concept more clearly than earlier ones. Therefore, the researcher often circles back through data items to clarify, or modify, earlier coding, which also helps with coding consistency (Terry et al., 2017). Codes vary in what they capture from the semantic obvious meaning through to more latent or conceptual ideas (Braun& Clarke, 2012; Terry et al., 2017). The descriptive or semantic codes typically stay close to content of the data and to the participants' meanings (Braun& Clarke, 2012). On the other hand, the interpretative or latent codes go beyond the participants' meanings and provide an interpretation about the data content. This interpretation identifies meanings that lie beneath the semantic surface of the data (Braun& Clarke, 2012). There are no 'right' or 'wrong' codes, what is important for all codes (semantic or latent) is that they are relevant to answering the research questions

(Braun& Clarke, 2012, 2012, 2013; Saunders et al., 2016; Terry et al., 2017). This stage of the process ends when the data is coded and the data relevant to each code are collated (Braun& Clarke, 2012).

In this research, the researcher began with the first data item, and systematically worked through the whole item, looking for chunks of data that is interesting and potentially address the research questions. The coding of data was carried out by using qualitative analysis software NVivo. As the coding progressed, the researcher started to understand the shape and texture of the data a bit more. Thus, the existing codes started to be modified to incorporate new material. For example, the code "using evidence to deal with tensions" was initially titled "support your claim with evidence". Once the initial coding of the dataset was finished, the whole codes were revisited as the codes have already developed during the process. This stage of the process ends when the data are fully coded and the data relevant to each code has been collated. Table 3.5 provides some examples of codes from the data, with a few data extracts collated for each code.

Table 3. 5: Two codes with some illustrative data extracts

Using new ways of dealing with social problems can cause tension with the partner who used to do it in a certain way (Habit tension)	Using evidence to deal with tensions
There was a very interesting way of looking at it which the (…) is not used to. So when you disrupt the usual way of doing things, you're checking people out of their old ways of doing things, old habits, they are going to create trouble for you, they are going to resist. So there's more of a resistance … (Participant 2) Many times, stakeholders don't like the fact that it is social marketing solution. So used to that same example of the police, they're so used to doing things over in a way that	… in the case of (…), one way to address their problem was through data evidence, … we showed to survey data that young men are not going to drink more (Participant 2) And it's our job to keep demonstrating evidence and effectiveness to help start to over overcome that opinion … But when you've got hard evidence, saying this program does actually protect (…), and this is how it does it, you really can't refute that … (Participant 6)

they're not open to new ideas... (Participant 2) ... there can be tensions as well, because ... you might be proposing something that's quite different to what they used to (Participant 6) ... a very often, you have in mind a solution that they want, based on their expertise. And it's based on what they've always done the past before (Participant 11)	... also showing them that if you provide housing to homeless people, then we you reduce the number of the emergency department admission. So in fact, save a lot of money (Participant 15)

3.4.1.3 Generating initial themes (phase 3)

After having codes prepared, the process moves to developing themes. A theme is "a broad category incorporating several codes that appear to be related to one another and which indicates an idea that is important to your research question" (Saunders et al., 2016, p. 584). For this, codes are examined to be combined, or collapsed into meaningful patterns (Clarke et al., 2015). With further analysis, the systematic coding analysis could be reviewed to better answer the research question. For illustration, the generation of initial themes provided the theme of "lack of understanding". This theme describes how lack of understanding is considered as a cause of partnership tensions (Figure 3.3).
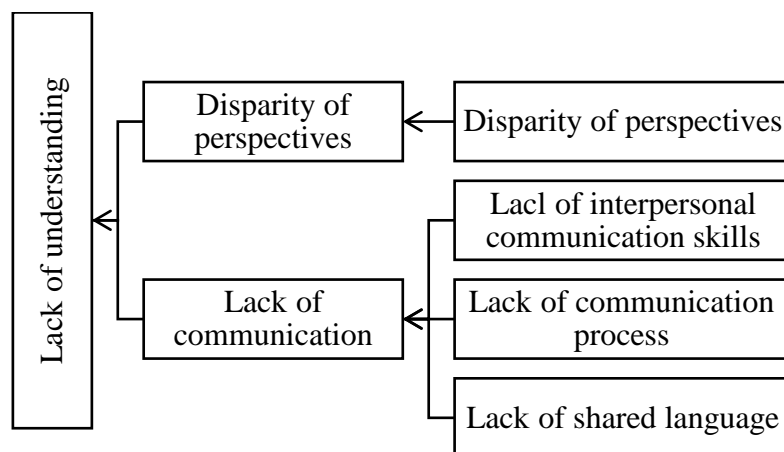
Figure 3.3: lack of understanding as an initial generated theme.

3.4.1.4 Developing, refining, defining, and naming themes (phase 4-5)

A total of 23 themes were developed and each of these themes was then reviewed to ensure it works in relation to the data coded to it and also in relation to the entire data set. Once all the themes were reviewed and their legitimacy determined by the data, a visual representation of the themes was created in the form of thematic maps. Dey (1993, p.192) notes that "diagrams can help us disentangle the threads of our analysis and present results in a coherent and intelligible form". The thematic map is shown in Figures 3.4.
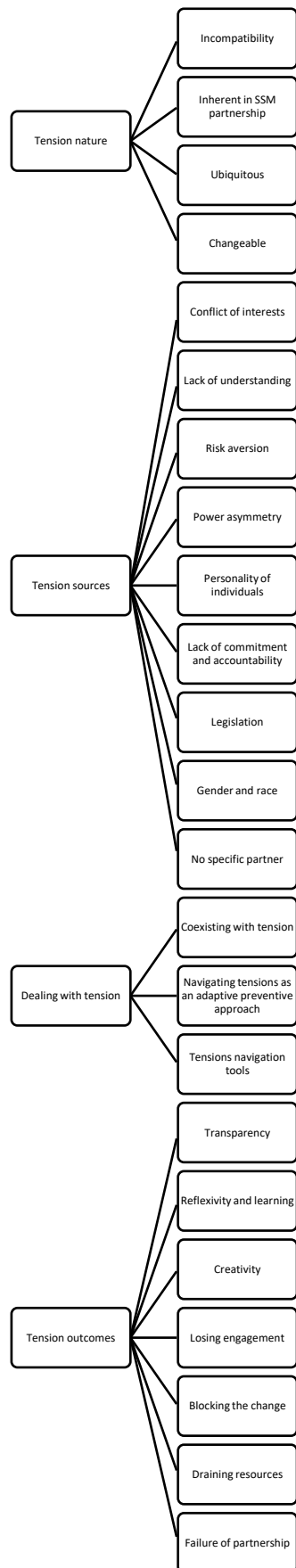
Figure 3. 4: Thematic map of themes

3.4.1.5 Writing the report (phase 6)

Although the final phase of analysis is the production of a report -which is this thesis- it is not a phase that only begins at the end. In other words, the researcher does not complete their analysis of the data and then write it up (Terry et al., 2017; Braun et al., 2019). Writing and analysis are thoroughly interwoven in qualitative research—from informal writing of notes and memos to the more formal processes of analysis and report writing (Braun & Clarke, 2012). This is done in the perspective of providing a compelling story about data based on the researcher analysis.

3.5 Reliability and validity

Research reliability and validity are considered to be major concerns that most researchers focus on in defending their research results (Easterby-Smith et al., 2018) and in judging the quality of research (Saunders et al., 2016). Easterby-Smith et al. (2018) indicate that these terms can mean different things for different research traditions or philosophical perspectives adopted by the researcher. This is in line with Kvale's (1995) suggestion that researchers sharing the same philosophical traditions and contexts share a similar understanding of the terms. Moreover, reliability and validity issues can take different forms for different qualitative methods (Peräkylä, 2004). Validity, often referred to as credibility in qualitative research (Lincoln & Guba, 1985; Saunders et al., 2016), is concerned with the level of integrity reached with regard to research findings and the interpretations resulting from them (Bell et al., 2018; Kirk & Miller, 1986). Kirk and Miller (1986, p. 20) define validity as "the degree to which the finding is interpreted in a correct way". According to Saunders et al. (2016), research validity is dependent upon various factors involving the adequacy of research methods used for the research problem, the accuracy of analysing and interpreting the results, and the findings generalizability.

Reliability, also referred to as dependability in qualitative research (Lincoln & Guba, 1985; Saunders et al., 2016), is defined by Kirk and Miller (1986, p. 20) as "the degree to which the finding is independent of accidental circumstances of the research". Along the same perspective, Bell et al. (2018) explain it to be associated with the issue of whether a study can generate repeatable research results. Hence, reliability basically involves research replication and consistency (Saunders et al., 2016). For the purpose of overcoming reliability and validity issues. Lincoln and Guba (1985) suggest that qualitative researchers meet four trustworthiness criteria which are credibility (truth-value of research findings), transferability (applicability of findings to other contexts or participants), dependability (consistency and replication of findings to same or similar contexts and research participants), and confirmability (maintaining researcher neutrality to keep findings from being influenced by researcher biases and perspectives). Based on the techniques proposed by Lincoln and Guba (1985) to address these criteria, Table 3.6 discusses the activities adopted for ensuring reliability and validity of this study.

Table 3.6: Activities applied for addressing Trustworthiness Criteria of Lincoln and Guba (1985)

Trustworthiness criteria	Activities used
Credibility	- An introductory email indicating the main aim of the research was sent to the interviewees (see Appendix B for introductory email). - Social marketing experts were chosen as research participants based on many criteria (see Appendix C for participant information sheet). - All interviews were recoded. - All aspects of the study and data gathering processes were subject to ethical scrutiny and granted ethical approval by the University of York research ethics committee (ELMPS Ethics Committee).

Transferability	• Interviews were conducted with different social marketing experts around the world in order to capture various perspectives about partnership tensions in SSM and cover different contexts.
	• Participants responses from semi-structured interviews were compared with each other.
	• Interviews findings were compared with the literature.
Dependability	• Interview guides were decided and coordinated upon by the researcher, the supervisory team, and a Thesis Advisory Panel member.
	• Independent coding of two interview transcripts was implemented a doctoral researcher for verifying coding process.
	• An audit trail was kept throughout the analysis process.
	• The interpretations resulting from the data analysis were corroborated by the researcher and the supervisory team.
Confirmability	• An introductory email indicating the main aim of the research was sent to the interviewees (see Appendix B for introductory email).
	• Before conduction the interviews, researcher provided interviewees with information about their anonymity and the options they have for not answering any question they do not wish to answer (see Appendix D for participant consent form).
	• Participants responses were compared with each other.
	• Research findings were compared with the literature review.
	• An audit trail was kept throughout the analysis process.
	• The interpretations resulting from the data analysis were corroborated by the researcher and the supervisory team.
	• Interpretations resulting from the data analysis were critically examined by looking for negative evidence and checking for rival explanations or conclusions.
	• Use of direct or verbatim quotes.
	• Review and provision of feedback on final findings by supervisory team.

3.6 Reflexivity

Seeing the nature of qualitative research, researchers face neutrality and objectivity issues (Miles & Huberman, 1994). Although researchers are advised to ensure objectivity, studies demonstrate that it is impossible to detach own selves from the research process (King 2004). Therefore, it is important for researchers to conduct reflexivity where a critical reflection on the influence of their personal experiences and background on the research process as well as an acknowledgement and an interpretation of researcher role in the research process (Guba & Lincoln, 2005).

Riach (2009, p. 359) defines reflexivity as the process that "requires a fundamental requestioning of what is knowable within a given context, and for this questioning to inform or shape current or subsequent practice". Based on this definition, this section acknowledges the attempts to avoid preconceived ideas (Gummesson, 2000), to maintain an open mind for ideas (Saunders et al., 2016), and to ensure the validity, and reliability of the research process.

To begin with, it is important to mention that as I was born and raised in Kuwait, it synonymously implies that I belong to a geographical area (Middle East) that is crowded with political tensions which developed my high interest in politics and in dealing with tensions among nations. Kuwait is a very small country that has been paying the role of the convener, the middleman between nations such as Saudi Arabia, Iraq, and Iran. Since my very young age, I witnessed different sorts of tensions whether domestic or foreign such as the "Ghazoo", when Sadam Hussein invaded Kuwait in 1990. These events sparked several questions on how the issue in Kuwait is wrapped up in 7 months, while in Palestine it took 42 years at that time. Also, seeing the religious environment where I

grew up, everyone was speaking behavioural change, hence my interests in managerial and marketing areas in behavioural change.

Against this background, I made sure to put these experiences aside. Therefore, I decided to adopt a systematic approach especially at the stage of the research question generation. This is why I conducted a systematic review (Section 2.6) to make sure that the research foundations are solid and valid. I also applied several activities to ensure the trustworthiness of the research process including credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985).

3.7 Conclusion

This chapter detailed the methodological framework that guided this research while justifying the philosophical position and data collection and analysis techniques, recognising reliability and validity of this research, and considering the presented reflexivity work about the research.

Chapter 4: Research findings

4.1 Introduction

The overarching objective of this research is to generate an in-depth understanding of partnership tensions in SSM. This can provide valuable information to design appropriate interventions and/or help interventions run more smoothly to deliver effective change. As explained in Chapter 3 above, thematic analysis was used to analyse the data collected in this study (interviews). The findings are structured based on the research questions that built on theory/conceptualisation which emerged from the literature review. This chapter consists of six main sections that report the results of the data analysis. Starting with the profile of participants that explains the characteristics of participants (e.g. their position, years of experience, geographical location), the second section discusses the nature of partnership tensions. Then the sources of tension are demonstrated in the fourth section. The fifth section presents how participants deal with tensions, while the outcomes of tensions are illustrated in the sixth section. Finally, the chapter ends with a summary of the findings.

4.2 Participants' profiles

This section presents the participants' profile according to different criteria as showing in Table 4.1.

Table 4. 1: Participants' profile

Participant	Gender	Years of experience in SM	Position (Academic / practitioner)	Based in	Area of expertise	Examples of SSM projects
Participant 1	Female	20	Both	Australia	• Health • Energy	• Project related to the efficient use of electricity • Project related to preventing homelessness for women
Participant 2	Male	20	Both	Australia and India Also worked in US Canada	• Mainly health • Sustainability (environment)	• Project related to vaccination • Project related to marine conservation • Project related to Road safety
Participant 3	Female	15	Academic	Australia	• Social marketing theory	-
Participant 4	Female	7	Academic	Australia	• Sustainability (e.g. food waste)	-

Participant 5	Male	30	Both	UK	• Public health, mainly tobacco issues	• Projects related to tobacco issues • Projects related to cancer issues
Participant 6	Female	10	Both	Australia	• Health	• Project related to healthy eating
Participant 7	Male	30	Both	US	• Health	• Projects related to public health (e.g. reducing opioid overdose deaths, infection control, tobacco control)
Participant 8	Male	40	Both	UK Works Internationally	• Mainly public Health	• Projects related to public health (e.g. cycling, smoking cessation, pandemic preparedness)
Participant 9	Female	13	Both	Australia	• Different areas (health, social and environmental issues)	• Projects related to the environment (e.g. water quality) • Projects related to public health (e.g. Healthy eating, alcohol education for adolescent students) • Projects related to sexual violence

Participant 10	Male	15	Both	Australia and the UK	• Different areas (e.g. Environment, health, social issues)	• Projects related to blood donation. • Project related to engaging migrants and refugees in health care. • Project related to social inclusion for migrants and refugees. • Project related to breast cancer education
Participant 11	Female	17	Both	UK	• Different areas (e.g. sustainability, health, social marketing theory)	• Projects related to the environment protection (e.g. Ocean literacy, marine conservation) • Projects related to climate change. • Project related to physical activities for kids
Participant 12	Female	12	Both	New Zealand	• Health, mainly alcohol reduction	• Project related to alcohol syndrome disorder • Project related to the alcohol harm and access to public health access
Participant 13	Male	16	Both	UK	• Health	Projects related healthy life (e.g. cycling)
Participant 14	Male	10	Both	Australia	• Mainly health • Environment	• Projects related to alcohol and drug education

Participant						
Participant 15	Male	40	Both	Australia and Europe	• Mainly health • Other areas (e.g. domestic violence, child abuse, racism)	• Project related to the wellbeing of Aboriginal • Projects related to health (e.g. mental health, tobacco, alcohol, physical activity) • Project related to domestic violence
Participant 16	Male	11	Both	UK	• Health	• Projects related to public health (e.g. obesity, smoking, cancer, physical activity, healthy food)
Participant 17	Male	16	Both	Australia and the UK	• Different areas (e.g. alcohol, tobacco, gambling, foods, Energy Sustainability, workplace bullying, mental health, climate change)	• Energy efficiency
Participant 18	Male	15	Both	Vietnam and Australia	• Different areas (e.g. Health, sustainability)	• Personal and environmental hygiene • Road Safety • Sustainability (e.g. Reducing food waste)
Participant 19	Female	10	Both	Colombia	• Public health	Project related to improving health system

| Participant 20 | Female | 13 | Practitioner | South Africa

Different countries in Africa | • Mainly public health | • Project related to addressing HIV, TB, STIs, and hepatitis.
• Project related to preventing drug use in youth |

Figure 4. 1: the countries of the participants and the SSM projects

The participants profiles show several characteristics in terms of academic experience, practice experience, geographical location and SSMPs knowledge. Academics with no practice experience have little knowledge about partnership tensions or their knowledge is based on theory. Although there is a trend towards working in the sustainability field, health is still the dominant area of participants' expertise. This is also reflective of the social marketing field which has been dominated by health applications, but now that is changing. Geographically, the sample is diverse with participants working on projects in the USA, Canada, Colombia, UK, Switzerland, South Africa, India, Vietnam, Australia, and New Zealand. The largest proportion of participants (both practitioners and academics) are based in Australia. Participants have extensive experience in social marketing. The minimum years of experience is seven years and half of all participants have more than 16 years of experience, with some of them reaching 40 years of experience in social marketing.

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4.3 The nature of partnership tensions

This section presents the findings regarding the nature of partnership tensions in SSM including the definition and the nature of tensions, and how social marketers perceive tensions in SSMPs.

4.3.1 Incompatibility

A specific definition of "tension" was not presented and has often been taken for granted by participants. However, from participants' responses, there is an agreement that tension is a state of incompatibility between partners that could challenge and/or fuel the success of the SSMPs. This state of incompatibility and inconsistency between partners was expressed in different ways, sometimes by indicating the causes of tensions as shown by the majority of the participants (more details about the causes of tensions will be discussed in section 4.4.1). In other words, most of participants define tension by its causes to indicate the state of incompatibility between partners. For instance, when Participant 8 was asked to define tension, he describes some sources of tension (e.g. power asymmetry) to indicate the state of incompatibility between partners:

"... all kinds of elements of tension ... there's power to it, who has, you know, power to influence the other organisation. There's political clout, as well, who carries sway with politicians, and who can persuade them this financial and organisational resource. You know, organisations with more resources and more money, tend to have more power"
Participant 8

Similarly, Participant 9 also defines tension by indicating its causes (e.g. conflicting interests and the lack of communication) to indicate the state of incompatibility and inconsistency between partners:

"I think any tension starts to bubble up when competing interests start to collide. So it could be misunderstanding, it can be lack of communication or failure to communicate."
Participant 9

At other times, this state of incompatibility and inconsistency between partners was expressed by clarifying the types of tensions, as what Participant 11 indicates when she mentions that there are two types to tensions: visible (e.g. difference of goals, different views), and invisible (e.g. cultural and political aspects):

"You have visible and invisible tension. So visible tensions are where there are differences of opinion, ... objectives ... understanding, ... communication, the invisible is more than non-verbal, ... the political aspect, the cultural aspects, so they're kind of the unconditional biases" **Participant 11**

And finally, tension is defined by its manifestations. For instance, Participant 6 states that tensions could be opposition, resistance, or a frozen position between partners:

"... tension can be opposition. Tension can be resistance, and tension can be like frozen, like not sure how to move forward [...] So tension tends to put people in opposition, or in stalemate in stuckness." **Participant 6**

4.3.2 Tension is an integral part of SSMPs process

There is almost a consensus by all participants that tension is not alien to SSMPs, rather it is an inherent part of its process that must be considered. This is because it is hard to get partners to agree on everything. Therefore, social marketers should be prepared to deal with tensions through the processes of partnership:

"They are inevitable [...] tension is a part of stakeholder relationships," **Participant 1**

"I think the more the more players you have in any network of interactions, the more tensions you will get. So I think that's the one common pattern that any of us should be prepared to actually operate with" **Participant 9**

"... it's definitely a normal. Yeah, I mean, you know, when you go into partnerships, you know, that there's going to be, you're not going to get to agree on everything" **Participant 16**

"... it's not always just about what sort of person I think can create tensions or not, it's just expecting that tensions are [...] to be part of the process and a lot of context" **Participant 17**

"... there's always, always these kinds of tensions that happen when you bring people or organizations together to talk about and work on things" **Participant 7**

In this, Participant 7 emphasises the fact that tension is an inherent part of SSMPs, to the point he describes social marketers that are unable to recognise this fact as naïve. This

simply means that these social marketers do not understand how partnerships work as he states:

"It always happens ... the only people who don't anticipate that are people who are naive to how the world works" **Participant 7**

Participant 7 also indicates that social marketers should not see tensions between partners as a failure in relationships. Rather, they should see it as a natural part of partnerships. Thus, they should not be surprised when tensions arise:

"... you know, that's a natural part of groups as well. It's not a failure, [...] it's just the way the, you know, the dynamics have worked out. So [...] don't be surprised, you know, when [...] these tensions in dynamics arise" **Participant 7**

The reason behind this inherent nature of tension in SSMPs process is due to two reasons: first, it is because of the nature of social marketers' work that is centred on the pursuit of behavioural and social change for social good. Change in its nature is usually hard and people often resist it, this is why tension occurs:

"... our job is to change people. And the fact that they're getting upset, because it's not what they want to hear. Well, that's the standard part of our practice [...] when I'm meeting people, [...] that's what I tell them, you might not like what my team has to tell you. That's our job. We are here to change it up. And we're here to change, stop doing something because it doesn't work." **Participant 9**

"... as a social marketer, you're a change agent, you're trying to make the world a better place, you're trying to change the world, you're in the behaviour change business. But a lot of professional people, a lot of people are not in the change business. They're in the unhappy with it as it is Business [...] as a social marketer [...] our work to change, our work as change agents. So we need to expect tensions with others [...] social marketers are change agents. And sometimes people don't want to change or change is usually difficult." **Participant 13**

The second reason relates to the nature of the SSMPs, that often deals with complex issues that involve a variety of partners. Each partner has their own perspectives, interests, goals, priorities etc and will be interacting to create patterns of behaviours, choices, and values over time in a dynamic macro–micro context. This often creates a fertile ground for tensions. Examples include:

"… it's about understanding that we're dealing with complex issues. And […] those complex issues need to be understood from a variety of different perspectives […] which means bringing in lots of people from different kinds of disciplines to understand that" **Participant 8**

"because you're working with multi stakeholders, multi-level, multi-sector, it's inevitable that there are conflicts of interest at work. […] so as part of system social marketing, you have to unravel the conflicts […] and navigate" **Participant 11**

Participant 13 supports this idea and explains how the diversity of partners often causes tensions in the partnership. He mentions an example where bringing together different partners often creates tensions because each of them comes from different perspective. This makes it difficult to build a common understanding and to find a way to operate together:

"… If you got together an engineer and a social marketer and an inflammation technologist and a policymaker and you put them in the same room. You will get real difficulties understanding each other, finding ways to work together, it's completely normal." **Participant 13**

Along with the integral nature of tensions, the data analysis also reveals other characteristics of tension which are that tensions are ubiquitous, and changeable.

4.3.3 Ubiquity

Tension entails ubiquity as it is not specific to a particular stage or level of the partnership, rather it is present all the time through the entire process of the SSMPs (e.g. from the designing to the evaluation stages), and through all levels (micro, meso, and macro). Participant 11 confirms this idea and provides some examples of how tensions with some groups of people such as tobacco industry or alcohol industry are not limited to specific partner at a particular level, rather tensions with these industries extend to include different partners across multiple levels:

"So you know, if you look at fossil fuels, to classic example, if you look at cigarette companies or alcohol companies, they're classic examples where there are significant conflicts of interest, not just between two stakeholder groups, but between multiple stakeholder groups across different levels" **Participant 11**

Tension also occurs through the entire process of the SSMPs. It could arise in the earlier stages of the SSMPs, for instance, around the formation of a partnership, (e.g. who should be included). It could also happen in the later stages around for example the evaluation mechanism:

"I think all through, you know, [...] I think they happen every time you meet, I don't think it's something that goes away [...] you just get used to it" **Participant 12**

"[tension] can happen at any stage [...] it can happen [...] before you even met up [...] When you start to think about what you're trying to achieve, together, [...] When you're actually running the programs, there'll be all kinds of procedural conflicts that can happen when you're evaluating the program. [...] So conflict can happen at any, any stage in that relationship." **Participant 8**

"every stage from emerging as a partnership. [...] can be problems [tensions] around implementing the intervention, there can be problems [tensions] around evaluating it, as well. So throughout the entire, social marketing planning process [...] there can be problems with partnerships. [...] all of those kinds of issues arise on a day to day basis with projects." **Participant 11**

However, some participants mention that in the earlier stages of the partnership less tensions could arise compared to the later stages of a partnership where tensions are more likely to occur. This is because in the earlier stages, partners are starting to get together and trying to understand what is going on, exploring different views. Thus, all partners have the right to express their opinions and share their views without any restrictions or opposition:

"... possibly not so much [tensions] when you're doing the early stage of trying to understand what's going on, [...] where we're going in and trying to find out different perspectives. So you're allowing those perspectives to be shared [...] so you're basically allowing somebody the freedom to share their perspective [...] without any opposition or without any tension. So that early part is possibly less tension, because everybody has the freedom to speak" **Participant 6**

While in the later stages partners start getting into arguments. They begin understanding what each partner wants, recognising who has the power, and figuring out how each partner is trying to meet their interests. Here tensions begin to escalate because each partner is trying to defend their interests as participant 7 states:

"then people start getting into arguments, the arguments don't happen in the first meetings, or arguments happen after they start getting used to each other, and start figuring out, you know, who's really got the power who's really trying to push their agenda, you know, who's not pulling their weight, who's not showing up at the meetings. And that [...] process is a natural part of group dynamics and group formation that people aren't always expecting, they just think it's going to be smooth sailing all the way through" **Participant 7**

4.3.4 Tension is changeable

Tension is changing over time because of the interplay among complex, dynamic, and ambiguous systems (e.g., human beings, teams, organizations, society) in which partnerships operate. Therefore, some tensions disappear and others emerge:

"The tension is there all the time. It's a daily occurrence that's navigated it's ever changing. It's fluid," **Participant 9**

Participant 7 provides two scenarios where tensions could change in the partnership. The first scenario is when tension changes as a result of partners changing interests or priorities such as politicians that are often changing their priorities in line with preferences of pollsters. That leads to the emergence of tensions that are different from the previous ones:

"... those folks are always listening to the politics of the problem. And oftentimes, will get involved in an issue because it's the right thing to do right now. And two years from now, or even a year from now, you know, they kind of see politically that there's other issues they should be getting involved with, because that's what the pollsters are telling them. [...] they just kind of move on to something else" **Participant 7**

The second scenario is when tension in the partnership changes as a result of existing partners exiting and new ones entering the partnership. Participant 7 provides an example from his experience with projects that depended on government funding. When the government changes (e.g. the rise of a new ruling party that has different perspective from the previous ones), the funding changes, to the extent that it may cut it completely. This leads to emerge new tensions over funding:

And other times you get government agencies involved, and the top officials change, political affiliations change. And with that comes a whole different set of philosophies and ways of dealing with the problem. And that can be the most disruptive part of the process. I mean, I've had projects that have relied on a lot of funding from government agencies. And when those people change, or, you know, transitions to a different government, you know, that funding all of a sudden is getting cut, or just eliminated completely. And you know, that the approach that people are taking in the new government may be completely opposite of what we're trying to do" **Participant 7**

In brief, tension is a state of incompatibility between partners that can challenge or fuel the success of SSMPs. The nature of tension is first that it is an inherent part of the SSMPs process that must be considered. Second, tension entails continuity and ubiquity as it is present through the entire process of the SSMPs and through all levels. And third, tensions change over time. Table 4.2 summarises the characteristics of partnership tensions in SSM.

Table 4.2: The characteristics of partnership tensions in SSM

Partnership tensions in SSM	
	Incompatibility
	Inherent in SSMPs
	Ubiquitous
	Changeable

4.4 Sources of partnership tensions

This section illustrates sources of partnership tensions in SSM. In this, the sources of partnership tensions are presented from two aspects. The first aspect is about the causes of partnership tensions in SSM (e.g. conflict of interests). The second aspect is related to the types of partners (more about types of organisations) who are likely to cause tensions.

4.4.1 Causes of partnership tensions

This section presents the eight causes of tensions highlighted by participants, which are a lack of understanding, conflict of interest, risk aversion, power asymmetry, personality of individuals, lack of commitment and accountability, legislation, and finally gender.

4.4.1.1 Lack of understanding

The data analysis reveals that the lack of understanding could create tensions through the process of the SSMPs. Lack of understanding means that there is an absence of a common understanding between the partners (e.g., they do not understand each other or there is a misunderstanding among partners). Lack of understanding happens for many reasons (e.g. cultural diversity); however, the data analysis emphasises two reasons that create a suitable environment for the lack of understanding. The first reason is disparity of perspectives and the second one is the lack of communication which are presented further below.

➢ **Disparity of perspectives**

Seeing that the nature of SSMPs includes multiple-partners from multiple-perspectives, it is not surprising that partners have a disparity of perspectives. In many cases, this disparity of perspectives is a trigger for tensions:

"If you got together an engineer and a social marketer and an inflammation technologist and a policymaker and you put them in the same room. You will get real difficulties understanding each other, finding ways to work together, it's completely normal"
Participant 13

Tensions happen because each partner focuses on certain aspects that are different from what other partners focus on. Thus, they do not see what others see. This difference is not limited to for instance the social issue for which the partnership is designed, the causes of the issue and hence the best way to address the issue, but may extend to the partnership itself (e.g., its philosophy, its purpose, partners' roles):

"because they've got different ways of seeing the world, they got different assumptions they make about how the world works. They've got different priorities. They're measured on different things. And their social circle, that they belong in professional bodies will reward them for behaving in certain ways, which may be at odds with what you're trying to do" **Participant 13**

A good example for how the disparity of perspectives could arise tensions between partners is demonstrated by Participant 2 when he talks about a road safety project that aimed to influence young men not to drive under the influence of alcohol. This project included diverse partners such as the State Department, Department of Transportation, the police, judges, a big alcohol company, bars, community organisations, a research agency, and the target audience like young men amongst others. In this project, there was a disparity of perspectives between the police and the social marketer. To solve the issue of driving under the influence of alcohol, the police are used to depending on laws, regulations, penalties, and fear appeals. However social marketers deal with this type of issue from a different perspective that relies on introducing an attractive product (alternative ride) to young men. Thus, going against what the police are used to doing:

"we're going to talk about and a product, like alternative rides, and we're going to have fun with it, we're going to promote the alternative rides in a humorous manner, which is very interesting, because normal anti drinking driving campaigns are very fear based. And that's what they're used to. And they are talked about tickets, and infringements, and penalties and imprisonment, and recidivism" **Participant 2**

This disparity of perspectives in dealing with the issue results in raising tensions between the police and social marketers because the police were resisting a change in their methods:

"the police were not comfortable with the social marketing approach. [...] because when you disrupt the usual way of doing things, you're checking people out of their old ways of doing things, old habits, they are going to create trouble for you, they are going to resist. So, there's more of a resistance" **Participant 2**

Another example on how the disparity of perspectives often causes tensions is provided by Participant 13 when he talks about the projects that aim to understand and promote energy efficiency among older low-income people in a specific region. The tension

occurred in this project between three partners (engineers, social marketers, human geographers) that came from different perspectives. Thus, each of them thinks differently. The engineers view the energy issue from the infrastructure lens. Thus, they believe that supporting energy efficiency is a matter of measurement, buildings and technologies, and less so about people. Social marketers see the issue from the behavioural angle. Thus, they focus on older low-income people's energy practices. while the human geographers focus on understanding lived experiences of older low-income people without turning that into behavioural change:

"[There] was quite a lot of tensions [...] [because] the engineers were very much focused on technologies and buildings and kind of hard science. And the human geographers were maybe a bit more aligned with [...] social marketers, in terms of being more people centred, but they weren't as much focused on behaviour change, they were more understanding lived experiences and people's lives, but not necessarily turning that into behavioural change solutions" **Participant 13**

In the same way, the disparity of perspectives challenge was present in the project that works on reducing opioid overdose deaths in some communities as described by Participant 7. This project included different partners such as academic centres, the public health sector, NGOs, government, hospitals, the criminal justice system, and law enforcement. The tension was between two sides. On the first hand, partners (e.g. public health sector, NGOs) who see addiction as a medical disorder. Therefore, they focus on providing addicted people with medical treatment. On the other hand, other partners (law enforcement, police, prison service) believe that the addiction is a kind of personal failing, or personal choice that people are making. Therefore, they focus on the punishment as a solution:

"... you bring [...] you know, your treatment recovery community who was all about, [...] how do we identify and attract people into treatment and provide them the best treatment services they can provide, regardless of who they are [...] you've got [...] a criminal justice system and the law enforcement people come in and say, Well, you know, we're here to bust them and lock them up [...] and punish them [...] We're not here to treat them. So you know,

there is a really [...] tension. I mean, philosophically [and] practically, they're coming at it from two very different directions" **Participant 7**

➢ Lack of communication

Lack of communication is the second reason for the lack of understanding in SSMPs. Communication involves an exchange process (e.g. ideas, emotions, skills) with other partners using various communication tools with the intent of creating a shared understanding. Thus, it is the lifeblood of the partnership because effective communication helps achieve the aim for which the partnership was created. In this, many participants highlight how poor communication between partners often causes tensions in the partnership:

"most we know, from lots of research, that the thing that causes most problems for most people in terms of relationships, is poor communication" **Participant 8**

"Yeah, in a lot of cases, these tensions arise, [...] because of individuals and how individuals perceive each other, how they communicate, how they interact with each other," **Participant 11**

According to the interviewees, ineffective communication among partners could be explained in several ways: lacking interpersonal communication skills, lack of communication process, and lacking shared language.

➢ Lacking Interpersonal communication skills

Interpersonal communication is the process of transmitting information and common understanding from one partner to another (Burleson, 2010), which is essential for the success of SSMPs. Therefore, it must be effectively handled to ensure the attainment of the partnership's goals. This is why any weakness in interpersonal communication skills often causes tensions between partners. Whether for instance through poor ability to mobilise interpersonal communicational skills or the inability of the partner to understand other partners oral, written, and emotional messages results in tensions:

"Kind of tensions like that people aren't very good at interpersonal communications and group discussions, you know, and understanding another person's point of view" **Participant 12**

"I suppose can also come through and I said, like, in terms of communication, some people are not necessarily very responsive in their communication are very proactive" **Participant 20**

For instance, in a project that aims to ensure adequate protection of Koalas by delivering local conservation actions (e.g. reducing critical threats to the species, management and restoration of koala habitats), Participant 9 explains how worried they were because some partners don't have good interpersonal communication skills which could cause tension:

It's trying to have as many open channels running effectively as you possibly can service the project [...] We frequently in this koala project, [...] look at each other because we're worried [...] [because]different individuals [...] connect [communicate] with other individuals differently [...] some are good, some are not" **Participant 9**

  ➢ **Lack of communication process**

Poor communication could also reflect a lack of communication process. Whether this lack is quantitative as in the example of not having regular meetings or/and qualitative as in cases for instance when partners are not being kept informed about the partnership process:

"That's when [...] usually they started to disengage, or push back is where they don't feel that they're being engaged in and consulted and informed. [...] not being told what's happening, why it's happening, who's doing it, when it's happening, you know, and so on." **Participant 8**

Also, lacking communication process could be that the partner does not seek to make communication continuous and active whether by delay in responding to emails or not responding at all, which causes tension:

"the project could just come to a grinding halt because somebody doesn't look at the emails or doesn't respond to their emails, or in a meeting is deliberately difficult, as opposed to helpful and enabling" **Participant 20**

➢ **Lack of shared language:**

Lack of communication can also be explained by the lack of shared language between partners. Lack of shared language takes two forms: sometimes through that partners speak different languages (e.g. English, Arabic, French). Other times through using different terminology that the other partners are not familiar with.

Difference in language spoken between partners could create a different meaning from what the partner really means. This may cause confusion in that partners are not seeing the same meaning, whether it's the same outcomes or aims getting met. And that's when the tension starts to occur:

"They can't always fully communicate what they would do in one language into the other language. [...] they literally could be having two very different meanings from one conversation." **Participant 9**

Difference in language spoken also could reduce the ability of some partners to participate effectively. In this, Participant 19 explains how many partnerships, especially international ones, use English as a language of communication, and how that creates difficulties in communication, especially for some partners coming from countries whose mother tongue is not English, which often results in tensions:

"the language [...] That if you are not English speaking personally, if you don't speak it perfectly, [...] you don't have the same room, or possibilities to participate in, in dialogues in a more equal way. Because you sound a bit different than the people who are native speakers" **Participant 19**

For instance, Participant 18 highlights how he was struggling with a social marketing programme to promote hygiene in schools because of that his language (English) is different from other partners language. Which makes the negotiation difficult, thus creating a suitable environment for tensions:

"...was keenly aware that I was coming into the country [...] And one of those things meant that we had to negotiate with each of those various stakeholders. [...]And that for me, can be really challenging, [...] because we were dealing with a language [...]at that stage was not familiar to me" **Participant 18**

On the other hand, using different terminology that the other partners are not familiar with could impact on the level of understanding between partners. Which in turn causes tensions:

"[tension happens] because [...] he didn't understand the term that you use [...] because [...] he's from another field. So [...] they can't understand you" **Participant 20**

For instance, in a social marketing project to reduce electricity use by low-income households, Participant 1 talks about the tension that happened between social marketers and the sustainability agency working for a City Council. In the initial meetings, social marketers used academic language such as academic rigor, and publication to ensure the quality of the work. However, these academic terms were not understood by the sustainability agency. Thus, they were not able to communicate with social marketers. Which led to the tension:

", we teamed up with the sustainability agency for [...] City Council. [...] And in the early days, they really didn't think we understood the practical realities of what was needed. [...] and we can't communicate and speak in their language. [...] [because] some of the terms we were using. So, I was using terms like academic rigor" **Participant 1**

Not only this, but sometimes tension occurs due to the use of the term social marketing. Some partners such as public health professionals already have a negative perception about marketing as they see it as the main reason behind many social and health problems. This negative perception extends to anything related to marketing, even if it contrasts with what the marketing does such as the case of social marketing. Therefore, many social marketers prefer to use alternative terms to describe their work like behaviour change expert:

"Because in a health setting, you know, first, I'm a marketer. So, I'm evil, right. Because I sell bad food to children. And so, I have to get over that first... [because it] causes tension [...] I don't even say I'm a marketer, I serve as [...] behaviour change expert, because it's not helpful for me to say the word marketing." **Participant 12**

4.4.1.2 Conflict of interests

The second source of tension according to the data analysis is conflicting interests, because of the multiplicity of people in the SSMPs who often have very different interests (e.g. commercial, social, political) that enable their survival. Therefore, different partners often work together to enhance their individual or organisational positions in the system and protect their interests, which often causes tension between self-interests and the interests of other partners in the SSMPs:

"Look, I think any tension starts to bubble up when competing interests start to collide. [...] we have people who protect their own interests, they protect the interests of their teams. And that's why getting change and pushing for different approaches is difficult because people are protecting, it's pretty much like tribes running around at war protecting each other. [...] and [...] attacking each other." **Participant 9**

"tension is when sometimes the interests of one part are not aligned with the other." **Participant 19**

"these things happen, not because people are bad people, or malicious or malevolent. It's just that there's a clash of interests in some way" **Participant 5**

"so the tension [occur] especially when people have vested interests [...]. In reality, charities have vested interests, non-profits have vested interests." **Participant 10**

Many participants experience conflict of interests in their SSMPs. For instance, in a program that seeks to promote hygiene in schools, Participant 18 shows how a conflict of interests between the social marketers and the government officials led to tension. The main interest of the government officials was about increasing their electoral chances through any step they take in relation to the project. One of the manifestations of their pursuit to meet this interest represented in their choice of TV as the communication channel for the project, despite its ineffectiveness for the project. For them, TV was a good way to show voters that they are doing something. On the other hand, the interest of social marketers was in achieving behaviour change. Thus, choosing the suitable communication channel that serves the project and in that case it was not TV:

*"The government [...] were not interested in the actual campaign side, they were interested in [...] [showing] the constituents that they were doing stuff. And often, [...] they didn't necessarily want to focus on the communication part of our social marketing campaign in the way that we did. So they [...] wanted to do TV. And be aware TV for such a project is very wasteful, expensive, and wouldn't necessarily achieve the outcomes. But if it was TV [...] then the government officials wanted [...] to appear on the TV campaign so that they could be seen to be doing things." **Participant 18***

Another example of how conflict of interest could cause tension is related to a marine conservation project that included different partners (e.g. government, industry, scientists, NGOs, the community). According to Participant 2, in this project the conflict of interests was between three partners. Firstly, the government was interested in protecting and conserving the marine environment, through encouraging farmers to change their behaviour, from using chemicals and pesticides to start using organic fertilisers. Because the main source of the primary pollutants (nutrients, fine sediments and pesticides) is from agriculture, these pollutants pose a risk to coastal and marine ecosystems. Secondly, the farmers who were interested in increasing their income. Therefore, they refused to use organic fertilisers as it costs them more, which negatively affects their income and thus the quality of their lives. Thirdly, a political party that their concern is only to win the elections. Therefore, they support the farmers behaviour despite the negative impact of it on the marine life. They do that because the farmers' votes are the reason they win elections in those areas:

*"there was a big fight between farmers and the government. Because they said that you don't understand us, you put pressure on us, and government said, but we are trying to do something that's good for the environment. And it is a very hot political issue [...] because the political parties have got involved in it [...] And the [name of the party] party is winning in that part of the world. Because the farmers support them [...] the political parties don't care about their climate change sceptic [...] they care more about the farmers than the [the name of the place]" **Participant 2***

Conflict of interest was also noticed in a healthy food program that aims to get people eating more fruit and vegetables to improve their health and lower the risk of serious health problems. This partnership included diverse partners from diverse fields (e.g.

government agency, food companies, public health sector). In the beginning, the focus of the project was on eating fresh fruit and vegetables. But with the passage of time, the public health agency suggested expanding the process to also include the frozen/canned fruit and vegetables industry as part of the project. Because frozen/canned fruits and vegetables are cheaper, however, this suggestion was rejected by the fresh fruit and vegetables companies. This led to significant tension that lasted for years. The reason behind this tension was conflict of interests. The public health agency wanted everyone to have access to fruit and vegetables whether they are fresh or frozen/canned. While the fresh fruits and vegetables company was interested in building their brand image by being the only supplier of the project:

[…] we start talking about canned and frozen vegetables as part of having a […] diet […]. And the fresh fruit industry just went, Oh, no, no, no, no, this is only about fresh fruits., […]and essentially said, Keep those people out. We don't want those people involved. […] what the public health sector […] and what the private sector [interests][…] are usually not the same as easily matched, you know, the public health […] want[s] everybody to have access to whatever it is [fresh or frozen/canned] […][while] private sector saying […] we want to […] have an exclusive right to be able to say we're part of this coalition and all these other people were not […] we want to have exclusive branding for this.[…] And that tension lasted for a number of years" **Participant 7**

However, the expression of the conflict of interests appears sometimes explicitly, as explained above, and sometimes by using different expressions that refer to the same meaning. For instance, Participant 6 uses the term 'conflicting goals' to indicate conflicting interests that she faces in a project that promotes healthy eating behaviour for the defence force in a specific country. The tension was between two sides, the caterers that focus on increasing profits and volume of their products, which was in direct contradiction to the focus of other partners (e.g. social marketers, department of defence) that focus on promoting healthy eating behaviour. This led to the tension:

"one particular group is very focused on something else, which is in direct opposition to this other group over here, their goals are so different that […] caterers, who their goals are more profit[…] more volume, like they want to increase the size of their business, and profit

within their business and the popularity of their business and increase loyalty to their [...] food supply and their food outlets. And then the people, one myself as a social marketer wants to see more healthy eating behaviours in the places" ***Participant 6***

And at other times the same participants use the terms conflict of interest and the conflict of agendas interchangeably to refer to the same meaning as shown in the comments of Participant 2 when he talks about the source of partnership tensions in SSM:

"[tension] could be because the agenda is conflicting. What you want to achieve actually hurts my intentions. [...] and if you do this, then I cannot do it. And hence, there's a problem [...] people don't want to take risk. People don't want to take losses [...] So you have gone against my self-interest? I think that's the nutshell is you have gone against my self-interest. And somehow, my sacrifices were going to benefit you. I don't even care for you. That is one of the biggest problems." ***Participant 2***

4.4.1.3 Risk aversion

Although many partners in the SSMPs seek social good, many of them are not willing to accept any kind of loss as evidenced by the data analysis. Particularly, if their loss or sacrifices are going to benefit some other partners. In this case, tension arises between the partners:

"people don't want to take risk. People don't want to take losses. Why should I take the loss for you [...] I think when stakeholders realise that they are going to lose [...] That is one of the biggest problems" ***Participant 2***

This desire to avoid any kind of loss is also confirmed by Participant 10 when he talks about his experience of how many partners in different projects were afraid of bearing any loss that may benefit other partners. They were always concerned about how much others scarify comparing to themselves, which in turn, led to tension:

"If we do this [accepting the sacrifice], what about [other] group" ***Participant 10***

In this context, the data analysis reveals that there are two types of the risk of losing that cause tensions. These are the risk of financial loss and the risk of reputation loss.

➢ **Risk of financial loss**

Financial loss means some partners do not obtain the funding they need, which in turn, negatively affects the continuity of their work in seeking to solve a particular social issue. Therefore, they always seek in every way to secure their access to funding. If they feel that there is a risk from any partner who could threaten their access to that funding, tension occurs. Several participants experienced this type of tension. For example, in a project that aims to encourage people to prepare for their end of life through considering options such as organ donation, writing their will, or making funeral arrangements. This project included different partners from different sectors (e.g. Department of Health, NGOs, social marketers). Participant 8 explains how the relentless pursuit to secure access to funding creates a competition between many NGOs, which led to severing ties between them as a result of this tension:

"I was involved with a project […] [it includes] all charities and organisations who work in this space […] But real tensions [were] there […] lots of them didn't even want to talk to each other people […] they see themselves as in competition with each other to get funding […] so that they can actually exist and continue their mission" **Participant 8**

Participant 15 also explains how tension could occur as a result of competing for funding when he talks about his participation in a SSM project that seeks to build social and emotional wellbeing of Aboriginal communities. In this project diverse partners were involved (e.g. government organisations, NGOs, private sectors, the Aboriginal communities). However, the tension happened between the NGOs that represented different tribal groups that make up indigenous communities. Because they are competing against each other in order to get more funding to make sure that their tribe are getting more wellbeing support:

"… in the town […], there was, […] different tribal groups […] different language groups for different non-government organisations […] We found out […] that there was this intense rivalries all around the town […] [they]are […] often competing for funds against each other" **Participant 15**

A third example is linked with a project that includes partners such as clinical leaders, people who use health services (consumers), people from the broader NGO sector, and other government agencies. They were working collaboratively to improve the health and wellbeing of specific communities through deciding how, when and where health services are delivered. However, there were tensions between NGOs as they are competing for getting funding according to Participant 12:

"it's been really, really hard to get people on board [...] because [...] at some points [they] are in competition for [...] funding [...] even though they're working for the same thing, they are somewhat in competition. So there is sometimes a bit nervous to meet" **Participant 12**

> ➢ **Risk of reputation loss**

The reputation of a partner (a person, a social group, an organization) is an opinion about that partner typically as a result of social evaluation on a set of criteria, such as behaviour or performance (Cambridge dictionary, 2022). This reputation can be at risk of damage when a partner is seen as failing to deliver what is expected from him. Thus, it is negatively perceived.

Therefore, partners have an adverse reaction to anything that may negatively affect their reputation which causes tension between partners:

"I think, as soon as people feel threatened, whether that's from a monetary or reputational perspective, then then you will have that tension arises" **Participant 14**

For instance, in a digital social marketing project to reduce electricity used by low-income households, the tension occurred between a government agency and the social marketers. The government agency asked for innovative solutions to reduce electricity use and social marketers came up with a creative online game to encourage people to reduce their electricity use. However, the government agency refused to call it "game" and asked social marketers to change it as they did not want to risk their reputation, because they thought this would be used to negatively affect their reputation by making

headlines stating how the government is spending taxpayer money on games. On the other side, social marketers saw that they would lose a huge advantage if they excluded the word game. Which in turn created tension between these two partners:

So it was before gamification was like a thing. So we have to kind of invent different words, we will need to call [...] [it] game [...]. they just thought that the newspaper would get hold of it and say [...] government agency plays games with taxpayer money [...] in the beginning, they really risk averse.[...] [they] don't want any risk [...] [they] don't want anything that might look bad [...] I was just super frustrating. Because we were right at the beginning of gamification [...]. And that was the great thing about it, we were going to demonstrate whether games would work it. No one had ever done it before, properly, and certainly not in social marketing and not in in energy. But they wouldn't be innovation without the risk. And that was super difficult for us" **Participant 1**

Another example is related to a preventing homelessness for women project that aimed to support women before the situation becomes a crisis for them. Different partners (e.g. Department of Housing, academics, the Department of Works, private sector (e.g. bank), women's shelters) came together to tackle this problem. One of the proposed ways to help women was for the bank to put an alert in their banking app for people to invite them to have a look at specific websites that could help women in making new friends or find clubs that help them. This idea was suggested by social marketers. However, the bank rejected to this idea, because if something went wrong (e.g. women meet someone who takes advantage of them), it could lead to loss of their reputation for the bank. This risk of reputation loss led to the tension between the bank and the social marketers:

"And they looked at our website and [say] [...] But what if someone goes to one of those organizations and has a bad experience? [...] So one of the links was like, to the website [the name of the website] [...] and we want [...] to give women who wanted to just make new friends or, you know, find a cooking club or whatever. So it's one of a number of links. And they were having a heart attack about [the website] [...] [they said] what if they meet someone who takes advantage of them. And I'm like, Are you serious? And all those kinds of questions that we're getting, [...] we de-risk it massively [...] I know that they're risk averse. But this was outrageous." **Participant 1**

4.4.1.4 Power asymmetry

The analysis reveals that the difference in the balance of power between partners is often a source of tension in SSMPs. Power, in this context, is defined as "the potential

to affect another's behaviour, manifest when a firm demands something incompatible with another firm's desire, and the firm receiving the demand shows resistance" (Cowan, Paswan, & Van Steenburg, 2015, p. 142). According to the data analysis, this power is an inseparable part of the environment of every SSMPs, and different levels of power in the SSMPs lead to power asymmetry, where some partners may be more influential than others, which causes tension:

"[tensions]are very perils they're always there in every [...] human interaction every dynamic [...] And, [...] you know, where people hold power they [...] have got the ability to use it and use it ways that can create problems for those on the other end" **Participant 17**

"there's all kinds of elements of tension [...] there's power[...] who has [...] power to influence the other organization" **Participant 8**

"People who are powerful, and know that they have the builder of power [...]and know that they can manage it, the big companies and political leaders [...] they will continue to wield their power" **Participant 2**

Participant 6 explained how the powerful partner often dominates the partnership to the extent that it may lead to the exclusion of the opinions of others less powerful partners:

"I think in system social marketing [...] you also have some conflicts [...] because [...] the powerful party just bulldozes through the opinions and perspectives of the others and moves ahead with their agenda and [...] the other groups agenda is kind of left in in pieces [...] people at the bottom of the system with no power are probably going to get overcome by the people at the top of the system" **Participant 6**

In the same context, Participant 7 shows how the powerful partner often tries to marginalise less powerful partners despite the importance of their participation in the success of the project:

"one of the tensions in Coalition's is [...] you get the well-resourced, well-staffed organisation, [...] or group of organizations [...] [that] run the show, or seemingly run the show, while all these little groups [...] little small non-profits organisations [...] being out voted. Because the big organizations are really pushing the agenda. And the big organisations are saying, look, we've got the resources [...] to do this nicely, or otherwise, get out of our way. And let us do this, [...] just go off and keep doing what you're doing, come to the meetings and listen to the big boys talk" **Participant 7**

The power of the powerful partners is derived from specific sources. In this, the data illustrates five sources of power which are the focus of participants: financial resources, human resources, position, public opinion, and political clout as following:

> **Financial resources**

Money is almost the main source of power in SSMPs according to the interviewees. It gives one partner a huge influence on the whole process of the partnership. In other words, the funders often use the power of their money to impose what they want on other partners which in many cases causes tension:

Money is a very powerful force [...] a lot of people will probably just cave in [...] because of that. If the funder says, Look, I want to go that direction, and I don't want you to put that into the system map. [...] how many people will stand their ground? I'm not sure" **Participant 14**

"You know, organizations with more resources and more money, tend to have more power. And that can create tensions in terms of building relationships" **Participant 8**

For instance, Participant 1 talks about her experience of how the funder (e.g. the government) often takes advantage of the power of their money to impose a pre-determined solution regardless of its effectiveness in achieving social and behaviour change, which leads to tension between the funder and other partners such as social marketers:

"... funding agency [such as] [...] the government often have in their mind [...] a pre-determined solution [...] [which means not] to [...] respond to multiple stakeholders because [...] you've got a chain of command [...] And that's really frustrating [...] Because I trust the process. I don't ever go in with a pre-determined solution, or you've got to go through the process to go What is the real problem? What is the consumer insight, and then I know what the solution would be" **Participant 1**

Another example of the power of money is noticed in a health program that encourages people to eat more fruit and vegetables (see section 4.4.1.2). Participant 7 indicates how the power of a funder, in this case was the fresh fruit and vegetables company, who hindered for many years the inclusion of frozen and canned fruit companies in the

project, which caused tension between the public health agency and the funder lasting for years:

"… that tension lasted for a number of years […] because they were also contributing money to the project […]   [thus] the power, the dynamics, and the money come into play" **Participant 7**

> **Human resources**

Beside financial resources, the data reveals that human resources are also a source of power in SSMPs. An organisation that has skilled staff who are able to do the required work is in a powerful position. Particularly, if the required work needs special skills that are only available with the staff of that organisation:

"And I think sometimes it's resourcing, I suppose and that's human resources, not just finite financial resources" **Participant 3**

"… one of the tensions in Coalition's is [because the] little group pulling its weight or […]the little group being out voted […] [That is because] you get the well-resourced, well-staffed organization, […] or group of organizations […] [that] […] seemingly run the show […] [they] are really pushing the agenda […] [and] saying, look, we've got the resources in the staff to do this nicely get out of our way" **Participant 7**

> **Position**

The position of partner in the social marketing system could be a source of power regardless the type of the position (e.g. market share, career level, social status):

"[It] could be [because of their position] […] [like] powerful leader […] government leaders or industry leaders" **Participant 13**

An example of how the partner's position in the social marketing system is considered as a source of power is highlighted by Participant 18 when he talks about a sustainability project. This project sought to reduce the level of food waste by taking into consideration the whole food system (from production through to consumption and post consumption). It included partners such as the government, industry (e.g. supermarkets), research centres, NGOs, and a sustainability agency. In this project, one of the food companies that

was involved as a partner dominated 40% of the retail food market in a country, which gives it a powerful position in the SSMPs compared to other partners:

"… other partner that we're working with, which is really important, is [the name of the company], which is […] the second biggest supermarket chain in the country […] ultimately, they have 40% of the retail food market […] they have a very strong, powerful position" **Participant 18**

> **Public opinion**

One of the sources of power according to the analysis is public opinion. Thus, any partner representing the public opinion is in a powerful position. For instance, Participant 13 explains how some partners obtain their power from public opinion such as politicians who derive their legitimacy from people's votes. This is why they often speak in the name of people because they know that people are the ones who give them this power. However, if they do the opposite of what public opinion wants, they will often lose their power through losing votes:

"… it could be other types of power […] power can come from public opinion. […] the public can vote out politicians that they don't like in democracy, […] Public opinion can change the world […] so public opinion can be very powerful" **Participant 13**

> **Power distribution**

Some participants state that having a powerful partner in the partnership does not mean that other partners are devoid of power, rather each partner has power but of a different kind, which can be used to counteract the attempt to dominate decision-making by the powerful partner:

"… it's not just a one directional thing […] even if you've got like a government […] who's holding the grant, and they're running the project, and you think […] they've got all the power, while they do have a lot of power, but […] other people in that dynamic have got power as well. They've got different types of power and different abilities to use it […] we all have our own agency, […] own capacity to act and to do things" **Participant 17**

For instance, Participant 17 states that if a funder who has the power of money and they are demanding in a way that might be unethical or may be problematic for other

partners and for behaviour change, in this case, other partners such as social marketers have the power (expert and knowledge power) not to accept that money and that agreement:

"... they're going to be clients that [...] don't listen or [...] tell me to do everything one way and not in a way that I think there's a good way [...] then I'd rather not take the money [...] I think we have the power to not accept that sort of arrangement and not sign up to it. And that's what we should probably use a bit more" **Participant 17**

The idea that there are different types of power in the partnership is also confirmed by Participant 18 in the course of talking about the project that seeks to reduce food waste (see section 4.4.1.4.3). He explains how power are distributed between two partners: the government and a food company. In this case, the power of the government is concentrated in its ability to issue laws and legislation to be implemented by the company. Thus, it has some power over the company. While the power of the company is concentrated in its money. Which gives it some power over the government:

"... they are facing regulation from the government, because the government has some power over them. But they also have some power over the government because [...] they've got money in that particular case" **Participant 18**

4.4.1.5 Personality of individuals

The personality of individuals in organisations is one of the things that some participants referred to as a cause of tensions. People are different in their nature, some of them are open, easy to connect with, seek to overcome obstacles to build relations with others, and are kind. Others are narrow minded, hard to build a relationship with, hard to negotiate with, uncooperative, and hard to deal with. These difficult personalities of individuals constitute a suitable environment for tensions to occur in partnerships:

"Maybe the only other thing that is ever going to create tension is just the personalities of the individuals involved. And how sometimes we meet people that we really just like, and

connect with, and it's really easy. And other times, [...] it's just hard [...] to driving individuals, you know, that's where conflicts can kick in" **Participant 9**

"I guess simplistically, [...] that [tensions] can manifest in a myriad of ways. So it could be [...] personalities, [...] just maybe somebody has a difficult personality" **Participant 20**

"...when you're trying to work collaboratively, [...] I think, again, you just have to be realistic about that, try your best and do everything that you can. But sometimes you come up against people who are, you know, not reasonable, who won't negotiate, have a fixed view, and we'll stick to that" **Participant 8**

4.4.1.6 Lack of commitment and accountability

Beside the causes of tensions mentioned above, there is another cause of tensions which is lack of commitment and accountability of partners, according to the analysis. When some partners do not abide by the roles assigned to them and they do not fulfill what they promised and they are not held accountable at the same time for their negligence, hence, tensions occur:

"[Tension] could come about through people [...] not delivering not doing what they said they were going to do. Not turning up to meetings" **Participant 17**

"I mean, a source of tension is going to be commitment" **Participant 10**

"I think [...] tension at its worst, and the fallout that it actually has [...] because [...] no one's holding them accountable for where is the actual measurable outcome change [...] [thus] millions and trillions getting wasted, because we are just circling rather than pushing forward and pushing past the tension points" **Participant 9**

In this, Participant 8 talks about his experience with this issue in one of the projects he worked on, which was about ensuring the preparedness of a group of countries to face any pandemic in the event that it occurred. In this project, some partners did not implement what was agreed upon. They did not complete their pandemic preparedness and did not start their plans. Also, there was no clear mechanism to hold accountable those who failed to perform their responsibilities. This caused tensions between these partners and the World Health Organization (WHO):

"And what came back was a lot of [partners] [...] actually had not fulfilled and had not completed their pandemic preparedness and had not launched their plans [...] that was

quite a tense meeting. Because […] it was lack of accountability. That was the issue within the system and the partnership. There wasn't actually joint accountability or any consequences for failure" **Participant 8**

Participant 20 also emphasises the fact that lack of commitment and accountability leads to tensions. For instance, in her context, many projects that she worked on depended on foreign or international organisations for funding. These foreign sources in many cases did not commit to pay the funding needed for the project on time and agreed upon. This put the social marketing organisation that she worked for under pressure. This is because they cannot work without this funding (e.g. they had to pay their staff). This caused work disruption, not only for her organisation, but also for other partners (those who depended on accomplishment of her social marketing organisation), which led to tensions between the social marketing organisation and funders on one hand, and the social marketing organisation and other partners on the other hand:

"There's one kind of tension […] which I think is quite important. And it's a big issue in in my context, which is the tension of not paying on time. Yeah. And they all sorts of things that unfold from that […] when they don't pay you, it can put enormous pressure on you and your organisation, because you still expected to pay your staff. And it can be a very very big problem" **Participant 20**

4.4.1.7 Legislation

Some contexts in the Global South have different source of tensions from the Global North. There is a unique tension highlighted by participant 20 related to how legislation could cause tensions between partners. In her context, there is a government policy designed to advance people who have previously been disadvantaged members of society (victims of Apartheid). This policy stipulates that any project or partnership must have 7 members of the disadvantaged society (in terms of race and gender). This condition has several consequences. One of the main challenges to social marketers is that meeting this

legislation often puts the project under the risk of choosing people who are not suitable for the project, just to meet this requirement. Which often causes tensions:

"… you're constantly responsible to individuals who aren't really passionate, don't really understand. And so every time you have a […] meeting, you spend all your time trying to convince them of what you're doing. [which] can create friction around the table, […] and that ultimately influences project delivery" **Participant 20**

This issue is not related to specific projects, it happens in every project as participant 20 highlights:

"… that is almost I don't even have to give you a specific project. I can say just about all the projects are like that" **Participant 20**

4.4.1.8 Gender and race

Some contexts in the Global South have another unique cause of tensions which is gender and race. Participant 19 explains how being woman from the Global South creates tensions with some partners. In terms of gender, some partners in her context and some other contexts belief that men are intrinsically superior to women. Therefore, they underestimate what women say or suggest. Which causes tensions:

"… one type of conflict or situation that has created tensions in my experience […] is […] gender […] In my case, being a woman from the Global South […] with an opinion has created some friction among some people" **Participant 19**

In terms of race, Participant 19 states that in her context the Global South partners are often underestimated by the Global North partners who think that the solutions for the Global South issues should come from the Global North who knows better about the best way to tackle social issues. Which leads to tensions:

"… it happens all the time is tension […] when we are working with people from the Global North. Because there's this mentality that people from countries from the global south need help. And the solutions should come from the Global North so top-down approaches" **Participant 19**

These two causes of tensions (gender and race) could come together or separately depending on the context.

4.4.2 Type of partner that could cause tension in SSMPs

The analysis demonstrates that tensions in SSMPs are not related to a specific partner (e.g. government, private sector), rather it could come from any partner whether they are individuals, group of people, or organisations. This is because the occurrence of tension is related to the causes of tensions (see section 4.4.1) more than the type of partner:

"I wouldn't [...] necessarily say that it's specific to a particular group [...] tension can come from anyone" **Participant 6**

"Yeah, I mean, it really depends on the situation" **Participant 7**

"all organizations are made up of people [...] and people come in all different shapes and sizes, and kind of attitudes. Some people are very aggressive, others are more [...] collaborative by nature. So [...] I don't think you could categorize, and say there's a particular type of person that will cause problems" **Participant 8**

"I don't think there's a specific type, I think it comes down to interests and when interests are competing, is when tensions really bubble up" **Participant 9**

"there is no one typecast, [...] [it] can come through [...] anyone [...] it's not always just about what sort of person [...] [that] can create tensions or not, it's just expecting that tensions [...] to be part of the process" **Participant 17**

For instance, tension could come from the government as previously illustrated about a digital social marketing project to reduce low-income households' electricity usage example cited by Participant 1 (see section 4.4.1.3.2). It also could be raised by the NGOs as previously mentioned in the project that aimed to encourage people to prepare for their end of life cited by Participant 8 (see section 4.4.1.3.1). As a result, tension could be raised by any partner in SSMPs.

Some participants indicate that there is a likelihood of tension occurring by certain types of partners such as the governments, marginalised group, and big companies:

"... when you're working in government, there's definitely, there's definitely political tensions" **Participant 16**

"… people who are just victims of the society […] they can get stubborn, because […] they think it's a matter of rights […] they want to make a statement. So like the black community in the US, I think, today they will stand to further rights, indigenous people of Canada or Australia will stand for that" **Participant 2**

"… the big companies […] who have power and know that they can manage it" **Participant 2**

However, these examples of tension are not related to the nature of these partners (individuals, organisations), rather it seems that it is related to the causes of tensions that were previously demonstrated in section 4.4.1 (e.g. conflict of interests, lack of understanding ..etc.).

In brief, the data analysis reveals eight causes of partnership tensions in SSM. These causes are lack of understanding, conflict of interests, risk aversion, power asymmetry, personality of individuals, lack of commitment and accountability, legislation, and gender. In addition, the data reveals that tensions are not related to particular type of partners, rather tensions could come from any partner whether they are individuals, group of people, or organisations. Figure 4.2 summarises sources of partnership tensions in SSM.
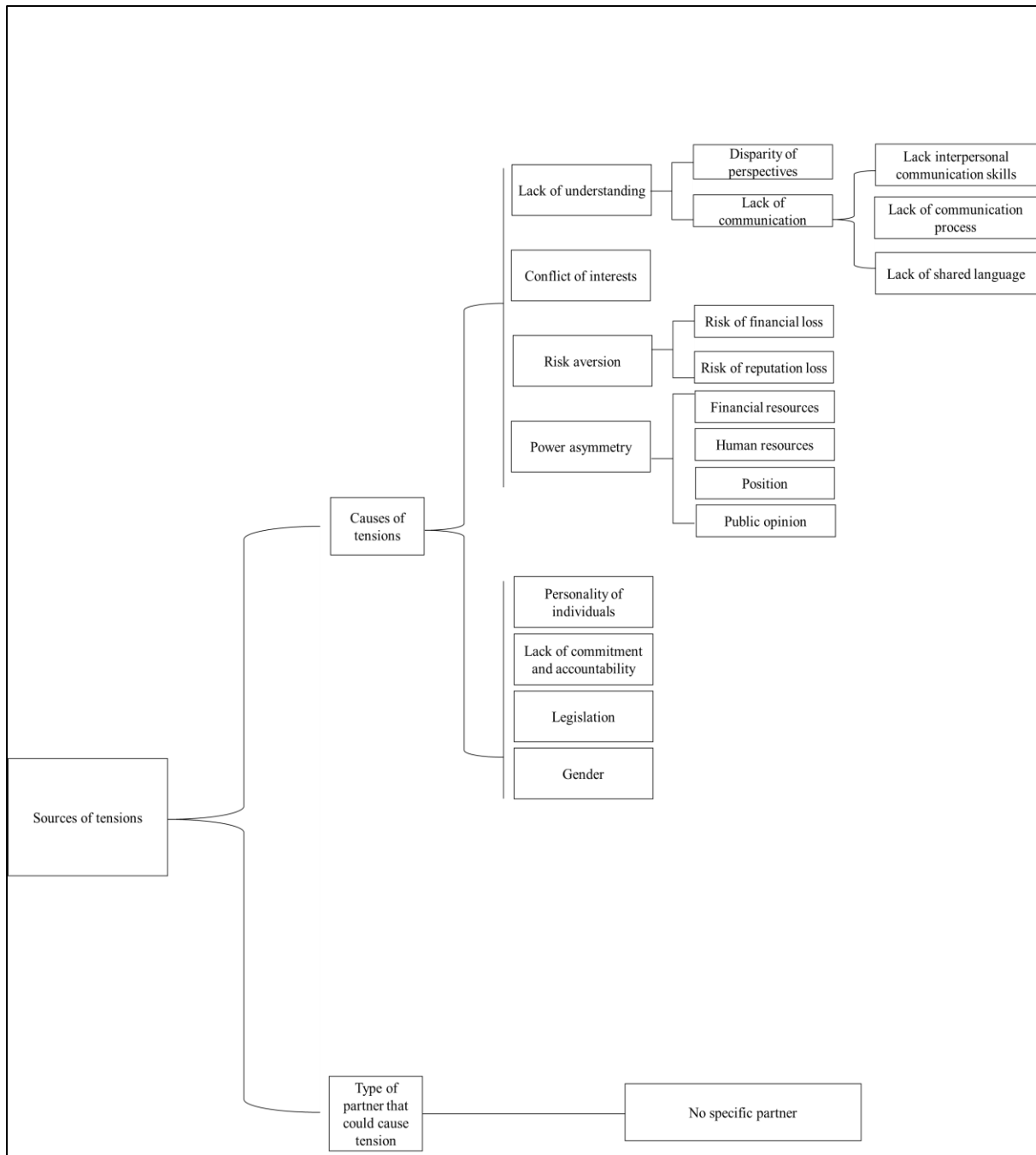
Figure 4. 2: Sources of partnership tensions

4.5 Dealing with partnership tensions.

This section aims to demonstrate how social marketers deal with partnership tensions in SSM. As a result, the data analysis reveals three key elements which are mobilised by social marketers to navigate tensions will be discussed. These key elements are

coexisting with tensions, navigating tensions as an adaptive preventive approach, and tools for tension navigation.

When asked about the way how to navigate tensions, the participants were unanimous in the view that there is no specific way that should be followed to navigate tensions, rather social marketers must design the way to navigate tensions according to the situation. This is because of that despite there are overall commonalties between social marketing projects, each case has its specific nature (e.g. type of partner, source of tensions):

"… you can't follow one approach, I think you have to treat each situation on its own merit" **Participant 17**

"… there is no one way […] there is no one solution […] you have to tailor […] your approach to every stakeholder, depending on that situation" **Participant 17**

"There's not a magic formula there […] every setting is different" **Participant 9**

"… you do take […] different approaches, depending on the partner" **Participant 12**

In this context, the data analysis shows that to design the way how to deal with partnership tensions, social marketers must take into consideration two principles: Coexisting with tensions and applying an adaptive preventive approach.

4.5.1 Coexisting with tensions

According to the analysis, the first step of dealing with partnership tensions is that instead of ignoring or surpassing tensions, partners must accept the presence of tensions in partnerships and coexist with them and try to navigate them in a way that helps the project to move forward. This idea is evident in the words of many participants:

"… rather than trying to paper them over or try and just ignore the fact that these tensions exist […] the best thing to do is figure out, let's just spend some time, let's talk this through, let's come up with a way we can all move forward with this" **Participant 7**

"I think […] when tensions really bubble up […] that's just something we all have to accept […] [and] understand how to navigate this" **Participant 9**

"… being prepared to accept different points of view and disagreement […] rather than ignoring it" **Participant 17**

"So in that situation […] You must live with that [tensions] […] And I think, again, you just have to […] try your best and do everything that you can" **Participant 8**

4.5.2 Navigating tensions as an adaptive preventive approach

Seeing the nature of partners' tensions mentioned previously (see section 4.3.1), thus, navigating tension must follow an adaptive preventive approach according to the data analysis.

First, navigating tension is not a one-off transaction, rather it is a continuous process that needs to be worked through to move a partnership forward as the data analysis reveals:

"… address [ing] […] stakeholder tensions […][need] go[ing] with […] kind of flow process […] [to] get everything out on the table and agreement throughout the lifecycle of the project" **Participant 3**

"… tensions can be healthy […] if there is a process there to work through them, when there isn't a process there. That's when tensions can […] cause significant difficulties" **Participant 11**

This is why many participants highlight that it is not right to come up with prior solutions to tensions, rather partners must go through tensions and find out a suitable way to navigate them and adapt according to how the situation develops:

"when the tension arises, probably no one can anticipate what will be the end resolution, you have to go through it to get to it […] just like most things just keeps you rebalancing, changing, and then moving forward with the next part or the next bit" **Participant 6**

"… basically, the […] stakeholder tension is […] some kind of issue that has to be worked through. So there needs to be like a course correction and adjustment to what you're doing to accommodate or overcome or resolve the tension […] that has arisen" **Participant 20**

In terms of being preventive, the data revels that there are two approaches to dealing with tensions which are the reactive approach and the preventive approach. The reactive approach waits for tensions to occur, and if it poses a threat to the partnership, then

partners begin to think about how to deal with them. In contrast, the preventive approach focuses on preventing tensions from becoming a problem by starting to work on them before they happen. In other words, the preventive approach does not work to prevent tensions from happening because this is not possible seeing the inherent nature of tensions in the SSMPs. Rather it works to ensure that tensions do not turn into a problem that may pose a threat to the partnership. In this context, Participant 17 criticises the way the reactive approach tackles tensions. This is because having tensions in the partnership is not a problem, but the problem is waiting for tensions to pose a threat to the partnership then working on the way how to deal with them. In this case, tensions have happened and already got to a bad situation. Therefore, he supports adopting a preventive approach that helps the partnership to move forward:

"So the way I tend to handle things is deal with the immediate problem and deal with it in the moment so that you can be professional and get the project finished and get things done.[...] So I tend to do that [...] rather than just, you know, let things blow up [...] if a problem happens, I'll deal with it. When the problem happens [...] this is going wrong, because this problem on this partnership [...] it's already gotten to a bad situation [...] there's already been a problem that's happened[...] [that is] about how do we fix problems when have happened [...] That's reactive [...] it's much better to prevent tensions becoming problems, right, Before they actually happen" **Participant 17**

This preventive approach is also evident in the participant's 1 response about her way to tackle tensions. She highlights how working on tensions before they become a problem is essential in navigating tensions. Therefore, she works on expecting tensions from the beginning of the project through for instance classifying the partners according to their power, view, and needs and thinking about different scenarios that could cause tensions between partners. This provides her with an initial idea about what is going on and the way tensions could arise in the partnership. Consequently, she designs an adaptive process to navigate tensions:

"… what we try and do is anticipate the tensions, right the beginning. And then we design our process accordingly. […] you know, trying to figure out how to best minimize […] And then you adapt your process accordingly" **Participant 1**

The evidence of applying a preventive approach can be also seen in the way that participant 9 navigates tension. She explains how she seeks to understand the partners from the beginning (e.g. who they are, their perspective, their interests) to see from where tensions could arise. Then, designing her way to navigate these tensions accordingly. In this way, she prevents tensions from becoming a problem rather than waiting for tensions to pose a threat to the partnership:

"You ask people at the very first meeting that you enter into, why are they here. And then you can start to understand who they are, what their worldview is, and what their interest actually is. So you inevitably you attack it from the start, […] you understand […] whether you've actually got very heavy competing interests sitting inside the room. And from there, you have to start to step forward […] to start to negotiate your way across to try to get progress towards that outcome" **Participant 9**

Participant 16 also confirms this idea and states that as social marketers they always try to prepare themselves to navigate tensions from the beginning of a partnership, through studying the partners in the beginning to understand them and to determine where tensions might happen. Thus, working on tensions from the beginning before they reach a level where it is difficult to deal with them:

"I think we do a lot of research into the partner to try and understand where they might be coming from, and where perhaps at any issues [tensions] might arise. And so we […] tried to be as prepared as possible" **Participant 16**

The data shows that having an adaptive preventive approach that is able to navigate tensions requires six critical elements which are a participatory mindset, transparency, critical thinking and reflexivity, pragmatism, communication, and partner as client.

4.5.3.1 Participatory mindset

To have a preventive approach, a participatory mindset needs to be adopted in the partnership as the data analysis reveals. This is because through the participatory mindset each partner has the right to talk, to show their interests even if it's against

others' interests, and to express their views and concerns. Thus, partners become empowered partners in the partnership process. That means no partner dominates the partnership process. In other words, in the participatory mindset each partner has got equal importance, equal agency to contribute to the partnership through the co-creation process (e.g. co-discover, co-design, and co-deliver change). On the other hand, through the participatory mindset partners can get to know each other, others' perspectives, interest, how they work, etc. which provides them with a good understanding of partners. Consequently, partners could change previously held assumptions, ideas, and values, their interests may change, and practices may alter. Which in turn, helps in navigating tensions and moving the partnership forward:

"… highly participatory mechanisms are central. So co-defining what problem is, co-designing potential solutions, co-delivering those solutions. So we're very big on co you know, though, that whole co-production, co-creation […] So from that perspective […] what you want to do is to manage the diversity, but manage it in a co-creation way […] So you don't want any one partner […] you know dominating all of the winds and dictating to the group" **Participant 11**

"I think some of the work that I think also too, in the sense of […] trying to address what could be the risks of stakeholder tensions, is some of all the co-creation work, […] you know, the participatory processes when planning and implementing can be one way […] where you can actually resolve some of those tensions" **Participant 3**

"… trying to work together, trying to form larger groups to work together on an issue […] and feeding off each other […] I think that's going to help people develop more ways to deal with that tension and recognise that tension and find positive ways to move forward through that tension and resolve it" **Participant 6**

"It's about trying to go, Well, look, hey, we may all have different ideas on this. But can we somehow work together to build a genuinely common goal or a common consensus to walk towards, while, still allowing each other to think about things in a different way […] everyone has got equal importance, that equal agency to contribute […] And, you know, try and encourage everyone to feel like they're empowered to, you know, to speak up or to raise issues" **Participant 17**

"… making sure […] body's voices get heard and then hopefully incorporated into the overall strategic plan […] when you're creating the strategic plan of interventions […] each route, each person's stakeholders goals are represented in that strategic plan" **Participant 12**

Despite the important role of the participatory mindset in navigating tensions, some partners could, intentionally or unintentionally, turn the participatory mindset into a means of interfering in everything. For instance, Participant 1 explains how in one of the projects she was involved in there was a partner (the government) who used the co-creation process as a means of interfering with everything and to question every step social marketers did which consumed much time:

"I have had ones where government comes in, they want to co-design everything. And what that has meant is I've had to be on zoom for like four hours a day with them while we're writing in the same document together. And it's just like, it's laggy. It's like, that is not what I built into my process [...] that was an eye opening when they say co-design [...] that's a red flag for me now [...] that's really time consuming [...] it's difficult" **Participant 1**

4.5.3.2. Transparency

Many participants emphasise that a successful prevention approach capable of navigating tensions between partners requires a transparent process of decision-making. Therefore, they assert the importance of being transparent, honest, open in everything they do, (e.g. what they want to do, how they want to do it, and why they want to do it). Even if it creates opposition from other partners, it is better to put everything on the table. This is because in this way you can defend what you are doing. Therefore, transparency is very helpful in navigating tensions:

"I am super transparent in all the communication and spotting problems [...] to manage that tension" **Participant 1**

"... making sure there's that transparency [...] in the area" **Participant 12**

"... there is a general approach that to be as honest as you can [...] be as upfront as you can [...] it's not about having an argument [...] it's about trying to explain the reason what behind what you're doing in a very open and honest way" **Participant 16**

"... we've got to be honest, you've got to be straightforward, you've got to try and not not trying to be manipulative about this" **Participant 5**

"You have to be clear about how you're making those decisions. What the decisions are, and setting out our case that you can defend about why you made that decision" **Participant 8**

"So what we are actually doing [...] our team are [...] very transparent [...] we're very open. This is who we are, this is what we're doing, this is why we're doing it [...] I'm very clear about [...] our resourcing and capacities and what's possible and what is not [...] that's necessary to push past the tension" **Participant 9**

For instance, Participant 16 explains how transparency plays a critical role in navigating tensions in partnerships. In one of the projects she involved in, there was a sudden political change led to the call for new general elections in the country. This resulted in that the government deciding to suspend the project. This disrupted what was planned by other partners and partners did not understand why everything was delayed. In this case, Participant 16 tried to be honest, very clear about what happened and explained everything to partners. Although, this disappointed them but being transparent was better:

"one of the big tensions that I experienced [...] during that time, we weren't allowed to campaign [...] there was frustration. Particularly if, you know, something was planned to happen and it then got delayed. [...] again that, you know, that sort of required that honest and open approach [...] it can be very frustrating. But you just had to, you know, you just had to explain why it was happening" **Participant 16**

4.5.3.3 Critical thinking and reflexivity

Critical thinking and reflexivity are the two main elements discussed by some participants. their notable emphasis on their importance in navigating tensions between partners demonstrates that without a good mobilisation of the two elements the effectiveness of partnership is questionable. The significance of critical thinking and reflexivity is underlined in terms of prevention before tensions become problems, and tension navigation when the problem occurs.

"... we need to be better at [...] partnership working [...] for me, you know, before you even get a tension,. [...] I think we need to think about what is the level of thinking and reflection that's required to do this in a better way" **Participant 17**

Developing a way to deal with tensions is a process that needs to be built through the time of the partnership. Also, each case has its specific nature that is different from other cases. Therefore, social marketers need to think and reflect on each case, step, and decision they try to make. In this, Participant 17 provides examples of the questions to be asked to critically think about tensions. For instance: how to manage partnerships, how we think about tensions, how social marketers see tensions, how to engage with partners who have different perspectives and different biases, what is the dialogue we need, and what are the ideas needed to be discussed, how the consensus is going to be built. Also the data analysis presents examples of questions to allow social marketers to form a reflection of themselves and their actions to help them navigating tensions. For instance: what are you doing, did your ideas change, what is the change, what did you learn, what partners learnt, to what extent you are flexible to change your ideas to reach the consensus. By doing this, social marketers should be able navigate tensions and to prevent tensions from becoming problems:

"... if we actually think and engage more with the thinking processes and reflections around, you know, how to manage human relationships and partnerships, and different perspectives, and different biases, [...] how am I going to engage with these partners? What's the dialogue going to be [...] and how we can get share ideas around the table and try and develop [...] reflection, and, and then build consensus from that. By doing that you should be able to hopefully, prevent some of those problems that actually need you to go in" **Participant 17**

Otherwise, overlooking critical thinking and reflexivity while navigating tensions could lead to a disastrous partnership, Participant 17 states:

"... have a disastrous partnership, because you're not engaging with [...] the nature of a relationship with another person or another stakeholder or organization [...] I think [...] we've got not enough about [...] the kind of the thinking processes and the reflective processes [...] And I think that's dangerous" **Participant 17**

4.5.3.4 Pragmatism

Among the necessary elements required for tension prevention along with participation, transparency, critical thinking, and reflexivity, pragmatism is required for effective tension navigation. Pragmatism could take the form of coopetition where partners cooperate and work together for synergy effects in some areas while competing in other areas where cooperation could not be possible, as participant 8 states:

"...It's about understanding what's possible [...] it's about [...] putting the areas where you can work together, whilst recognising there are other areas where you'll be in competition with each other [...] And just because we're competing, it doesn't mean to say we can't work together on that [...] So I think you have to be pragmatic about these things" **Participant 8**

Pragmatism is beneficial for the preventive approach as it flexibly determines decisions based on a careful evaluation of the partnership, the conditions, the issues and the possible solutions rather than a rigid adoption of principles and ideologies. This is because partners have a vested interest in reaching consensuses and dealing with issues to move the partnership forward. Being ideological and adopting the absolute principle could undermine navigating tensions. Therefore, social marketers have to think through each case, evaluating the benefits and the trade-offs, then make well-based transparent decision for the benefit of the partnership and the objective of the social marketing campaign as states Participant 8:

" I don't think it's about absolute principles. I think it's about the context. [...] that's about seems to me [...] about issues rather than taking up ideological positions that just stop [...] And, you know, weighing up the benefits and drawbacks of working, [...] And then make a transparent decision" **Participant 8**

This is because being ideological is not always a realistic approach as it undermines potential coopetitive interactions. Not having conversations with potential partners because of absolute principles blurs the image of partners-search and partner-selection for potential collaboration and competition opportunities. For example, participant 8 criticised public health partners for not accepting to discuss, speak, or even sit with

tobacco, alcohol, and petroleum industries because of their ideological positions. This may seem logical since these industries are the ones generating the issues social marketing is tackling. For instance, it may seem unethical and illogical to collaborate with the oil industry for promoting cleaner energy. However, social marketers themselves have realised the need to have conversations with them for the sake of clarity of coopetition opportunities:

"… in the health field. Many public health people were just not even there. They weren't even going to the same room, or the same conference where anybody from the tobacco, alcohol, petroleum industries are just can't speak to these people. Whereas my view is that we started out that we need to have those conversations and be clear about what we can collaborate and when we can't" **Participant 8**

In this context, participant 10 supports pragmatism without stubborn fixed and rigid ideologies and absolute principles suggested by participant 8 through an example of cigarette companies that could have invented a healthy cigarette not causing cancer. In this example, the participant highlights the considerable loss of social marketers when not giving a chance to these industries making the least bad product possible for the presumed idea that these actors are the main cause of the negative issue:

"… I mean, some groups would believe, or, you know, you can't market cigarettes. So if a cigarette company came up with a healthy cigarette, that didn't cause cancer, they could not market it. So what so people would say, well, we're not going to help them develop a cigarette like that. Because cigarettes are inherently bad. what will happen if we make the least bad cigarette possible. […] there's a conflict in like, you know, you believe these people are actors that cause negative issues, you're never gonna support them" Participant 8?

The argument here is that if social marketers are refusing to collaborate with "stigmatised" industries, then, in this case, they cannot form partnership with any actor having a negative side, including governments, whom, in many cases, are the direct actor to cause wicked problems as states participants 8 and 10:

"… if you're talking about working with private sector companies, but it's also true of working with governments **Participant 8**

"We could argue governments cause negative issues. So we should never support government. Government doesn't put enough money into mental health care, that creates homelessness, so we should never work with government in dealing with health care in homelessness, because they cause the problem. No one says that" **Participant 10**

Therefore, an effective preventive approach for tension navigation must be built upon pragmatic decisions that are not backed with judgemental or stigmatic ideation as participants 17 and 6 state:

"... not seeing things that are offensive or judgmental or stigmatic, or, you know, kind of fall into stereotypes, you know, not saying, well, oh, engineers think like this, or oh, people that work in, you know, council are this or, you know, don't say things that are offensive to a person's sex, or their cultural background, or their age or experience" **Participant 17**

"...probably the one thing that I do is try to [...] park my own judgment, really put that aside and try and hear what's going on [...] And let that guide, the way that I deal with people." **Participant 6**

Social marketers should avoid judgmental ideation because this latter negatively influences their partnership position and alters it from a listener to a defender. It generates a negative thinking that undermines the collaborative work of the partnership and increases tension as participant 16 states:

"I think if we had gone in negative thinking, I suppose that there was going to be a problem [...] we won't go in in defensive [...] we weren't sort of thinking that they were going to do something to undermine us" **Participant 16**

Instead, social marketers should create space for potential collaboration opportunities with opponents to find a middle ground accommodating all partners:

"... try and find that shared. That middle ground, I suppose that shared sort of area where there's room for everybody to think and act rather than only being in one place where only one group is comfortable there" **Participant 6**

"... find a middle way and find a solution that is of benefit to both the parties. [...] You have to find a way to get things done" **Participant 2**

However, being pragmatic does not mean you wave your values and ethics as participant 17 underlines:

"… whilst also upholding your own values and ethical considerations. So you don't want to just do what somebody else does. If they're trying to tell you to do something you think is wrong, or is unethical. Right? You know, it's not about that" **Participant 17**

4.5.3.5 Communication

The data reveals that communication plays a key role in the prevention approach for tension navigation. Participants such as Participants 1, 8, and 17 perceive communication as a continuous dialogue with partners to keeps them engaged and informed about anything related to partnership. In this, participants 8 and 17 provide examples of question to be asked for effective communication. For instance, what is working and what is not working, how are they feeling about this part of the project or progress on the project, what are some of the problems they have been having, what are some of the issues they would like to discuss. The main idea behind these questions is to solve problems before becoming a problem through a dialogue where partners openly and freely raise and discuss concerns, ideas, or anything related to partnership, which enhances the effectiveness of tension prevention:

"I think the key was good communication […] to avoid tension as far as possible" **Participant 9**

"Communication is really essential […] to keep the stakeholders engaged and informed at all stages, we try and have a two-way dialogue built in as much as possible" **participant 1**

"one of the things I tried to do and others tried to do is to, you know, try and head off some of those [tensions] by continue having a good continuous dialogue with people that you're trying to work with to see what's working and what isn't working, before it gets to a pitch where there's a real problem. So if there's, you know, something starting to become a problem, let's talk about it now, rather than wait for it to become kind of a huge problem" **Participant 8**

"… when I say communication as making sure that there's communication going on that […] you're having dialogue, […] you check in, how are you doing? How are you feeling about this part of the project or progress on the project? What are some of the problems you've been having? What are some of the issues you would like us all to discuss, you know, asking those sorts of open questions […] and making sure that you're doing that, and through the project" **participant 17**

In this context, social marketers must take into consideration different communication strategies and channels whether they are formal (e.g. formal meetings, workshops) or informal (e.g. socialising). The selection of these should be dependent on whom social marketers are communicating with as participant 8 highlights:

"I think that's where social marketing has a huge role to play. It's about keeping those communication channels open, and flowing [...] I mean, all forms of [...] so you have to have a whole range of different communication strategies, and channels [...] formal [...] or informal [...] depending on who you're talking to" **Participant 8**

In this, some participants emphasise the critical role of informal communication in preventing and navigating tensions. For instance, Participants 11 and 8 highlight how socialising with partners could help in navigating tensions:

"... that involves a lot of communication [...] So design workshops [...] formal partnership meeting, and then being able, for example, to go out to dinner that night, and socialise is we find critical [...] and different mechanisms of communicating not just your formal mechanisms" **Participant 11**

"the one of the things I think works particularly well [...] informal meetings where you go for coffee with people and you talk things through" **Participant 8**

Participant 15 explains how socialising with partners in the social and emotional wellbeing of Aboriginal communities project (see section 4.4.1.3.1) played a significant role in preventing and navigating tensions between some partners (e.g. mental health department and social organisations) that had not met at all. This was done through designing some informal activities (e.g. morning tea, having lunch together) to bring them together and talk about anything related to the partnership. Consequently, they started to enjoy working together which helped in moving the partnership forward:

"... we set up the [...] network, which brought together the groups that were involved [...] to get to discuss anything. And so we made, you know, federal funds for a morning tea or a lunch [...] and got them to start to come [...] and getting them to start to cooperate more, they started to enjoy the cooperation more, and so on. So that started a trend of getting things moving around together" **Participant 15**

4.5.3.6 Partner as client

As previously demonstrated, participatory mindset, transparency, critical thinking and reflexivity, and communication are essential elements for a preventive approach for tension navigation. In addition, the data analysis reveals that the partner as client is an interesting element to be added to this group. As its name indicates, the partner as client refers to dealing with partners as clients. This implies that social marketers apply the same marketing tools and strategies used to influence client into influencing their partners in the perspective of moving forward the partnership. Among the marketing steps to be undertaken by social marketers, participants underline some examples for ways of using marketing to deal with partners as client such as understanding, segmentation, and offer design and provision. Evidence demonstrating the need to deal with partners as client is presented in the following quotes:

"... partner is the same as, you know, a client or a customer that they're going to have needs and wants, [...] they're not coming with a blank sheet. [...] So you've got to think about what's in it for them the same way you think about a target audience and what's in it for them" **Participant 11**

"... as a marketer, you're trying to understand what your customer wants. And then design something, to give them what they want [...] As a social marketer, you're sort of doing a version of that. And then you can use again [...] those same techniques to try and overcome the tension [...] you're doing marketing to the stakeholder, you know" **Participant 13**

"... it's critical to think of each of the partners in the same way that we think of consumers, we spend so much time understanding what an individual consumer wants, we should also be thinking about that with any of the partners" **Participant 18**

"In the end of the day, [...] what matters the most is to understand same marketing idea, understand the person or the organisation you are trying to change? What is their self-interest? What are they looking for [...] So the same strategies that we used to influence consumers can also be used to change stakeholders" **Participant 2**

"... the most important one [...] is a deep contextual understanding of the people [...] in marketing terms is customer understanding [...] and what they value or they do not value [...] Why do people do what they do? From their perspective? what are the influences? What would help them? What would not? [...] you need to segment that population, because they're going to have different views" **Participant 8**

In this, Participant 15 provides an example of the effective use of the partner as client principle for tension navigation. Particularly the idea of understanding partners interests and motives to customise the offer. They use the example of an anti-smoking project that involved politicians as a partner. The aim of the project was to put more restrictions on tobacco sales and advertising in specific areas. For this, social marketers had to understand politicians as client. Social marketers understood that politicians were interested by elections. Based on this, they demonstrated the negative impact of tobacco on the numbers of potential electorate. In this way, social marketers were able to get the work done through a customised offer that convinced politicians, who are interested by elections, to apply restrictions on tobacco. As a result, social marketers successfully avoided potential tensions with the politicians:

"… I remember way back and for tobacco […] For each politician, we did the figures for their electorate, and said, there are so many smokers in your electorate of those smokers, these will get cancer or heart disease, and so on. And the crucial thing is that they will leave behind so many 1000 children, or wives or husbands or whatever attached because they're smoking and that's in your electorate sort of became a sort of personal for them. And that's why we eventually got legislation through the state government to restrict sales, and advertising of tobacco and things" **Participant 15**

Participant 2 provides another example of how dealing with partners as client is playing a significant role in navigating tensions in a farm infrastructure development project. The example shows that there were tensions between two partners, government and farmers about water rights. Social marketers navigated these tensions through understanding the interests and needs of governments which wanted farmers to share water rights with two urban areas, and the interests and needs of farmers that needed infrastructure development for their farms but they did not have the required resources for its implementation. In this, social marketers customised a win-win offer to both partners based on the understanding through convincing the government to provide farmers with sufficient monetary compensation to give up their water rights, and convincing farmers

to accept the offer as the compensation will help them improve their agricultural infrastructure and the yield of their farming:

"… I have had a similar experience […] where we are trying to convince farmers to share that water rights for two urban areas to have infrastructure development. And in the end, in that case, the farmers were convinced by because they were given sufficient monetary compensation for giving up their water rights […] what this tells you is in the end, we're talking about the self-interest immediate self-interest, which is attractive to them, there's a monetary part to that. So, again, like you and I purchase things that are attractive, immediate beneficial, stakeholders are going to respond to similar ideas or something that is immediate, personal, attractive, beneficial" **Participant 2**

These examples portray the requirement of treating partners like clients. This could be done through understanding problems and perceptions, and designing customised, attractive and beneficial offers to partners in the perspective of navigating tensions.

After explaining the three elements for dealing with tensions: coexisting with tensions (section 4.5.1), navigating tensions as an adaptive process (section 4.5.2), navigating tensions as a preventive approach (section 4.5.3), the next section presents tension navigation tools.

4.5.4 Tension navigation tools

The data reveals different tools that can help in navigating partnership tensions. These tools are evidence-based logic, legal contracts, and documentation.

4.5.4.1 Evidence based logic

The data reveals that using evidence-based logic including research and data provide a solid basis of arguments that is hard to refute to partners. Which significantly aid social marketers in navigating tensions as participant 9 states:

"… our job to keep demonstrating evidence and effectiveness to help start to over overcome that opinion […] when you've got hard evidence, […] you really can't refute that" **Participant 9**

For example, in a road safety project that aims to influence young men not to drive under the influence of alcohol through offering an alternative ride (see section 4.4.1.1), there was tension between the social marketing team and one NGO that thought that this campaign was promoting drinking instead of reducing it. To refute this claim, social marketers did research on the young men including the measurement of how much these young men are drinking before and after the campaign. It concluded that they did not report drinking more just because they were getting an opportunity to take an alternative ride. In the end, the tension was navigated and prevented from becoming a problem through data evidence. Therefore, the NGO could not raise any issues with them after the campaign or during the campaign:

"... they think that [...] our campaign was promoting drinking [...] in the case of [the name of the organisation], one way to address their problem was through data evidence [...] we showed to survey data that young men are not going to drink more" **Participant 2**

Another example for the importance of evidence-based logic is provided by participant 15. The example is about a project seeking to deal with domestic violence, targeting men, the perpetrators, to go into counselling. Many partners were involved in this project such as the government, NGOs, and women's groups. There was tension between social marketers and the women groups, because the women's groups did not want any money spent on the men, rather they were trying to get funds for women for refuges, and hospital treatments etc. They did that because they thought that men would not respond to any requests to go into the consultation program. They had the view that they were just violent, and they would always be violent, and the only thing could be done is send them to prison or put them under restrictive orders. In response social marketers researched with the men and found out that many men want to change but they did not know how, because there is nowhere to turn for help. Based on this research, social marketers had evidence supporting the effectiveness of the program in reducing domestic violence. As a

result, this evidence was used to convince women's groups, thus tensions were effectively navigated:

*"So once we did the research with men, we found out that [...] there were quite a lot of men. Who would say, Well, yes, I know what I'm doing is wrong. But [...] there's no help anywhere around. [...] we had to talk to the women's groups and convince them that, look, some of those men will respond to a campaign because we did the research to find out what might motivate them to [...] go into a program [...] we showed them the evidence" **Participant 15***

These two examples demonstrate how evidence-based logic is effective in navigating tensions.

4.5.4.2 Legal contract

Among the tools of tension navigation is legal contracts. For tension prevention, the partnership should be formed upon clear, explicit, and straightforward contracts where there is no room for interpretation or manoeuvre as Participant 9 states:

*"I probably suggest that very strong. [...] your contracts are incredibly explicitly black and white, so that there's no room to manoeuvre, no room to try and use any of that process for conflict and tension" **Participant 9***

4.5.4.3 Documenting

Documenting refers to the process of clear reporting including decision making, different opinions and statements. In other words, it is about keeping notes and documenting everything that relates to the partnership (e.g. meetings, minutes, agendas, action logs... etc.). This provides social marketers with a historical record to be used as a reminder, or for verification which can contribute to avoiding potential tensions as participant 9 states:

*"So clear reporting [...] so that ultimately, there's no opportunity to point backwards and say, oh, but at month three, I disagreed, because it's all monitored and documented [...] it's a very big part of how we operate" **Participant 9***

4.5.5 Section summary

This section presented the findings related to how social marketers deal with partnership tensions in SSM. Table 4.3 presents a summary of these findings.

Table 4.3: Summary of findings related to dealing with partnership tensions.

Dealing with partnership tensions	Coexisting with tensions	
	Navigating tensions as an adaptive preventive approach	
		Participatory mindset
		Transparency
		Critical thinking and reflexivity
		Pragmatism
		Communication
		Partner as client
	Tensions navigation tools	Evidence based logic
		Legal contract
		Documentation

4.6 Outcomes of partnership tensions

This section presents the outcomes of partnership tensions. The first section focuses on positive outcomes and the second section on negative outcomes of partnership tensions.

4.6.1 Positive outcomes:

According to data analysis, tension generates three positive outcomes which are transparency, reflexivity and learning, and creativity.

4.6.1.1 Transparency

Many participants highlight that tensions often result in transparency. The occurrence of tension in partnerships generates authentic discussions leading to unveiling partners' thoughts, goals, and needs, etc:

"I really think they're good because it creates authentic, like authentic discussion of a topic or authentic exploration of the issue [...] [because tension] provides transparency **Participant 12**

It also pushes partners not to hide information when presenting and defending their positions:

"tension to me is valuable […] in terms of […] that […] the tension helps us to understand what the other person's objectives are" **Participant 18**

"Yeah […] it [tension] makes the practices more transparent" **Participant 9**

These two points lead to an enhancement of the amount and the quality of the information partners have about each other and improves the level of understanding and mutual awareness among partners seeing. For these reasons, tension is a transparency generator, to the point some participants perceived partnerships without tensions as partnerships that are lacking transparency, and that some decisive points such as goals could be unclear as Participant 12 states in the following quote:

"… I think if there's no tension, it probably means that people are not sharing adequately their goals and […] also their underlying potential bias and all those types of things. So I think it's better to have these things eared out so that […] [they] can be either incorporated or not […] so that everybody knows where others stand" **Participant 12**

4.6.1.1 Reflexivity and learning

Knowing that tension enhances understanding about partners as demonstrated in 4.6.1.1, tension is a key driver for partnership dynamism development as the data analysis reveals. This is because it provides opportunities to partners for reflexivity and learning. Sometimes going through tension can encourage partners to initiate reflexivity, to question their and others' perspectives, and to alter and modify their thinking and behaviour throughout the situation of tension:

"the tension creates a dynamic partnership, I suppose in that all parties to the partnership, shift and morph the way that they think and do throughout it […] I think […] that might be a reflection on […] how I view things" **Participant 6**

As a result, tensions create a fertile ground for learning (e.g. best approaches to adopt) about present and future partnerships based on the conducted reflexivity, others feedback, and the tension experience itself:

"there was definitely learning as we went along on both sides, in terms of what worked and what didn't, and the best way of working and best practice [...] we changed some things that we were doing in response to partner feedback and partner needs" **Participant 16**

"there's probably some positives that [...] learning from that experience, learning about different perspectives that are out there, even if you don't agree with them, or learning personally about how you might be able to handle partnerships and relationships and dynamics in the future" **Participant 17**

In this context Participant 7 confirms this idea by indicating what he experienced in many partnerships. He mentions the role of tension in creating a suitable ground for learning. Especially when it comes to small organisations and how they had the opportunity to learn from the tension with the big firms partners who were well-resourced, which led to their strengthening and development to the point they became essential players in their areas:

"I mean, there's a number of times I can think of, you know, different small, smaller organizations who got involved in a coalition who just learned so much [from] tensions [...] they learned so much that they become players in the community themselves, [...] I mean [...] their capacity actually increases and [...] their effectiveness increases just by being part of the tensions in coalition" **Participant 7**

This positive outcome was also presented in the project that aims to ensure adequate protection of Koalas (see section 4.4.1.2). Participant 9 notes that the significant role of tension in encouraging her team to reflect on their approach (e.g. communication approach) and learn from tension by considering it as feedback, which contributed to the development of the way how they communicate with other partners:

"it [tension] makes you think, you know, even yesterday's email saying, you know, we don't believe in your work, is a very good opportunity to go, we're clearly not telling people enough [...] it helps you sharpen your communications [...] And that's a good thing. So it's, it's always, I think, something you just take as feedback [...] I think it's a good opportunity to reflect and discuss, learn, grow" **Participant 9**

To the point she perceived partnerships without tensions as partnerships that are operating in a heavy status quo where partners believe that everything is working properly when in fact it is not, which omits opportunities for practice improvement:

"I think they [tensions] make you stronger, and improve your practice […] So yes […] if it was all going away all of the time, it wouldn't change what we do, we would end up I think operating in a very heavy status quo of, you know, thinking it was all great when it's not" **Participant 9**

4.6.1.2 Creativity

The data also reveals that creativity is another positive outcome of tension in partnerships that comes as the result of transparency and reflexivity and learning. Tensions enhance transparency as previously demonstrated in section 4.5.1.1, which improves the understanding of other partners. This means that partners are exploring new perspectives, and this exploration adds to their learning which leads to the generation of new ways of thinking that partners would not see without tension:

"… tension can be […] sort of creativity […] you can explore each other's points of view and […] get into new spaces have new adventures as a result of something that started out" **Participant 13**

"… they give rise to creativity and they give rise to innovation. So, you know, five heads are always better than one head" **Participant 11**

"… sometimes these tensions […] can help push the coalition into new ways of thinking about things that they hadn't done before. And, or that the organizations themselves hadn't thought of before. And that can be a really useful tool for the creativity process. And for the innovation process" **Participant 7**

"…it [tension] ends up pushing you in a direction where you do something new or different" **Participant 6**

In brief, tensions have positive outcomes that lead to creativity. It is a process that starts from confronting a different new perspective. It firstly provides partners with better level of information which allows them to better understand one another. It then develops a dynamism of reflexivity and learning which leads partners to get engaged in thinking and behavioural change, which prepares the basis for good use of new creative ideas. Table 4.4 summarises the positive outcomes of partnership tensions in SSM.

Table 4.4: Tensions positive outcomes

Tensions positive outcomes		Transparency
		Reflexivity and learning
		Creativity

4.6.2 Negative outcomes

According to data analysis, tensions generate four negative outcomes which are losing engagement between partners, blocking the behaviour change process, draining the partnership resources and the failure of the partnership.

4.6.2.1 Losing engagement

One of the negative outcomes revealed by the analysis is the worsening of partners relationships to the point it may lead to cutting off all avenues of joint work, which leads to not achieving the desired goal:

"I say the negative side of tension is […] damaging the relationships later. […] it makes it harder to work with the stakeholders. So I've definitely seen in meetings and subsequent meetings, people shut down and then not offer their view at all. […] and then that's a real pity, because you're really not getting there, not being able to really do, you know, group work that you needed to do. So I think losing engagement is a really negative outcome" ***Participant 12***

The relationship between partners may deteriorate to the extent that some partners start working against the project through agitating other partners so they do not continue working in the partnership. For illustration, a tense relationship between the social marketing team and one of the partners in the koala project (see section 4.4.1.2) pushed

that partner to explicitly express his opposition to support the project under partnership, and to actively encourage the rest of the network not to support it as stated Participant 9:

"And then we got a beautiful email back saying I'm not supporting? And I'm going to actively encourage everyone in my network not to support that, because I don't believe this is good work and it shouldn't be funded. So there's a direct tension in a project" **Participant 9**

4.6.2.2 Blocking the change

According to the data analysis, the interruption of all means of joint work between partners in the project leads to that each partner ceases to perform the role assigned to it, which blocks the change process that the established partnership seeks, and this is the second negative result of tension. In this, many participants talk about how tension could disrupt any opportunity to move any project forward. To the point of describing it as the worst-case scenario:

"Look, tensions probably lead inevitably to some partnerships, folding and not going forward [...] It can basically make a whole group stop and rewind [...] that's the worst outcome you actually get" **Participant 9**

"it's hard to find a way forward because one particular group is very focused on something else, which is in direct opposition to this other group over here, their goals are so different that two goals can't simultaneously exist" **Participant 6**

"So conflicts [...] in that situation are all negative, they are blocking system, they're blocking groups within the system, from changing their behaviours towards a more healthy future or towards, you know, whatever that future or outcome is [....] [it] isn't resolving a situation, and in many cases is making it worse" **Participant 11**

For instance, Participation11 mentioned an example of this issue from one of the projects in which she participated as a partner and how she stopped working in that project due to the tension between her social marketing team and one of the partners who did not commit to performing their agreed role. This caused a complete suspension of the work:

"Because we were unable to deliver the legal obligations we had signed up to, and we were being blocked by [...] one organisation until that got resolved, because it was a legal

obligation to deliver until that got resolved. I was like, what, we can't progress. We can't work with you" **Participant 11**

This issue was also noticed in a project that seeks to improve the recruitment processes of a government department responsible for the management of forests and the regulation. According to participant 8, this department had the issue of representation of ethnic minority of their employees. The tension was between two partners, social marketers and the government department. Social marketers found that the issue was in the way this department promoted their jobs. Thus, they saw the solution in changing the communication process by expanding the range of advertisement to target the ethnic minorities mix. In contrast, the government department wanted to keep the recruitment process as it is. Because they think that putting more of the advertising budget into ethnic minority channels and press, that will be discriminatory against everybody else. Consequently, this tension led to blocking the improvement of the recruitment processes because this organisation had a fixed view that was not debatable according to their opinion:

"… there was a lot of pushback from […] the organisation. […] they just thought [that] […] putting more of […] advertising budget into ethnic minority channels and press, that actually will be discriminatory against everybody else. Because we should just publish in the journals where we normally publish.[…] in that situation […] we just said, well, okay, we've given you our best advice, we think, if you don't want to take […] that's just your decision. […] you can't persuade them, […] [because] you come up against people who are, you know, not reasonable, who won't negotiate, have a fixed view, and we'll stick to that" **Participant 8**

4.6.2.3 Draining resources

The third negative consequence of tensions according to the data analysis, is drain of resources (e.g. time, money). According to some participants, when the change process is blocked, it means that the time during the period of blockage is passive. This is because partners are circling instead of driving real change. Which in turn causes changes in the

project implementation schedule. And since time costs money, thus, more costs are generally added to the main project cost:

"So conflicts […] in that situation are all negative, they are blocking system […] times that blockage isn't active, it's passive" **Participant 11**

"It [tension] can basically make a whole group stop and rewind and go and spend more money […] I do see that as an incredible waste of money […] [and] time […] We're all subject to, you know, millions and trillions getting wasted because [….] we are just circling […] rather than driving for the true change that was actually identified and needed to push forward […] and pushing past the tension points" **Participant 9**

4.6.2.4 Failure of the partnership

One of the worst consequences of tensions that any project could reach is the failure of the partnership in achieving its goals. That happens when all avenues of understanding hit a dead end, and it is not possible to move forward. This is what happened for instance in the marine conservation project mentioned by Participant 2 (see section 4.4.2). The conflicting interests between many partners (e.g. the farmers, the government) led to each party seeking to protect their interests without regard to other partners' interests. Which led to the failure to achieve the aim for which the partnership was established, which is changing the farmers' behaviour from using chemicals and pesticides to start using organic fertilisers:

"So, this behaviour change effort of convincing farmers to […] start using organic fertilisers failed because these two stakeholders […] can't come together. And it was an initiative that was funded by the federal government for us to drive the behaviour change, and it didn't work" **Participant 2**

Another example of how tensions could result in the failure of the partnership is mentioned by Participant 18 when he was describing the challenges he faced in the project that seeks to promote sanitation and hygiene in schools (see section 4.4.2). The project was targeting five provinces in particular country. However, the issue was with one province. There was a conflict of interests between the officials of this province and social marketers. The officials were always seeking to meet their personal

interests which is money at the expense of the public interest for which the project aimed. This led to the severance of all avenues of joint work which eventually led to stopping the work on the project and the termination of the partnership:

"there was one province, there was at a point that we really just said, Let's just cancel everything. We can't work. [In] everything that we were doing [...] [I] felt like there was obstruction that was happening. The officials [...] [and] the various government departments that we were working with [...] were just not cooperating [...] we were dealing with somebody who was all about [...] their own individual goals [....] their specific objective was money [...] we couldn't get anything" **Participant 18**

This negative outcome was also presented in the project that focuses on alcohol education for adolescent students. Participant 9 explains how tensions between some partners led to the partnership collapse. This is because these partners were competing with each other in getting funding and seeking to meet their interests (e.g. the continuity of their income), which caused continual difficulties in the work, which led to the withdrawal of social marketers from the partnership:

"We have another partnership that have lasted between three and four years with almost what I would call a divorce happening in play. And that's where [...] people inside the system start to compete with each other around funds. And you get that Fallout because people are trying to protect their incomes, or protect some other bigger agenda that they've actually got" **Participant 9**

Although participants highlighted the two set outcomes of tensions, (positive and negative outcomes), it is worth noting that it is not always only positive or negative, but a little bit of both as participant 17 states. For instance, tension could put more stress on partners (negative outcome), at the same time, partners can learn about others' perspectives (positive outcome). These outcomes could occur simultaneously:

"... there's never only just negatives, or only just positives, you know, there's always a little bit of both [...] that might be this project so stressful, it's so [...] hard, it's all negative [...] even in that there's probably some positives that [...] learning about different perspectives that are out there [...] or learning [...] about how you might be able to handle partnerships and relationships and dynamics" **Participant 17**

In brief, the analysis reveals a set of negative consequences of tensions between partners in SSMPs. The first negative outcome is damaging the relationship between partners. Which lead to the second negative outcome which is blocking the behaviour change process. This blockage results in the third outcome which is draining the partnership resources. All these negative outcomes or one of them can lead to the failure of the partnership that is considered the worst scenario that could happen. Table 4.5 presents a summary of the negative outcomes of partnership tensions in SSM.

Table 4.5: Tensions negative outcomes

Tensions negative outcomes	Losing engagement
	Blocking the change
	Draining the resources
	Failure of the partnership

4.7 Chapter summary

This chapter has reported the findings of the data analysis. This chapter consists of six main sections, starting with the profile of participants The second section discusses the nature of partnership tensions. Then the sources of tension are demonstrated in the fourth section. The fifth section presents the way how participants deal with tensions. While the outcomes of tensions are illustrated in the sixth section. Figure 4.3 summarises the themes in the research findings.

Partnership tensions in SSM

Tension nature
- Incompatibility
- Inherent in SSM partnerships
- Ubiquitous
- Changeable

Tension sources
- Causes of tensions
  - Conflict of interests
  - Lack of understanding
    - Disparity of perspectives
    - Lack of communication
      - Lacking Iinterpersonal communication skills
      - Lack of communication process
      - Lack of shared language
  - Risk aversion
    - Risk of financial loss
    - Risk of reputation loss
  - Power asymmetry
    - Financial resources
    - Human resources
    - Position
    - Public opinion
  - Personality of individuals
  - Lack of commitment and accountability
  - Legislation
  - Gender and race
- Types of partners
  - No specific partner

Dealing with tension
- Coexisting with tension
- Navigating tensions as an adaptive preventive approach
  - Participatory mindset
  - Transparency
  - Critical thinking and reflexivity
  - Pragmatism
  - Communication
  - Partner as client
- Tensions navigation tools
  - Evidence based logic
  - Legal contract
  - Documentation

Tension outcomes
- Positive outcomes
  - Transparency
  - Reflexivity and learning
  - Creativity
- Negative outcomes
  - Losing engagement
  - Blocking the change
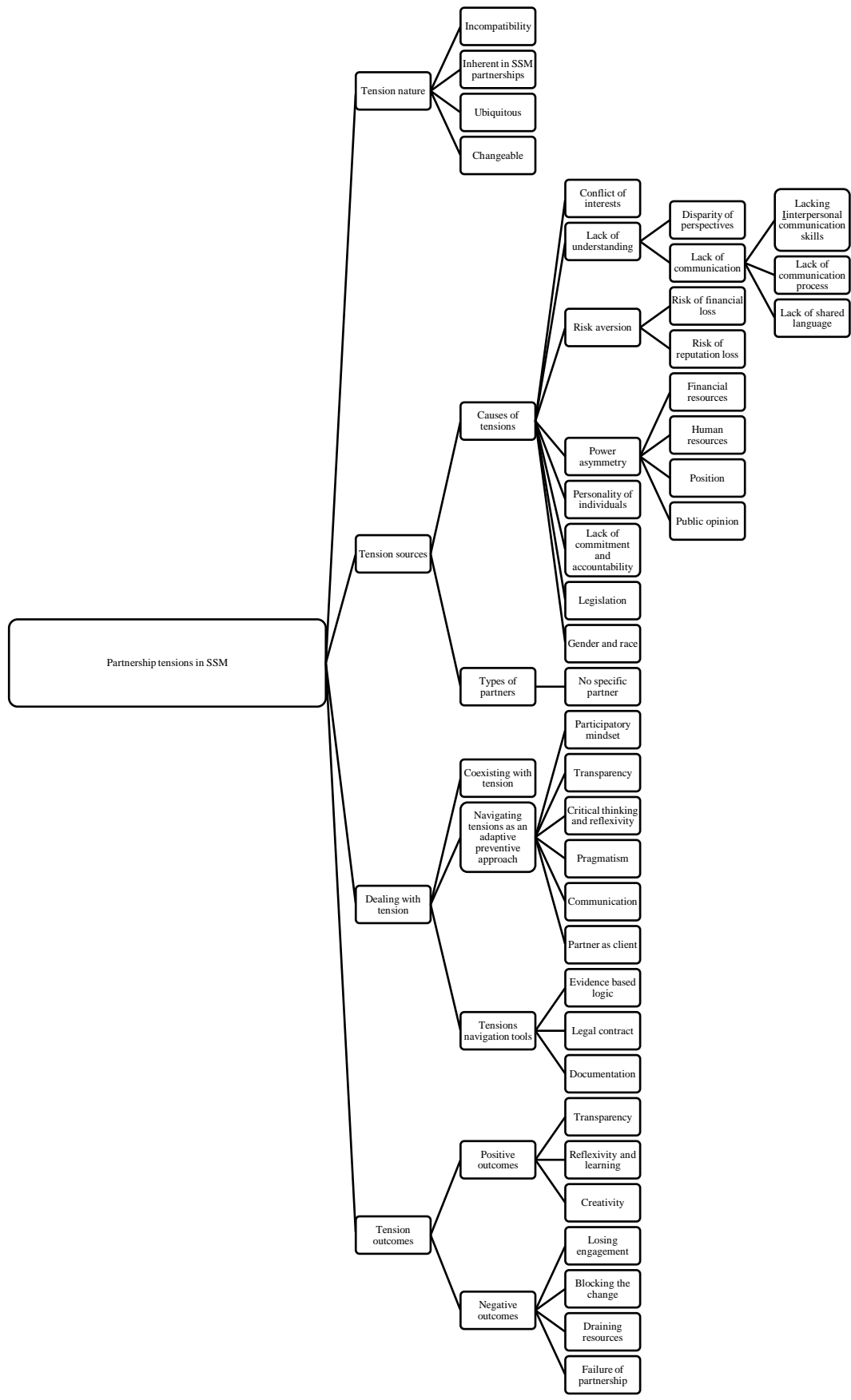 - Draining resources
  - Failure of partnership

Figure 4.3: Summary of the research findings

Chapter 5: Discussion

5.1 Introduction

After detailing the findings in the previous chapter, this chapter discusses these findings in relation to the overarching research questions and the existing literature including the social marketing literature, the cross-sector partnership literature, and the paradoxical perspective literature. This will generate an in-depth understanding of partnership tensions in SSM which in turn will contribute to achieving the overarching research aim of the thesis which is to gain an in-depth understanding of partnership tensions in SSM. As noted in chapter two, it is clear that we know very little about tensions in SSMPs. Section 2.4 raises many questions about tensions in SSMPs that remain fully or partially unanswered with many social marketing scholars highlighting partnership tensions as an overlooked issue that needs to be addressed (e.g. Kennedy, 2017; Gordon et al., 2018; Domegan &McHugh, 2019). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about tensions in SSMPs (Buyucek et al., 2016; Luca et al., 2016; Gordon et al., 2018). The findings of this research help address this research gap. The discussion of the findings in the context of the relevant literature helps answer the research questions, first detailed in section 2.9:

1- What are partnership tensions in SSM?

2- What are the sources of partnership tensions in SSM?

3- How partnership tensions dealt with in SSM?

4- What are the outcomes of partnership tensions in SSM?

This chapter consists of nine sections. The first six sections bring together the research questions, the literature (the social marketing literature, the cross-sector partnership literature, and the paradoxical perspective literature), and the findings of the empirical

research to answer these research questions. The seventh section demonstrates the contributions of this research, while the research limitations and the future research directions are presented in the eighth section. The ninth section concludes this research.

5.2 Research question one: what are partnership tensions in SSM?

Firstly, according to chapter 2, it is clear that there is a consensus between the three literatures of social marketing (e.g. Borys et al., 2012; Domegan et al., 2020.), CSPs (e.g. Brown 1983; Hayes et al., 2011), and paradox (e.g. Schad et al., 2016) in terms of viewing partnership tensions as a state of incompatibility among partners because of different reasons (e.g. variety of interests). The findings demonstrated that tension is a state of incompatibility between partners that could challenge and/or fuel the success of the SSMPs. Thus, the findings confirm the social marketing literature in terms of viewing tensions as a state of incompatibility among partners. However, the difference between the social marketing literature and the findings lays at which perspective this incompatibility is viewed from. In the social marketing literature, incompatibility is predominantly perceived negatively (e.g. Bentz et al., 2005; Jones et al., 2016) and therefore has the capability to corrode partnerships. At the other end of the positive/negative continuum, few voices have called for perceiving partnership tensions positively (e.g. McHugh et al., 2018). The findings view incompatibility differently as a challenge and/or fuel to partnership success. Thus, according to the findings it is sometimes seen positively, sometimes negatively, sometimes neutrally depending on the situation. The findings also confirm both the CSPs literature that views tensions as "incompatible behaviour among parties" (Brown 1983; p. 4) and the literature of the paradoxical perspective that sees tensions as a case of the polarisations between partners

as a result of the differences in for instance views, interests (e.g. Lewis & Smith, 2014; Wilhelm & Sydow, 2018).

Second, the social marketing literature does not discuss the inherent nature of tensions in partnerships. While both the CSP literature (e.g. Hahn & Pinkse, 2014) and the paradoxical perspective literature (e.g. Schad et al., 2016) highlight the inherent nature of tensions in partnerships. This research, however, views tensions as an inherent part of the SSMPs process. This understanding from the findings contributes to the social marketing literature. This has a significant impact on how partners are perceived and treated since tension is an inherent part of SSMPs. In another words, the presence of tensions with a partner does not imply that the partner is bad. As a result, tensions should not be overcome but instead have to be continuously navigated and engaged with (more details will be presented in section 5.4). The findings confirm both literatures of the CSPs and the paradoxical perspective that perceived tensions as an inherent part of partnerships.

Third, according to chapter 2, partnership tension debates in the social marketing literature are dominated by the meso level (e.g. Austin, & Gaither, 2016; Deshpande, 2016; French et al, 2017). This is explained by the dominance of the private sector in these debates as previously indicated. Nevertheless, partnership tensions cannot be restricted to the meso level as they can similarly occur within and between the three levels: the micro, the meso, and macro levels as a few scholars such as Domegan et al. (2016) and McHugh et al. (2018) have demonstrated (see section 2.4.2.4). In terms of partnership tension stages, the social marketing literature indicates that partnerships in the early stages witness most tensions (e.g. Duane, 2012; Hoek, 2017). When it comes to the CSPs literature, partnership could occur within and between levels (micro, meso,

macro) (e.g. Gray & Purdy, 2014). In terms of stages, partnership tensions are more likely at the early stage of partnership process than later stages according to the CSPs literature (e.g. Bryson et al., 2015). The paradoxical perspective literature on the other hand views tensions as "ubiquitous and persistent forces" (Lewis & Smith, 2014, p. 129). That means partnership tensions are not restricted to specific level or stage (e.g. Smith, Lewis, & Tushman, 2011).

The findings tackle these points and demonstrate that partnership tensions entail ubiquity as they are not specific to a particular stage or level of the partnership. Tension could be present through all levels of SSMPs (micro, meso, macro levels) which confirms the findings of the work of Domegan et al. (2016) and McHugh et al. (2018). Also, the findings are found to be consistent with both literatures of CSPs and the paradoxical perspective in terms of the level at which tensions occur. Besides, the findings reveal that partnership tensions can be present throughout the entire process of the SSMPs. Thus, tensions are not related to a particular stage. This concurs with the view of the paradoxical perspective literature. The findings highlight that tensions could occur more in the later stages of the partnership. This is because in later stages, partners are often more likely to get into arguments as they figure out each other's interests, power, and aims, which lead to tensions escalating as a defence mechanism. These findings contradict existing social marketing literature and CSPs literature.

Fourth, Regarding the changeable nature of partnership tensions, this characteristic is not discussed in the social marketing literature. On the other hand, both the literature of CSPs (e.g. Babiak & Thibault, 2009; Pfisterer & Van Tulder, 2020) and the paradoxical perspective (e.g. Smith & Lewis, 2011) view partnership tensions as changeable as highlighted in chapter 2. The findings of this research demonstrate that tension is

changeable in its nature. Tension changes over time because of the interplay among complex, dynamic, and ambiguous systems in which partnerships operate as indicated in the findings chapter. Therefore, some tensions disappear, and others emerge. Thus, the findings contribute to social marketing literature by highlighting the changeable nature of partnership tensions. In the meantime, what is indicated by findings regarding the changeable nature of tensions is on consistent with both the CSPs literature and the paradoxical perspective literature.

To conclude, the answer to research question one is built upon four characteristics of the nature of tensions presented and discussed in this section and summarised in Table 5.1. Consequently, this research views partnership tensions as a state of incompatibility between partners that is inherent and ubiquitous in the partnership, in addition to being characterized by continuous change. Tension could challenge and/or fuel the success of the SSMPs.

Table 5.1 summarises the discussion of RQ1 and the key contributions of this research.

Table 5. 1: The summary of the discussion of the RQ1 and the contribution of this research

RQ1	Findings	The SM literature	The CSPs literature	The paradoxical perspective literature	Contribution of this research
What are partnership tensions in SSM?	Viewed tensions as an incompatibility between partners	Viewed tensions as an incompatibility between partners	Viewed tensions as an incompatibility between partners	Viewed tensions as an incompatibility between partners	• Confirms the SM literature • Supports the CSP and paradoxical literatures
	Tension is inherent in partnerships.	The literature did not discuss this characteristic.	Tension is inherent in partnerships.	Tension is inherent in partnerships.	• Contributes to the SM literature by highlighting the inherent nature of tensions in partnerships • Supports the CSP and the paradoxical literatures
	Tension is ubiquitous. Tension is more likely at the later stages of partnerships.	Dominated by the meso level Tension is more likely at the early stages of partnerships.	Tensions occur within and between levels Tension is more likely at the early stages of partnerships.	Tension is ubiquitous.	• Confirms Domegan et al. (2016) and McHugh et al. (2018) by indicating that tensions could occur within and between levels. • Supports the CSPs and the paradoxical literatures in terms of the ubiquitous nature of tensions. • Contrasts the SM literature and the CSPs literature in terms of the stage where tensions likely occur
	Tension is changeable.	The literature did not discuss this characteristic.	Tension is changeable.	Tension is changeable.	• Contributes to the SM literature by highlighting the changeable nature of tensions. • Supports the CSPs and the paradoxical literatures through indicating the changeable nature of tensions.

After discussing the first research question, the next section aims to answer the second research question which is: what are the sources of partnership tensions in SSM?

5.3 Research question two: What are the sources of partnership tensions in SSM?

This section discusses sources of partnership tensions in SSM. In this, the sources of partnership tensions are discussed according to two aspects. The first aspect is related to the types of partners (or types of organisations) who are likely to cause tensions which answers the question: What type of partner could cause tensions in SSMPs? The second aspect is about the causes of partnership tensions in SSM which answers the question: What are the causes of partnership tensions in SSM?

5.3.1 What type of partner could cause tensions in SSMPs?

According to the social marketing literature, the dominant view sees the private sector as the main type of partner who could potentially cause tensions in social marketing partnerships, particularly when it comes to controversial industries (e.g., Hoek & Jone, 2011; French et al., 2017; Fry et al., 2017). At the same time, a few works conducted research where tension came from other types of partners (e.g., government, NGOs) (e.g. Domegan et al., 2016; McHugh et al., 2018). This demonstrates that, even in the extant literature it is clear that tensions are not limited to the private sector partners. The type of partner is not discussed by the CSPs literature. However, many examples from the CSPs literature (e.g. Gray & Purdy, 2014; Jacklin-Jarvis, 2015) lead to the conclusion that the government is often considered as the main type of partner who likely could causes tensions as it often holds the most power (e.g. human and financial resources) (Purdy, 2012). This allows it to assert control and attempt to dominate the partnership (Purdy, 2012). The literature of the paradoxical perspective in turn does not explicitly tackle the type of partner who would be likely to cause tensions. However, the paradoxical

perspective literature (e.g. Schad et al., 2016) does not restricted tensions to a specific type of partner.

The findings highlight that tensions in SSMPs are not related to a specific type of partners, rather they could come from any type of partner whether they are individuals, groups of people, or organisations depending on the context of the SSMPs. This view provides a contribution to the social marketing literature through stating that tensions are not limited to a particular type of partners and any partner could cause tension depending on SSMPs context. The findings also contribute to both literatures of the CSPs and the paradoxical perspectives by clarifying that the possibility of tensions arising from any partner in the partnership.

5.3.2 What are the causes of partnership tensions in SSM?

According to the social marketing literature, diverse causes of partnership tensions have been recorded. These causes include conflicting interests (e.g., Hoek & Jones, 2011; Austin & Gaither, 2016), conflicting practices (e.g., Deshpande, 2016; Jones et al., 2016), limited resources (e.g., Domegan et al., 2016), imbalanced power (e.g., Dibb, 2014), conflicting perceptions (e.g., Dibb, 2014), and misunderstanding between partners (Dibb, 2014). However, conflicting interests was the main cause of partnership tensions according to the social marketing literature. This could be explained by the dominance of the private sector when it comes to the discussion of partnership tensions in the social marketing literature as previously mentioned in section 2.4.2.3.

In the CSP literature, there are different causes of partnership tensions such as conflicting interests (e.g. Bryson et al., 2015), different perceptions (e.g. Babiak & Thibault, 2009), poor communication (e.g. Vogel et al., 2022). However, the CSP literature focuses on main two causes of tensions because of their significant impact on the context in which CSPs

form. These causes are the asymmetrical power relations (e.g. Yan et al., 2018; Miller, 2019) and the conflicting logics between partners (e.g. Gillett et al., 2019; Mitzinneck & Besharov, 2019).

The paradoxical perspective literature highlights that despite tensions being inherent in partnerships, they may remain latent. Tensions only become salient to partners either through individual framing (cognition) or through environmental conditions of scarcity, plurality, and change (Smith & Lewis, 2011). Plurality involves a diversity of views, informed by multiple partners with varied interests and perspectives. Change accentuates tensions as new capabilities which compete with, and often render obsolete, the existing competencies (Lüscher & Lewis, 2008; Schad et al., 2016). Finally, scarcity challenges partners to meet competing yet coexisting demands with limited resources (Smith, 2014). Increased plurality, change, and scarcity in the environment help surface latent tensions (Smith & Lewis, 2011). On the other hand, partners' cognition can also highlight boundaries that draw attention to underlying tensions (Ashcraft et al., 2009). Paradoxical cognition -frames and processes that recognise and juxtapose contradictory demands - make tensions more explicit (Smith & Tushman, 2005).

The findings present eight causes of partnership tensions. Five of them are novel for the three literatures (the social marketing, the CSPs, and the paradoxical perspective). These five causes are risk aversion, personality of individuals, lack of commitment and accountability, legislation, and finally gender and race. Regarding the remaining three causes which are the lack of understanding, conflict of interest, and power asymmetry, despite that these three causes are mentioned by the social marketing literature, the finding adding something new to these causes. This is another contribution of this

research. the discussion will start with these three causes, following by the five novel causes.

First, regarding Power asymmetry, the findings confirm what the social marketing literature (Dibb, 2014; Domegan et al., 2020) has indicated regarding power asymmetry as a cause of tensions. However, the findings provide more understanding in terms of two aspects: power distribution and the sources of partner's power. In terms of power distribution, the findings highlight that having a powerful partner in the partnership does not mean that other partners are devoid of power, rather each partner has power but of a different type, which can be used to counteract the attempt to dominate decision-making by the powerful partner. This new view from the findings shifts the focus of less powerful partners from feeling weak in front of a powerful partner to searching for the type of power they possess and how to use it to confront the powerful partners. In terms of the sources of partner's power, the findings highlight two new sources of power which are public opinion and human resources. Public opinion means any partner representing the public opinion is in a powerful position. While human resources means any organisation that has skilled staff who are able to do the required work is in a powerful position. Particularly, if the required work needs special skills that are only available with the staff of that organisation. Therefore, these findings improve our understating of power asymmetry in SSMPs and contribute to the social marketing literature. In terms of the CSPs literature, the findings consist with the literatures of the CSPs (e.g. Miller, 2019) in terms of considering power asymmetry as a cause of partnership tensions. However, the findings do not view power asymmetry as the main cause of tensions as the CSPs literature indicated (e.g. Ashraf et al., 2017; Yan et al., 2018). Instead, the findings show conflict of interest as the key cause of partnership tensions as it will be explained later.

Regarding the paradoxical perspective literature, the plurality that was indicated by the paradoxical perspective literature (e.g. Schad et al., 2016) as a cause of tensions, is consistent with power asymmetry highlighted by the findings.

Second, the findings reveal that the lack of understanding could create tensions through the process of the SSMPs. Lack of understanding means that there is an absence of a common understanding between the partners. Thus, it differs from misunderstanding which involves an incorrect attempt at interpretation and as a potential cause of tension as the social marketing literature highlighted (e.g. Dibb, 2014). Thus, the findings contribute to the social marketing literature by highlighting lack of understanding as a cause of partnership tensions. in terms of the CSPs literature, the findings consist with the CSPs literature (e.g. Vogel et al., 2022) in terms of seeing lack of understanding as a cause of tensions. Regarding the paradoxical perspective literature, the plurality that was indicated by the paradoxical perspective literature (e.g. Schad et al., 2016) as a cause of tensions, is consistent with the lack of understanding highlighted by the findings. Seeing that plurality involves many reasons (e.g. diversity of views) that could lead to lack of understanding between partners.

Furthermore, the findings emphasise two reasons that create a suitable environment for the lack of understanding. The first reason is the disparity of perspectives and the second one is the lack of communication which are presented further below. The disparity of perspective is mentioned by the social marketing literature (e.g. Dibb, 2014) as a cause of tensions, but the literature did not connect it to the other cause which is the lack of understanding. The findings recognise disparity of perspectives as a source of lack of understanding. This view gives an in-depth understanding of the relation between some causes of tensions which influence the ways to deal with tensions. In terms of the CSPs

literature, the disparity of perspectives indicated by the findings in a compatible with conflicting logics mentioned by the CSPs literature (e.g. Gillett et al., 2019; Mitzinneck & Besharov, 2019). However, the findings do not view conflicting logics as the main cause of tensions as the CSPs literature indicated (e.g. Ashraf et al., 2017; Yan et al., 2018). Instead, the findings show conflict of interest as the key cause of partnership tensions as it will be explained later. Regarding the paradoxical perspective, the plurality that was indicated by the paradoxical perspective literature (e.g. Smith, 2014; Schad et al., 2016) as a cause of tensions, is also consistent with the disparity of perspectives indicated by the findings as a cause of tensions. This is because plurality involves diversity of views that could lead to tensions (Smith, 2014). Also, change that is indicated by the paradoxical perspective literature (e.g. Smith, 2014; Schad et al., 2016) is compatible with the disparity of perspective indicated by the findings. This is because disparity of perspectives requires some partners to change practice to a new one which could be resisted by some partners, which in turn could lead to tensions.

In terms of the lack of communication, the findings highlight how poor communication between partners often causes tensions in partnerships. This confirms s the social marketing literature (e.g. Lefebvre, 2006 Gordon et al., 2017). However, the findings have a contribution related to understanding of the lack of communication. Specifically, the findings have a contribution related to the reasons behind having a lack of communication in SSMPs, particularly, what is related to lack of shared language. This is because of that the issue of language in social marketing literature usually discussed in terms of using a terminology that the other partners are not familiar with (e.g. Spotswood & Warren, 2017). However, the findings reveal that the lack of shared language could also come from speaking different languages (e.g. English, Arabic, French). Different language spoken between partners could create a different meaning from what the partner really

means. This may cause confusion for partners in terms of getting the same meaning, whether it's the same outcomes or aims getting met. And that's when the tension starts to occur. These findings are significant for social marketers seeing the increase of international social marketing projects around the world. Therefore, letting other partners speak their language (e.g. in meetings) to express their ideas and opinion with the help of, for example, professional translators is recommended. The findings are consisting with the CSPs literature (e.g. Vogel et al., 2022) by considering the lack of communication as a cause of tensions. Also, the findings contribute to the CSPs literature by adding a new reason leading to the lack of communication which is lack of shared language (speaking different language). The paradoxical perspective literature did not mention lack of communication as a cause of tensions. In this case, the findings contribute to the paradoxical perspective literature by adding lack of communication as a cause of tension that leads to the lack of understanding between partners.

Third, the findings support the extant social marketing literature (e.g. Cherrier & Gurrieri, 2014; Kamin & Kokole, 2016) regarding conflict of interests. This support is presented through first, considering conflict of interests as a cause of partnership tensions. Second, seeing conflict of interests as the main cause of partnership tensions. These findings could be explained by the nature of SSMPs that include diverse partners each of them has their interests that differ from others' interests and in many cases, they are in conflict. Besides, the findings add more understanding and show that conflict of interests could come from any type of partners (e.g., NGOs, government, individuals) not just from the private sector that dominates the conflict of interests' discussion in the social marketing literature (e.g. Hastings, 2016). This idea contributes to our understating of tensions and to encourage

social marketers to prepare themselves to face conflicts of interest from any partners not just from the private sector.

Conflict of interests with the private sector may be more obvious than with other partners. This is because "the purpose of commercial marketing is to sell products that satisfy customers' needs at a profit, without judging the rightfulness of those needs. Social marketing's purpose is to modify or change consumer needs when they are harmful to the person, other persons, or society. Social marketing therefore acts as a corrective to harmful commercial marketing practices." (Kotler, 2022, p. 325). However, this does not mean that social marketers should lose sight of the interests of other partners. Even non-profit seeking partners could have interests that could interfere with the social marketing project. Consequently, it is recommended that all partners interests should be considered through adopting for instance a value co-creation concept (e.g. service logic) (Luca et al., 2016b). The findings are consistent with the literatures of the CSPs (e.g. Bryson et al., 2015) in terms of considering conflict of interests as causes of partnership tensions. In respect of the paradoxical perspective literature, plurality that was indicated by the paradoxical perspective literature (e.g. Schad et al., 2016) as a cause of tensions, is consistent with conflict of interests stated by the findings as a cause of tensions. Regarding the other cause of tensions outlined by the paradoxical perspective literature which is the individual cognition (e.g. Smith & Lewis, 2011) it is recommended for social marketers to learn from the paradoxical perspective regarding the individual cognition as a cause of tensions.

After discussing the three causes with partial contributions, the five novel causes are discussed as follows:

Regarding risk aversion, the social marketing literature did not indicate risk aversion as a causes of partnership tensions. The findings highlight risk aversion as a cause of partnership tensions. Risk aversion is about unwillingness of partners to take any risk that could lead to financial or reputation loss, particularly, if their loss or sacrifices are going to benefit some other partners. In this, social marketers need to find a compromise (win-win) that satisfies all partners to some extent. Thus, the findings contribute to the social marketing literature by adding a new cause of partnership tensions. Regarding the CSPs and the paradoxical perspective literatures, risk aversion is also novel to both literatures as they were not suggested by these literatures. Thus, this research also contributes to the CSPs and the paradoxical perspective literatures by adding new causes of partnership tensions.

Also, in respect of the personality of individuals, the social marketing literature did not state the personality of individual as a cause of partnership tensions. The findings reveal that the personality of individuals in organisations could cause tensions in SSMPs. People are naturally different, some of them have difficult personalities (e.g. narrow minded, hard to negotiate with, uncooperative) which constitute a suitable environment for tensions to occur in partnerships. Therefore, social marketers need to be patient and try to find the appropriate way to work together. In this case, evidence-based logic (see 4.5.4.1) could be a useful tool to deal with this tension. Consequently, a new contribution of this research is recorded through adding a new cause of partnership tensions. in terms of the CSPs and the paradoxical perspective literatures, personality of individuals is also novel to both literatures as they were not suggested by these literatures. Thus, this research also contributes to the CSPs and the paradoxical perspective literatures by adding new causes of partnership tensions.

Lack of commitment and accountability in its turn was not mentioned by the social marketing literature. The findings highlight that tensions occur if some partners do not comply with what they must do and they are not held accountable at the same time for their negligence. This may cause an imbalance in the partnership's work system (e.g. causing disruption). In this case, legal contracts (see 4.5.4.2) for the partnership could be a useful tool to deal with this cause of tension by legally enforcing this partner to fulfil their duties. This a new contribution by findings to the social marketing literature. Lack of commitment and accountability is also novel to both literatures of the CSPs and the paradoxical perspective as they were not suggested by these literatures. Thus, this research also contributes to the CSPs and the paradoxical perspective literatures by adding new causes of partnership tensions.

Legislation was not identified by the social marketing literature as a cause of partnership tensions. The findings stress that in some contexts, partnership's legislations could cause tensions between partners. This could be for instance through imposing certain conditions on the formation of partnerships (e.g. imposing a certain number of partners, imposing the participation of some parties) that creates a fertile ground for tensions. Therefore, social marketers need to take into consideration or be aware of the partnership's legislation (e.g. conditions of designing partnership) in the context where the partnership is operating. This finding is considered as a new contribution to the social marketing literature. Regarding the CSPs and the paradoxical perspective literatures, legislation is also novel to both literatures as they were not suggested by these literatures. Thus, this research also contributes to the CSPs and the paradoxical perspective literatures by adding new causes of partnership tensions.

The social marketing literature did not mention anything regarding gender and race as a

cause of partnership tensions. The findings highlight gender and race as one of the causes of partnership tensions in some Global South contexts. In these contexts, there could be a belief that men are intrinsically superior to women. Which causes tensions with other partners who see people are equal regardless their gender. In terms of race, the findings reveal that the Global South partners are often underestimated by the Global North partners who think they know the best way to tackle social issues of the Global South. Which leads to tensions particularly when the partnership is created in Global South contexts. Therefore, social marketers should ensure equality and emphasis on the no gender or race is better than the other principle. All genders and races are equal and must be respected. Social marketers should also work on empowering any underestimated partners particularly partners from the Global South (Gordon et al., 2016; Cateriano-Arévalo et al., 2022). In this, participatory mindset and critical thinking and reflexivity are useful to deal with this cause of tensions (more details in section 5.4). The need to critical thinking and reflexivity when it comes to gender and race is also recently highlighted by the literature of social marketing (e.g. Aya Pastrana et al., 2022).

It is worth noting that not mentioning gender and race as a cause of partnership tensions by the literature of social marketing could be explained by the dominance of the Global North speech on the literature of social marketing (Gordon et al., 2016; Cateriano-Arévalo et al., 2022), especially that the Global North has advanced rules, culture in term of the gender equality that helped them reduce this issue to a good extent. This could be also explained by the focus of the social marketing literature on private sector and their interests when it comes to partnership tensions discussion (e.g. Austin, and Gaither, 2016) more than other issues such as gender and race. In terms of the CSPs and the paradoxical perspective literatures, gender and race is also novel to both literatures as

they were not suggested by these literatures. Thus, this research also contributes to the CSPs and the paradoxical perspective literatures by adding new causes of partnership tensions.

In brief, Table 5.2 summarises the discussion of the RQ2 and the key contributions of this research.

Table 5. 2: The summary of the discussion of the RQ2 and the contribution of this research

RQ 2		Findings	The SM literature	The CSPs literature	The Paradoxical perspective literature	Contributions of this research
What are the sources of partnership tensions in SSM?	2.1 What type of partner that could cause tensions in SSMPs?	Any type of partners	Dominated by the private sector	Not discussed it	Not discussed it	For social marketing: • Contributes to the SM literature through stating that tensions are not limited to a particular type of partners. For both literatures of the CSPs and the paradoxical perspective: • Contributes to both literatures of the CSPs and the paradoxical perspectives by clarifying the fact that tensions could arise from any type of partners.
	2.2 What are the causes of partnership tensions in SSM?	Risk aversion	Not discussed it	Not discussed it	Not discussed it	Noval contribution to the three literatures.
		Personality of individuals	Not discussed it	Not discussed it	Not discussed it	Noval contribution to the three literatures.

Lack of commitment and accountability	Not discussed it	Not discussed it	Was not indicated	Noval contribution to the three literatures.
Legislation	Not discussed it	Not discussed it	Was not indicated	Noval contribution to the three literatures.
Gender and race	Not discussed it	Not discussed it	Was not indicated	Noval contribution to the three literatures.
Power asymmetry	Indicated by the literature as a cause of tensions	Indicated by the literature as a cause of tensions	Indicated by the literature through plurality	For the SM literature: • Confirms the SM literature by considering it as a cause of tensions. • Contributes to the SM literature by adding a new two sources of power which is public opinion and human resources. For the CSPs literature: • Supports the CSPs literature by considering it as a cause of tensions.

				For the paradoxical perspective literature: • Supports the literature by considering it as a cause of tensions
Lack of understanding • Disparity of perspectives • Lack of communication	Indicated by the literature as a cause of tensions Indicated by the literature as a cause of tensions Partially indicated by the literature as a cause of tensions	Indicated by the literature as a cause of tensions Indicated by the literature through conflicting logics Indicated by the literature as a cause of tensions	Indicated by the literature as a cause of tensions Indicated by the literature through plurality, and change The literature did not mention it as a cause of tensions	For the SM literature: • Confirms the SM literature by considering lack of understanding as a cause of tensions • Contributes to the SM literature by adding a new reason leading to the lack of communication which is lack of shared language (speaking different language). For the CSPs literature: • Supports the CSPs literature by considering lack of

understanding as a cause of tensions

- Contributes to the CSPs literature by adding a new reason leading to the lack of communication which is lack of shared language (speaking different language).

For the paradoxical perspective literature:

- Supports the paradoxical perspective literature by considering lack of understanding as a cause of tensions

- Contributes to the paradoxical perspective literature by adding a new cause leading to the lack of understanding which is lack of communication

| | | | • Conflict of interests | Indicated by the literature as a key cause of tensions | Indicated by the literature as a cause of tensions | Indicated by the literature through plurality | For the SM literature:

• Confirms the SM literature by considering it as a cause of tensions and as the main cause of tensions

For the CSPs literature:

• Supports the CSPs literature by considering it as a cause of tensions

For the paradoxical perspective literature:

• Supports the literature by considering it as a cause of tensions |

5.4 Research question three: How to deal with partnership tensions in SSM?

The social marketing literature does not provide a holistic approach or a guidance of how to deal with partnership tensions. There are some fragmented and dispersed ideas in the social marketing literature about how to deal with partnership tensions. These dispersed ideas could be classified into two categories. The first category focuses on dealing with tensions coming from a specific partner, which is the private sector, and particularly tensions caused by controversial industries (e.g. Borys et al., 2012; Hoek, 2017) by reducing the risk of conflicts of interests with controversial industries. As a result, other causes of tensions such as power asymmetry are overlooked.

The second category of ideas is about suggestions for using other literatures to deal with partnership tensions in social marketing contexts. Some of them suggested to get guidance from management and marketing literature (e.g. Dibb, 2014). While others suggested to use the literature of the paradoxical perspective (e.g. McHugh et al., 2018; Domegan & McHugh, 2019). Nevertheless, these suggested literatures are in the commercial context which differs from the social marketing context. Hence, the need to examine these suggested literatures in the context of social marketing before adopting their guides in dealing with tensions (Peattie & Peattie, 2003).

Against of this background, what is clear from the dominant view in the social marketing literature is that there are specific ways of dealing with tensions (conflict of interests) coming only from the controversial industries. While the social marketing literature did not discuss if there is a particular way to deal with other types of partners (e.g. government, NGOs). Regarding the CSPs literature and the paradoxical perspective

literature, both literatures provided guidance to deal with tensions instead of specifying a way to deal with tensions (more details will be discussed later).

The findings reveal that there is no specific way to deal with partnership tensions (even controversial industries). Therefore, social marketers must design their way according to the situation of their project. This is because of that despite there are overall commonalties between social marketing projects, each case has its specific nature. In this context, the findings show that to design the way how to deal with partnership tensions, social marketers must take into consideration two principles: Coexisting with tensions and applying adaptive preventive approach. This clarification from the findings is considered as a contribution to the social marketing literature. As a result, the contribution of the findings is providing guidance for dealing with partnership tensions. This guide includes two principles that required to dealing with partnership tensions.

5.4.1 Coexisting with tensions

Since the discussion of partnership tensions in the social marketing literature dominated by tensions caused by the private sector particularly controversial industries, there are two views in the social marketing literature regarding coexisting with that tensions. First, the view that rejects coexisting with tensions coming from controversial industries (e.g. Hastings, 2016). Second, the view that sets conditions to coexist with tensions from controversial industries (e.g. Borys et al., 2012). However, these views built on one particular cause of tensions which is the conflict of interests with controversial industries. Thus, overlooking other causes of tensions from controversial industries (e.g. power asymmetry).

In terms of the CSPs literature, the idea of coexisting with tensions is supported by the CSPs literature (e.g. de Bakker, 2019; Gillett et al., 2019) through for example creating

spaces for dialogs between partners (Gillett et al., 2019). By the same token, the paradoxical perspective literature adopts the concept of coexist with tensions (e.g. Schad et al., 2016). Through accepting tensions and acknowledging multiple truth, trying to explore tensions and learning from them (Schad et al., 2016; Henry et. al., 2022).

The findings in its turn reveal that the first step of dealing with partnership tensions is coexisting with tensions and trying to navigate them in a way that helps the project to move forward. According to the findings, coexisting with tensions entails accepting the presence of tensions in partnerships and learning from them regardless of their sources instead of ignoring or surpassing them. Thus, there is no acceptable or unacceptable tensions, all partnership tensions are acceptable. In other words, social marketers should not exclude or reject any tension nor set conditions or restrictions on engaging with tensions that come from any partner according to the findings. This view of findings contradicts the dominant view in the social marketing literature that either rejects (e.g. Hastings, 2016) or sets conditions (e.g. (Borys et al., 2012) to coexist with tensions with controversial industries. In this the findings contribute to the social marketing literature through highlighting the necessity of coexisting with partnership tensions regardless of their sources. Which open an opportunity for social marketer to explore tensions from different and multiple angles which in turn would help to discover new links between opposing forces in a way that moves the social marketing project forward. Also the findings are in a compatible with both literature of the CSPs and the paradoxical perspective in terms of the necessity of coexisting with tensions to deal with partnership tensions.

5.4.2 Following adoptive preventive approach

The social marketing literature did not discuss if navigating tensions is a continuous process or not. The CSPs literature also did not discuss this point. On contrast, the paradoxical perspective literature clearly indicate that navigating tensions is a continuous process seeing the inherent nature of tensions in partnerships (e.g. Smith & Lewis, 2011; Lewis & Smith, 2014).

The findings indicate that navigating tension is a continuous process that needs to be worked through to move a partnership forward. This process should be adaptive which means that partners must go through tensions and find out a suitable way to navigate them and adapt to them according to how the situation develops. In this case, the findings contribute to the social marketing literature through stating that navigating tensions is an adaptive process. Thus, social marketers must prepare themselves to continually work on navigating tensions. Also the findings contribute to the CSPs literature by indicating the fact that navigating tensions is a continuous process. In terms of the paradoxical perspective literature, the findings are consistent with it.

On the other hand, according to the social marketing literature it can be said that social marketing literature tried to follow a preventive approach through trying to tackle tensions from the beginning. Whether through excluding partners who likely could cause tensions (e.g. controversial industries) (e.g. Jones et al., 2016), thus eliminating the possibility of tensions. Or through setting conditions on their participation to reduce the possibility of tensions (e.g. Hoek, 2017). This preventive approach was only witnessed in dealing with tension (only conflict of interest) coming from controversial industries. Thus, the social marketing literature did not discuss using the preventive approach for other types of partners or other causes of tensions. In terms of the CSPs literature, this

literature did not explicitly indicate following a preventive approach. However, the CSPs literature (e.g. Gillett et al., 2016) implicitly adopts a preventive approach through navigating tensions in a way that tackles any potential problem from the beginning and not waiting for them to be escalating. By the same token, the paradoxical perspective literature follows a preventive approach through its strategic approach (e.g. Schad et al., 2016; Henry et. al., 2022) (see section 2.6). This strategic approach adopts coexisting with tensions, exploring how partners can attend to compete demands simultaneously in a way that address any potential problem before escalating (Schad et al., 2016; Henry et. al., 2022).

The findings highlight that navigating partnership tensions must follow a preventive approach. According to the findings, this approach focuses on preventing tensions from becoming a problem by working on them before they become a problem. In other words, the findings specifies that the prevention is not related to tensions themselves seeing the inherent nature of tensions in SSMPs that is impossible to be prevented. Rather, the prevention is related to the problems that may arise due to tensions and may pose a threat to partnerships. This view of findings contradicts the dominant view in the social marketing literature that focuses on trying to prevent the occurrence of tension itself (e.g. Hastings, 2016; Borys et al., 2012). These findings also constitute a contribution for social marketing literature through highlighting the need to apply a preventive approach to navigate tensions regardless of the sources of tensions. Furthermore, the findings confirm what the literature of the CSPs and the paradoxical perspective highlighted in terms of the need to follow a preventive approach to navigate tensions.

Having an adaptive preventive approach that is able to navigate tensions requires six critical elements according to the findings. These critical elements are a participatory

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mindset, transparency, critical thinking and reflexivity, pragmatism, communication, and partner as client. These elements are essential to navigate partnership tensions regardless of their sources.

First, regarding the critical thinking and reflexivity, the social marketing literature employed critical thinking and reflexivity when it comes to partnership tensions but to question views, interests, behaviour of other partners (e.g. Dibb, 2014) particularly controversial industries (French et al., 2017).

The CSPs literature (e.g. Gillett et al., 2019) indicated critical thinking and reflexivity through engaging in a partner dialogue where all partners reflect on and constantly re-examine the various partners' interests, views, and tensions to reach a joint solution that may not be perfect to all, but where all partners still perceive some benefit. The paradoxical perspective literature (e.g. Lewis, 2000; Hillebrand et al., 2015) in its turn highlighted that coexisting with tensions means developing a capacity to think paradoxically. This requires, in turn, critical thinking and reflexivity (Heide & Simonsson, 2015) where partners critically examine the assumptions that lead them to prefer one pole of the paradox.

The findings highlight that developing a way to deal with tensions is a process that needs to be built through the time of the partnership (as mentioned above). This is because each case has its specific nature that is different from other cases. Therefore, according to findings social marketers need to critically think and reflect on each case, step and decision they try to make as the findings demonstrate. However, the findings expand the role of critical thinking and reflexivity by urging social marketers to form a reflection on themselves and their actions to help them navigating tensions rather than simply mobilising the critical thinking on others and specifically controversial industries as the dominant view in the social marketing literature highlighted (e.g. Hastings, 2016). The

findings also provided a series of areas to be questioned for an effective self-reflection (e.g. questioning assumptions held by social marketers regarding other partners and tensions with them, to what extent the view of social marketer about others and tensions restricts their work with others) (see section 4.5.3.3). This expansion from the findings constitutes a contribution of the findings to the social marketing literature in terms of the way to navigate tensions. Consequently, social marketers must critically think and reflect on tensions with partners in SSMPs to effectively navigate tensions. This consists with some social marketing scholars (e.g. Gordon & Gurrieri, 2014; Gordon, 2018; Duane et al., 2021; Aya Pastrana et al., 2022) in the general social marketing literature calling for encouraging social marketers to think critically and reflect on their ideas, perspectives, practice for the sake of achieving effective change. On the other hand, the findings illustrate a consistency with both literatures of the CSPs and the paradoxical perspective in terms highlighting the necessity of having critical thinking and reflexivity to adopt the preventive approach.

Second, according to chapter two, the social marketing literature is dominated by an ideological positioned view when it comes to dealing with partnership tension (e.g. Hastings, 2007; Hastings & Angus, 2011; Hoek & Jones,2011). This conclusion has been deducted according to the way through which the dominant view of social marketing literature dealt with tensions coming from some partners particularly controversial industries. This may seem logical since these industries are the ones generating the issues social marketing is tackling. Thus, it may seem unethical and illogical to collaborate with this type of partners.

Being pragmatic is supported by the CSPs literature (e.g. Hussler & Payaud, 2019) when it comes to navigate partnership tensions. Through engaging with all partners even the

private sector to find where they can collaborate. In terms of the paradoxical perspective, it is clear that the paradoxical perspective literature emphasises on being pragmatic. Through encouraging partners not being restricted to a particular idea or ideology and seeing things from different and multiple angles. Thus, "exploring how organizations can attend to competing demands simultaneously" (Smith & Lewis 2011, p. 381).

In terms of this research, the findings criticise the dominant view of the social marketing literature that is taking an ideological position for three reasons: first, being ideological contradicts one of the main principles of social marketing which is that partnership should be inclusive to achieve accurate understanding of the situation that needed to navigate tensions. Second, according to the findings being ideological negatively influences social marketers' partnership position and alters it from a listener to a defender. As a result, it generates a negative thinking that undermines the collaborative work of the partnership and increases tensions. Third, the findings also argue that if social marketers adopt an ideological position and refuse to collaborate with "stigmatised" industries that generate the issues social marketing is tackling, then, in this case, they cannot form partnership with any actor having a negative side, including governments, whom, in many cases, are the direct actor to cause wicked problems as the findings highlight (see section 4.5.3.4). However, no one says that the government should be excluded from partnership and that tensions with governments should not be engaged with as the findings indicate. This is not practically realistic especially that governments participate as a partner in most of social marketing partnerships. Alternatively, the findings emphasis on the importance of being pragmatic when it comes to navigating partnership tensions. The findings also highlight that being pragmatic does not mean waving values and ethics. Pragmatism could take the form of co-opetition where partners cooperate and work together for synergy effects in some areas while competing in other

areas where cooperation could not be possible. This is because being ideological and adopting the absolute principle (which is the case of the current dominant view of the literature) could undermine navigating tensions. Thus, social marketers should create space for potential collaboration opportunities with opponents to find a middle ground accommodating all partners. From above, it is clear that the findings are consistent with both literature of the CSPs and the paradoxical perspective in terms of being pragmatic to navigate tensions.

Third, in the context of participatory mindset, since the dominant view of social marketing literature adopted an ideological position when it comes to dealing with partnership tension (e.g. Hastings & Angus, 2011), this view applied veto on the participation of some partners such as the private sector particularly controversial industries as discussed previously. Participatory mindset is supported by both the CSPs literature (e.g. Hussler & Payaud, 2019) and the paradoxical perspective literature (Hillebrand et al., 2015) that believe in the importance of allowing other partners to participate even if their participation leads to tensions between partners. This is because acknowledging tension is better than ignoring or surpassing them.

According to the findings, navigating partnership tensions requires adopting a participatory mindset. This is mainly achieved by not classifying partners into good and bad partners. Instead, the participation of all partners is necessary to achieve the change that social marketing project seeks for. It is important to highlight that the findings emphasise that the participatory mindset does not only empower the less powerful partners (which is the focus of the social marketing literature) but also allows to understand other partners' views particularly the powerful partners or the evil partners (e.g., controversial industries) as some scholars of social marketing describe them (e.g. Hastings, 2007). This understanding essentially assists with navigating tensions as the

findings reveal. However, this participatory mindset could be criticised by some social marketing scholars who describe partnering with partners such as controversial industries as "sleep [ing] with the enemy" (Hoek & Jones,2011, p. 39). The findings reveal that participation of these type of partners is required to build complete understanding of the issue that SSMPs works on and to avoid any possibility of value destruction (Zainnuddin & Ross, 2020). Thus, the findings contribute to the literature of social marketing through highlighting the necessity of participatory mindset in navigating partnership tensions. Moreover, from above it is clear that the findings consist with both literature of the CSPs and the paradoxical perspective in terms of emphasising on participatory mindset when it comes to navigating tensions.

Forth, according to the social marketing literature, there is one article that touched on the role of communication in dealing with partnership tensions which is Dibb (2014). However, this article limited the role of communication to dealing with one cause of tensions (misunderstanding) coming from specific types of partners (between community partners and other partners). Thus, social marketing literature did not indicate whether communication has a role in dealing with tensions raised by other causes (e.g., conflict of interests) and tensions between other types of partners (e.g., government, NGOs). In terms of the CSPs and the paradoxical literature, both literatures did not discuss the role of communication in navigating tensions.

Regarding the findings, the contribution of the findings is provided through broadening the role of communication in navigating tensions. Communication plays a key role in the prevention approach for tension navigation regardless of the sources of tensions. In other words, communication is needed to deal with all sources of tensions not just misunderstanding or just tensions between community partners and

others. Communication helps in dealing with tensions before becoming a problem through a dialogue where partners openly and freely raise and discuss concerns, ideas, or anything related to partnership, which enhances the effectiveness of tension prevention. Besides, the findings urge social marketing to take into consideration different communication strategies and channels (formal, informal) in the specific context of navigating tensions. The findings emphasise on the critical role of informal communication (e.g., socialising with partners) in preventing and navigating tensions. The aim of this informal communication is to bring partners together and talk about anything related to the partnership and tensions. Indicating the importance of the informal communication is another contribution of the findings to the social marketing literature. Besides, indicating the role of communication (formal, informal) in navigating tensions by the findings also contribute to both the CSPs and paradoxical perspective literatures.

Fifth**,** the idea of dealing with the partner as a client is not expressed explicitly and clearly in the social marketing literature. Instead, the literature (e.g. Dibb, 2014) presented some elements related to this idea such as understanding other partners (e.g., their needs, interests) but the literature did not mention other elements such as segmenting partners, customising the offer in the perspective of navigating tensions. In the same way, dealing with partners as clients are not expressed explicitly and clearly in both literatures of the CSPs and the paradoxical perspective. Both literature of the CSs (e.g. Gray & Purdy, 2014). and the paradoxical perspective (e.g. Hillebrand et al., 2015) instead, mentioned some aspects linked to this idea such as understanding other partners (e.g., their perspectives, interests).

The findings in its turn show the requirement of treating partners like clients. This implies that social marketers apply the same marketing tools and strategies (e.g. understanding, segmentation, customising offers) used to influence client into influencing their partners in the perspective of navigating tensions to move the partnership forward. Thus, the contribution of the findings to the social marketing literature is manifested through the provision of a deep and detailed view, not just understanding but also other elements to be applied on partner (e.g., segmentation, customising offers). In the same way, the findings also contribute to both literatures of the CSPs and the paradoxical.

Sixth, in terms of transparency, several studies in the social marketing literature have addressed this topic (Brenkert, 2002; Szablewska & Kubacki, 2019; Kubacki et al., 2020). For instance, Szablewska and Kubacki (2019) emphasized the significance of transparency, along with other human rights principles, in guiding the work of social marketers. Similarly, Kubacki et al. (2020) identified transparency, along with other human rights principles, as a specific approach to address ethical tensions and conflicts arising from power imbalances among stakeholders in a social marketing system. Furthermore, the iSMA Social Marketing Statement of Ethics highlights transparency as one of the main principles among the six ethical principles supporting the ethical conduct of social marketing professionals (Kubacki et al., 2023). However, the social marketing literature did not provide a discussion of the role of transparency in the specific context of navigating partnership tensions.

By the same token, both literatures of the CSPs and the paradoxical perspective did not explicitly discuss the role of transparency in navigating tensions.

The findings demonstrate that a successful prevention approach capable of navigating tensions between partners requires a transparent process of decision-making with honesty and openness in everything partners do. Therefore, social marketers must ensure transparency when it comes to navigating tensions even if it creates opposition from other partners. The importance of transparency revolves around creating an environment suitable for understanding each other, even if no consensus has been reached. In this, the findings firstly confirm the importance of transparency as emphasised in the existing social marketing literature. Secondly, the findings make a valuable contribution to the literature by demonstrating that transparency is crucial for navigating partnership tensions in SSM. Furthermore, the findings contribute to the social marketing literature by extending the role of transparency beyond addressing ethical tensions resulting from power imbalances as mentioned above, to encompass all types of partnership tensions (e.g. conflict of interest, different perspectives). Also the findings contribute to both literatures the CSPs and the paradoxical perspective literature by highlighting transparency as a required element to effectively navigate tensions.

In brief, Table 5.3 summarises the discussion of the RQ3 and the key contributions of this research.

Table 5.3: The summary of the discussion of the RQ3 and the contribution of this research

RQ3	Findings	The SM literature	The CSPs literature	The paradoxical perspective literature	Contribution of this research
How to deal with partnership tensions in SSM?	-Coexisting with tensions. -Applying adaptive preventive approach: • Participatory mindset • Transparency • Critical thinking and reflexivity • Pragmatism • Communication • Partner as client	- Dispersed ideas about how to deal with partnership tensions. These ideas could be classified into two categories: • First category that dominates the social marketing literature generally focuses on dealing with tensions coming from controversial industries. • Second category is about suggestions	-Coexisting with tensions. -Implicitly applying preventive approach	-Coexisting with tensions. -Applying strategic approach	For the SM literature: • Contributes to the SM literature by highlighting the necessity of coexisting with partnership tensions regardless of their sources. • Contributes to the SM literature through stating that navigating tensions is an adaptive process and through highlighting the need to apply a preventive approach to navigate tensions regardless of the sources of tensions. • Contributes to the SM literature through expanding the role of critical thinking and reflexivity in navigating tensions. • Contributes to the SM literature through highlighting the necessity of being pragmatic in navigating partnership tensions. • Contributes to the SM literature through highlighting the necessity of participatory mindset in navigating partnership tensions.

| | | for using other literatures to deal with tensions in the SM context | | • Contributes to the SM literature through broadening the role of communication in navigating tensions.
• Contributes to the SM literature through indicating the necessity of dealing with partner as client.
• Contributing to the SM literature through extending the role of transparency beyond addressing ethical tensions resulting from power imbalances to encompass all types of partnership tensions

For CSPs and the paradoxical perspective literatures:
• Contributes to the CSPs literature by indicating the fact that navigating tensions is a continuous process.
• Contributes to both literatures by indicating the role of communication in navigating tensions.
• Contributes to both literatures by indicating the need to deal with partners as clients.
• Contributes to both literatures by highlighting transparency as a required element to navigate tensions effectively. |

5.5 Research question four: What are the outcomes of partnership tensions in SSM?

To date there is no direct research in the social marketing literature detailing the outcomes of partnership tensions. There is limited and fragmented commentaries in the social marketing literature about the outcomes of partnership tensions. For instance, creativity was mentioned as a positive outcome of partnership tensions in the social marketing literature (e.g. McHugh et al., 2018). While putting the intervention under risk of the failure as a negative outcome of partnership tensions (e.g., Hastings, 2016). On the other hand, these commentaries in the social marketing literature focus more on the negative outcomes over the positive outcomes of partnership tensions (e.g. Barry and Goodson, 2010; Jones et al., 2016). This could be explained by the dominance of private sector partnership tension discussion as mentioned previously in section 2.4.2.2. This is why in the social marketing literature partnership tension is predominantly perceived negatively (e.g. Bentz et al., 2005; Barry & Goodson, 2010; Jones et al., 2016) to the extent that Duane (2012, p.272) views partnership tensions as the "manifestation of negative outcomes in the relationship" and therefore has the capability to corrode partnerships.

The CSP literature recorded different positive and negative outcomes of partnership tensions. Negative outcomes such as impairing partnership formation and functioning (e.g. Lewicki et al., 2003), increase in cost and time delays (e.g. Lee et al., 2017), the failure of partnership as a result of tensions (e.g. Pfisterer & Van Tulder, 2020). While positive outcomes such as creativity or innovations (e.g. Austin & Seitanidi, 2012; Jay, 2013, and reflexivity (e.g. Foot, 2015). As a result, in the CSPs literature tensions are not always seen as a negative thing (Hardy & Phillips, 1998).

The literature of the paradoxical perspective on the other hand highlighted diverse outcomes of tensions. In terms of negative outcomes, this perspective outlined partnership collapse or decline as the worst negative consequence (e.g., Sundaramurthy & Lewis, 2003; Schad et al., 2016). In terms of the positive consequences, the paradoxical perspective literature mentioned many positive outcomes such as effectiveness (e.g., Drach-Zahavy & Freund, 2007), learning (e.g., Huxham & Beech, 2003), legitimacy (e.g. Scherer et al., 2013), and sustainability/long term performance (e.g. Smith, 2014). However, the creativity tops the positive outcomes of tensions according to the paradoxical perspective literature (e.g., Smith et al., 2012; Harvey, 2014; Rosso, 2014).

The findings present a clear-cut overview of the outcomes of partnership tensions in SSM through highlighting the main positive and negative outcomes of partnership tensions. This is considered as a contribution to the social marketing literature through providing social marketers with more detailed view of the outcomes of partnership tensions. In terms of the positive outcomes, the findings indicate three main positive outcomes of partnership tensions. These positive outcomes are transparency, reflexivity and learning, and creativity. In this, the findings confirm what the social marketing literature indicated regarding creativity as a positive outcome of partnership tensions, while transparency and reflexivity and learning are new contributions of this research to the literature of social marketing. Moreover, the findings indicate the relation between these positive outcomes and how they are connected to each other (see section 4.6.1). Highlighting these relations is another contribution to the social marketing literature. The findings also consist with the CSPs and the paradoxical perspective literatures in terms of reflexivity and learning, and creativity as positive outcomes. In addition, the findings contribute to both literature of the CSPs and the paradoxical perspective by highlighting

transparency as a positive outcome of partnership tensions. Regarding the rest of positive outcomes outlined by the paradoxical perspective literature (e.g. effectiveness, legitimacy, and sustainability), it is recommended for social marketers to consider other potential positive outcomes that could be generated by partnership tensions.

In terms of the negative outcomes, the findings state a set of negative consequences of partnership tensions in SSM. These negative outcomes are damaging the relationship between partners, blocking the behaviour change process, draining the partnership resources, and finally the failure of the partnership that is considered the worst case-scenario according to the findings. In this, the findings contribute to the social marketing literature by indicating three new negative outcomes of partnership tensions which are damaging the relationship between partners, blocking the behaviour change process, and draining the partnership resources. While the findings confirm what is recorded by the social marketing literature (e.g. Domegan et al., 2020) regarding the failure of the partnership as a negative outcome of tensions. Also, the findings explain the relation between these negative outcomes (see section 4.6.1) which is considered as another contribution of the findings to the social marketing literature. In addition, the findings are consistent with the literatures of the CSPs regarding the negative outcomes of tensions (see Table 5.4).

Table 5.4: The consistency between the findings and the CSPs literature in terms of the negative outcomes

	The findings			The CSPs literature
The negative outcomes of partnership tensions	Damaging the relationship between partners	supports	⟶	Impairing partnership formation (e.g. Gray, 2004)
	Blocking the behaviour change process	supports	⟶	Impairing partnership functioning (e.g. Lewicki et al., 2003)
	Draining of partnership resources	supports	⟶	Cost increases and time delays (e.g. Lee et al., 2017)
	The failure of the partnership	supports	⟶	Partnership failure (e.g. Pfisterer & Van Tulder, 2020)

However, the CSPs literature did not discuss the relationship between these negative outcomes. Thus, the findings also contribute to the CSPs literature by highlighting the relationship between these negative outcomes. Regarding the paradoxical perspective literature, the findings consist with this literature by seeing the failure of the partnership as the worst negative outcome of tensions (e.g. Sundaramurthy & Lewisby, 3003).

After discussing the outcomes of partnership tensions in SSM, it is worth to state that according to the findings, it is not accurate to talk about negative outcomes or positive outcomes of partnership tensions separately. There is always little bit of both positive and negative outcomes in each partnership tension. Sometimes the negative outcomes may outweigh the positive outcomes and other times the opposite is the case depending on the project. This finding considers as a new contribution to the three literatures of the

social marketing, the CSPs, and the paradoxical perspective. This is because these three literatures did not mention or discuss whether the negative and positive outcomes come together or separately. Consequently, social marketers must take into consideration both positive and negative outcomes and look for ways to enhance the positive outcomes and to deal with negative outcomes.

In brief, table 5.5 summarises the discussion of the RQ4 and the key contributions of this research.

Table 5. 5: Summary of the discussion of the RQ4 and the contribution of this research

RQ4		Findings	The SM literature	The CSPs literature	The paradoxical perspective literature	Key contribution of this research
What are the outcomes of partnership tensions in SSM?	Negative outcomes	• Losing engagement • Blocking the change • Draining the resources • Failure of the partnership	Failure of the partnership	• Impairing partnership formation • Impairing partnership functioning • Cost increases and time delays • Partnership failure	Organisational collapse or decline	The overall contribution is by presenting a clear-cut overview of the outcomes of partnership tensions. The SM literature: • Confirms what is recorded by the SM literature regarding the failure of the partnership as a negative outcome of tensions. • Contributes to the SM literature by indicating three new negative outcomes: damaging the relationship between partners, blocking the behaviour change process, and draining the partnership resources. • Contributes to the SM literature by explaining the relation between these negative outcomes. The CSPs literature: • Consisting with the CSPs literatures in terms of the negative outcomes. The paradoxical perspective literature: • Supports the paradoxical perspective literature by seeing the failure of the

					partnership as the worst negative outcome of tensions.
Positive outcomes	• Transparency • Reflexivity and learning • Creativity	Creativity	• Creativity • Reflexivity	• Creativity • Effectiveness • Learning • Legitimacy • Sustainability/Long term performance	The SM literature: • Confirms what the SM literature indicated regarding creativity as a positive outcome. • Contributes to the SM literature by highlighting transparency and reflexivity and learning as positive outcomes. The CSPs literature: • Supports the CSPs literature by reflexivity and learning, and creativity as positive outcomes. • Contributes to the CSPs literature by highlighting transparency as a positive outcome. The paradoxical perspective literature: • Supports the paradoxical perspective literature by indicating reflexivity and learning, and creativity as positive outcomes. • Contributes to the paradoxical perspective literature by highlighting transparency as a positive outcome.

5.6 Contributions of the thesis

This thesis contributes to social marketing both theoretically and practically as well as to both the CSP and paradoxical perspective literatures. The next sections will discuss the key contributions made in this research study as follows: the first section will present as contribution statement. In the second section overall contributions of this research will be introduced. The third section will show the theoretical contributions to the social marketing literature, The CSPs literature, and the paradoxical perspective literature. Contributions and implications for practice will be introduced in the fourth section.

5.6.1 Contribution statement

Despite the significance of addressing partnership tensions, little has been done in this regard, resulting in partnership tensions being recognised as an overlooked issue. This research contributes to filling this gap by providing a comprehensive understanding of partnership tensions in SSM using the paradox perspective as a lens. To achieve this comprehensive understanding, the research explores four main areas: the nature of partnership tensions in SSM, the sources of these tensions, navigating tensions, and the outcomes of partnership tensions in SSM. By delving into these aspects, this research contributes to both theoretical and practical knowledge regarding partnership tensions as emphasised by Buyucek et al. (2016), Luca et al. (2016a), and Gordon et al. (2018).

5.6.2 Overall contributions

➢ Many social marketing scholars have mentioned partnership tensions as an overlooked issue that needs to be addressed (e.g. Gordon & Gurrieri, 2014; Brace-Govan, 2015; Buyucek et al., 2016; Luca et al., 2016; Kennedy, 2017; Gordon et al., 2018; Domegan & McHugh, 2019; Knox et al., 2020). Therefore, both conceptual and practical developments are needed to establish the state of knowledge about

partnership tensions in social marketing partnerships (Buyucek et al., 2016; Luca et al., 2016; Gordon et al., 2018). This thesis contributes to this gap by adopting the paradox perspective to understand partnership tensions in SSM.

➢ In the social marketing literature, discussion about partnership tensions is dominated by public health as a context. This thesis explored partnership tensions in a variety of different contexts (e.g. sustainability, violent abuse, climate change) which reflects more accurate view about partnership tensions.

➢ Dealing with tensions in the social marketing context requires other frameworks beyond stakeholder theory (Kubacki et al., 2020). In this, the paradoxical perspective has recently been suggested by the social marketing literature as a framework to deal with partnership tensions (e.g. McHugh et al., 2018; Domegan & McHugh, 2019). To the best of my knowledge, this research is the first research to adopt the paradoxical perspective as a lens from which partnership tensions should be viewed to build a good understanding of partnership tensions in SSM.

➢ Despite the calls for explicit application and reporting of theories and models in social marketing having been reinforced by many scholars (e.g. Lefebvre, 2013; Luca & Suggs, 2013; Rundle-Thiele et al., 2019), under-utilisation of theory in social marketing is still emphasised by many social marketing scholars (e.g. Troung, 2014; Rundle-Thiele et al., 2019; Akbar et al., 2021). Even in the limited cases where theory use is reported, social marketing researches have been dominated by the individual psychological and behaviour lens (Truong & Dang,2017; Rundle-Thiele et al., 2019). This thesis uses the paradoxical perspective as a lens to understand partnership tensions. Employing the paradoxical perspective contributes in two ways: first, emphasising the use of theory in social marketing. Second, emphasising the use of holistic theories beyond the individual psychological and behaviour theories.

- The application of a specific theory or model in the SSM is limited (Troung et al., 2019). This thesis applies the paradoxical perspective as lens of the research to help in investigating partnership tensions in SSM. Which emphasises the use of theory in SSM.

- Although partnerships are essential for social marketing to deliver effective change (Donovan & Henley, 2010; Duane & Domegan, 2019; Knox et al., 2020), there is only a handful of scholarly resources that studied social marketing partnerships (Lefebvre, 2006; Duane & Domegan, 2019; Knox et al., 2020). Thus, more research about partnerships in social marketing is needed (Beall et al., 2012, Duane & Domegan, 2019; Knox et al., 2020). Therefore, this research contributes to the literature of social marketing partnerships through investigating partnership tensions in SSM.

5.6.3 Contribution to theory

This research also has many contributions that provide social marketers with a comprehensive, deep understanding of partnership tensions in SSM as indicated previously in the discussion chapter. Also, this research **c**ontributes to both the CSPs literature and the paradoxical perspective literature**.** These key contributions are:

Regarding the definition of partnership tensions, this research introduces an accurate definition of partnership tensions that reflects the nature of partnership tensions in SSM. This study proposes the concept of partnership tensions be defined as follows: *a state of incompatibility between partners that is inherent and ubiquitous in the partnership, in addition to being characterised by continuous change. Tension could challenge and/or fuel the success of the SSMPs.* Adopting this definition to partnership tensions in SSM provides a new way of thinking about partnership tensions in SSM. The literature review of the social marketing in this study identified the absence of a clear definition of partnership tensions in social marketing literature and so an important contribution to knowledge of

this research is to propose a definition that fits the concept of partnership tensions in SSM. Regarding the source of partnership tensions, this research highlights that tensions could come from any partners as it is not related to a specific type of partners. This idea offers a new way of thinking about how to view partners in SSMPs, particularly the private sector (e.g. controversial industries) that identified by the social marketing literature as the main type of partner who causes tension (e.g. Hastings, 2016). Thus, an important contribution to knowledge of this research is to expand the horizon of social marketers to anticipate tensions from any kind of partner not just from the private sector. Also, this research presents a comprehensive insight about the causes of partnership tensions in SSM and introduces five novel causes of tensions which are risk aversion, personality of individuals, lack of commitment and accountability, legislation, and finally gender and race (Table 5.6). Thus, an important contribution to knowledge of this research is to expand the causes of partnership tensions in SSM which provides social marketer with accurate and deepen insight about the causes of partnership. In terms of dealing with partnership tensions, this research represents a holistic approach to deal with partnership tensions that includes two principles which are coexisting with tensions and applying adaptive preventive approach (Table 5.6). Also, this research introduces six critical elements required to have an adoptive preventive approach capable of navigating tensions (Table 5.6). These critical elements are a participatory mindset, transparency, critical thinking and reflexivity, pragmatism, communication, and partner as client. In the social marketing literature, there are some fragmented and dispersed ideas about how to deal with partnership tensions. These ideas either focus on dealing with tensions coming from a specific partner, which is the private sector, and particularly tensions caused by controversial industries (e.g. Borys et al., 2012; Hoek, 2017), or suggestions for using other literatures (e.g. Dibb, 2014; McHugh et al., 2018; Domegan & McHugh, 2019). Thus,

the contribution to knowledge of this research is by providing social marketers with a holistic approach that needed to deal with partnership tensions regardless of who or what caused it, which helps in the success of the partnership. In terms of the outcomes of partnership tensions, there is limited and fragmented commentaries in the social marketing literature (e.g., Hastings, 2016; McHugh et al., 2018). These commentaries focus on the negative outcomes over the positive outcomes of partnership tensions (e.g. Barry & Goodson, 2010; Jones et al., 2016). This research presents a clear-cut overview of the outcomes of partnership tensions in SSM by highlighting the main positive and negative outcomes of partnership tensions and the relation between these outcomes (Table 5.6). specifically, this research contributes to the social marketing literature by adding two new positive outcomes which are transparency and reflexivity and learning, and three new negative outcomes which are damaging the relationship between partners, blocking the behaviour change process, and draining the partnership resources. Furthermore, this research has another contribution related to the relationship between the positive and negative outcomes of partnership tensions by highlighting that the positive and negative outcomes are not separated, in each tension there is a positive side and negative one. Sometimes the negative outcomes may outweigh the positive outcomes and other times the opposite is the case depending on the project. This idea provides social marketers with a new way of thinking about the outcomes of partnership tensions, which enhances their understanding of tensions.

Both the CSPs and the paradoxical perspective literatures did not discuss the type of partners that causes tensions. Thus, this research contributes to both literatures by clarifying the fact that tensions are not related to a particular type of partners; they could arise from any type of partners. Furthermore, both the CSPs and the paradoxical perspective literatures highlighted many causes of tensions (Table 5.6), for instance, the

CSPs literature mentioned the asymmetrical power relations (e.g. Yan et al., 2018) and the conflicting logics between partners (e.g. Mitzinneck & Besharov, 2019) as the key causes of tensions. While environmental conditions (scarcity, plurality, change) and individual cognition were indicated as the main causes of tensions by the paradoxical perspective literature (Table 5.6). This research contributes to both the CSPs and the paradoxical perspective literatures by expanding the causes of tensions by adding five novel causes of tensions which are risk aversion, personality of individuals, lack of commitment and accountability, legislation, gender and race. Moreover, in terms of dealing with tensions, both the CSPs and the paradoxical perspective literatures literature did not discuss whether navigating tensions is a process or not. Thus, this research contributes to both literature by indicating the fact that navigating tensions is a continuous process that needs to work through. Also, both the CSPs and the paradoxical perspective literatures highlighted many elements that are needed to deal with tensions (Table 5.6) such as reflexivity (e.g. Heide & Simonsson, 2015; Gillett et al., 2019). This research contributes to both the CSPs and the paradoxical perspective literatures by expanding required elements to navigate tensions effectively by adding three new elements which are communication, transparency, and partner as client, as a required element to navigate tensions effectively. In addition, both the CSPs and the paradoxical perspective literatures indicated many positive outcomes of tensions (Table 5.6) such as creativity (e.g. Jay, 2013; Harvey, 2014). This research contributes to both the CSPs and the paradoxical perspective literatures by adding transparency as a positive outcome of tensions. Numerous studies apply the paradoxical perspective to delineate tensions across diverse contexts (e.g. leaderships, corporate sustainability) (Schad et al., 2016). However, these contexts are dominated by commercial context (Schad et al., 2016). This thesis broadens the application of the paradoxical perspective beyond the commercial

contexts by applying it in a new context which is social marketing partnerships. This contributes to the paradoxical perspective literature through expanding the use of the paradoxical perspective to deal with tensions in new contexts.

Table 5. 6: Discussion chapter summary and the key contributions of the research

Research questions	Findings	Social marketing literature	The CSPs literature	The paradoxical perspective literature	Key contributions of this research
RQ 1: what are partnership tensions in SSM?	-Tension is a state of incompatibility between the partners. This state is inherent and ubiquitous in the partnership, in addition to being characterised by continuous change.	-Tension is predominantly perceived negatively (e.g. Hastings, 2016) - Dominated by the meso level (e.g. Kamin & Kokole, 2016) - Early stages of partnership witness most tensions (e.g. Hoek & Jones, 2011).	-Viewed tensions as an incompatibility between partners -Tension is inherent in partnerships (e.g. Hahn & Pinkse, 2014). -Tensions occur within and between levels (e.g. Gray & Purdy, 2014) -Tension is more likely at the early stages of partnerships (e.g. Bryson et al., 2015). -Tension is changeable (e.g. Pfisterer & Van Tulder, 2020).	-Inherent part of partnerships (e.g. Smith & Lewis, 2011) - Ubiquitous and persistent forces (e.g. Schad et al., 2016). -Dynamic (e.g. Smith & Lewis, 2011)	Contributes to the SM literature by: • Offering a definition of partnership tensions
RQ 2: What are the sources of partnership tensions in SSM?	-Tensions could come from any type of partner. - Eight causes of partnership tensions which are: • lack of understanding	-Private sector is the main type of partner who could potentially cause tensions - Many causes of tensions (e.g. conflicting interests,	The literature did not discuss this point Two key causes:	-Tensions are not restricted tensions to a specific type of partner -Main two causes: • environmental conditions of scarcity, plurality,	Contributes to the SM literature by: • Stating that tensions are not limited to a particular type of partners. • Expanding the causes of tensons by adding five novel cases which are risk aversion, personality of individuals, lack of commitment

	• conflict of interest • risk aversion • power asymmetry • personality of individuals • lack of commitment and accountability • legislation • gender and race	conflicting practices, limited sources, imbalanced power, conflicting perception, misunderstanding) -Conflicting interests was the main cause of partnership tensions	• Conflicting logics (e.g. Mitzinneck & Besharov, 2019) • Power asymmetry (e.g. Gray & Purdy, 2014)	and change (e.g. Smith & Lewis, 2011). • individual cognition (e.g. Smith & Lewis, 2011).	and accountability, legislation, gender and race. Contributes to both literatures of the CSPs and the paradoxical perspectives by: • Clarifying the fact that tensions could arise from any type of partners. • adding five novel cases of tensions which are risk aversion, personality of individuals, lack of commitment and accountability, legislation, gender and race.

RQ 3: How to deal with partnership tensions in SSM?	-Coexisting with tensions
	-Applying adaptive preventive approach:
	• Participatory mindset
	• Transparency
	• Critical thinking and reflexivity
	• Pragmatism
	• Communication
	• Partner as client
		-Dispersed ideas about how to deal with partnership tensions. These ideas could be classified into two categories:
		• First category that dominates the social marketing literature generally focuses on dealing with
			-Coexisting with tensions.
			-Implicitly applying preventive approach
				-Coexisting with tensions
				-Applying strategic approach (e.g. Lewis & Smith, 2014).
					Contributes to the SM literature by:
					• highlighting key principles and elements that are needed to navigate tensions which are:
					  ○ coexisting with partnership tensions
					  ○ Adopting an adaptive preventive process (participatory mindset, transparency, critical thinking and reflexivity, pragmatism, communication, partner as client)

	tensions coming from controversial industries. • Second category is about suggestions for using other literatures to deal with tensions in the SM context (Dibb, 2014; Domegan & McHugh, 2019)				Contributing to both literatures of the CSPs and the paradoxical perspective: • Contributes to the CSPs literature by indicating the fact that navigating tensions is a continuous process. • Contributes to both literatures by indicating the role of communication in navigating tensions, the need to deal with partners as clients, transparency as a required element to navigate tensions effectively.
RQ 4: What are the outcomes of partnership tensions in SSM?	Negative: • Losing engagement • Blocking the change • Draining the resources • Failure of the partnership -Positive: • Transparency • Reflexivity and learning • Creativity	-Negative: • failure of the partnership -Positive: • Creativity	-Negative: • Impairing partnership formation (e.g. Lee et al., 2017). • Impairing partnership functioning (e.g. Lee et al., 2017). • Cost increases and time delays (e.g. Lewicki et al., 2003)	-Negative: • Organisational collapse or decline (e.g. Schad et al., 2016) -Positive: • Creativity (e.g. Harvey, 2014) • Effectiveness (e.g. Drach-Zahavy & Freund, 2007),	The overall contribution is by presenting a clear-cut overview of the outcomes of partnership tensions. Contributes to the SM literature by: • indicating three new negative outcomes: damaging the relationship between partners, blocking the behaviour change process, and draining the partnership resources. • Highlighting two new positive outcomes: transparency and reflexivity and learning.

	• Partnership failure (e.g. Pfisterer & Van Tulder, 2020). -Positive: • Creativity (Jay, 2013) • Reflexivity (Foot, 2015).	• Learning (e.g. Huxham & Beech, 2003). • Legitimacy (e.g. Scherer et al., 2013) • Sustainability/Long term performance (e.g. Smith, 2014).	Contributes to both the CSPs and the paradoxical literatures by: • highlighting transparency as a positive outcome.

5.6.4 Contributions and implications for practice

The success or the failure of social marketing partnerships relies on tensions between partners being dealt with effectively. Thus, social marketers have the potential to impact the navigation of partnership tensions in a way that leads to the success of the project. This research provides social marketers with valuable guidance to deal with partnership tensions regardless the type of tensions' causes and the type of partner who causes tensions.

This guidance is visualised in Figure 5.1 below, which shows the principles and critical elements that are needed to navigate partnership tensions in SSM.
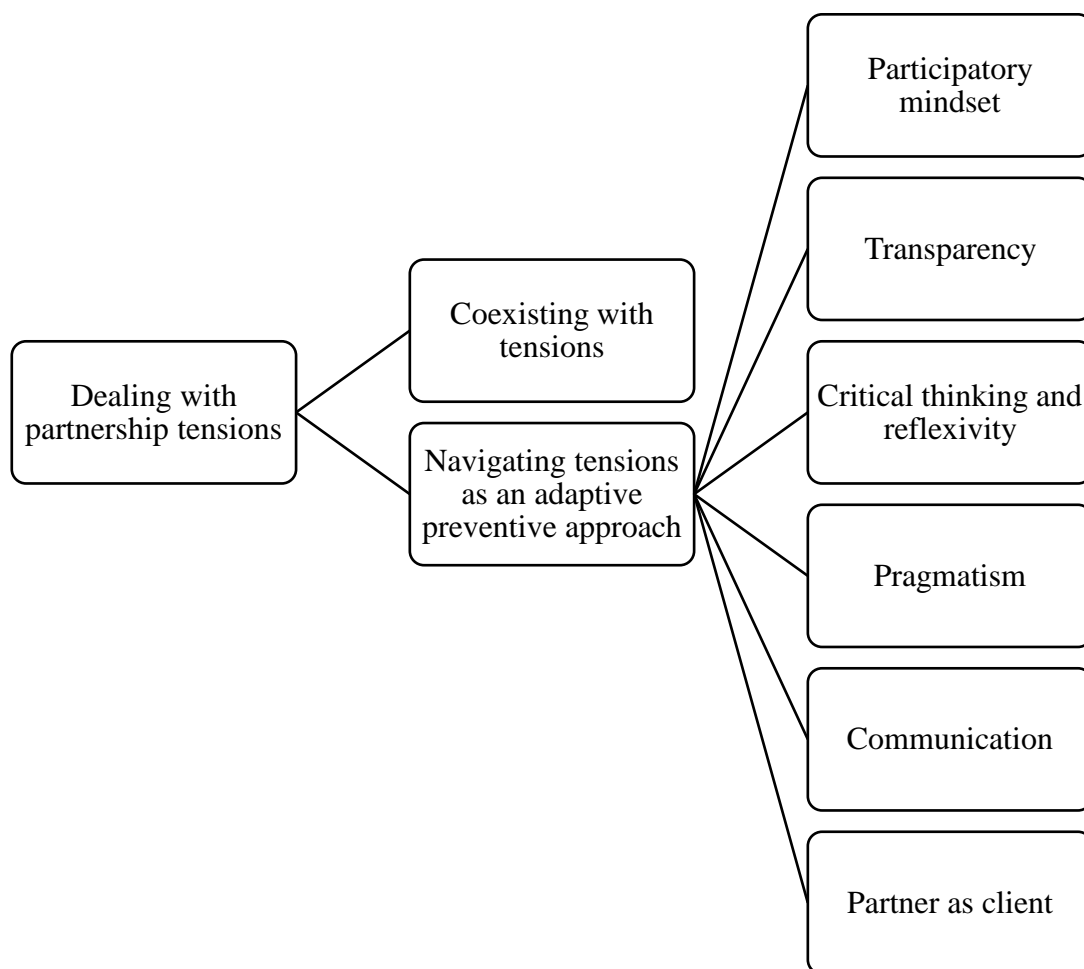
Figure 5. 1: Principles and critical elements of tensions navigation

This, in turn, guides social marketing researchers and practitioners, particularly new or less experienced ones to better understand how they can deliver effective and sustained social and behavioural change.

Moreover, social marketers should not exclude some partners for potential conflict of interests. Partnership should be open for any potential partners, even if their participation is going to cause tensions. Also, expecting tensions from some partners does not mean that they are negatively judged. This expectation is a way of understanding tension causes. In addition, the research provides suggestion regarding communication among partners. It is important for social marketers to ensure the clarity of what is being communicated among partners. Therefore, the terminology used should be carefully chosen to avoid confusions. In case some partners speak more comfortably in their mother tongue, it is recommended to get the help of a translator to avoid misunderstanding related to communication. This research emphasised on the positive impact of informal communication conducted while socialising, having dinner, enjoying a park walk, etc. in dealing with partnership tensions. Therefore, social marketers must consider using informal communication tools to effectively navigate tensions. This research demonstrates that partners have different perspectives which could cause tensions. Therefore, social marketers should consider others' perspectives along with their own perspectives. This would prevent potential tensions from turning into problems.

 Furthermore, this research demonstrates that tensions are inherent to SSMPs. In other words, tensions are unavoidable. Therefore, social marketers should not perceive it negatively, nor work on avoiding it. Instead, they should coexist with it, and navigate it in the perspective of gaining the positive outcomes of tensions. Besides, seeing the ubiquitous nature of partnership tensions, social marketers should think about tensions

before it happens to effectively navigate it. This research highlights some differences between the Global North and the Global South in terms of causes of partnership tensions. This shows social marketers the importance of taking into consideration the context where the partnership operates. This is because each context has its own nature. In addition, this research provides social marketers with solid evidence that shows what social marketing can learn from both literatures of the CSPs and the paradoxical perspective in terms of partnership tensions. Which in turn will adds a valuable insight on their understanding of partnership tensions.

5.7 Limitations and future research directions

Recognition of the limitations of this research and the future research is important. Therefore, the current section outlines the limitation of the systematic literature review and the limitations of the overall study and the future research.

➢ The limitations of the systematic literature review

There were limitations to the present review. The use of the search term 'social marketing'. This restriction may exclude studies that are in essence social marketing but do not clearly self-identify as such. For instance, there are number of interventions (e.g. health public health programmes) that could possibly be classified as social marketing but are not labelled as such. The focus of the review was on the peer-reviewed literature because journal articles typically undergo rigorous peer review to ensure the reliability and credibility of the study findings. Other sources such as book chapters could be considered as supplementary material for further analysis and exploration. Further, the majority of the studies were conducted in Western countries, and we included only papers published in English, which potentially leads to publication bias. Moreover, due to the limited availability of research on the topic of partnership tensions in social

marketing, a critical appraisal of the included studies could not be conducted. Only a few studies were found, indicating a scarcity of research in this specific area. Finally, due to the time required for completing the search, analysis and publication of the final manuscript, there is a possibility that this study has omitted some of the more recently published literature.

➢ The limitations of the overall study and the future research

First, this research investigates partnership tensions in SSM from the perspective of social marketing experts. Future research could also broaden the scope of interviewees to encompass a wider range of perspectives, including those of other partners of SSMPs (e.g. government, NGOs, private sector). By doing so, valuable insights can be gained into tensions from their views, thereby enhancing the overall understanding of this phenomenon. Second, while the aim of this research was to incorporate a broader range of viewpoints by involving diverse social marketing experts, the majority of those who agreed to take part were social marketers experts from the Global North. Consequently, the research sample was still dominated by social marketing experts from the Global North. To gain a more comprehensive understanding of partnership tensions, future research could involve more social marketing experts from the Global South to build a wider view of partnership tensions. This could be done by establishing connections with social marketing associations, organisations, communities, or networks representing the Global South. Such outreach efforts can facilitate engagement with social marketing experts from these contexts and encourage their participation. While some of the findings are applicable to the Global South contexts, especially those indicated by the Global South participants(e.g. gender and race as a cause of tensions), future research could examine the applicability of other findings in different contexts, including those in the Global

South. This is to examine its relevance in addressing tensions that emerge in the Global South settings. Third, some of the information provided by the participants is based on what they remember from their participation in previous partnerships, which makes it subject to error and forgetfulness. Future research could employ triangulation which involves collecting data from multiple sources or methods (e.g. partnership diary or journal) to corroborate findings. This can assist in recognising and rectifying inconsistencies in participants' memories. Fourth, some participants did not disclose some information related to their projects for confidentiality purposes. Fifth, this is a qualitative research using online interviews. This line of inquiry could further benefit from a mixed-methods approach, integrating quantitative methods such as a survey which would allow for a larger population to be queried. This quantitative survey could target a diverse range of partners involved in various partnerships. It can also gather quantitative data on partnership tensions across different contexts. Future research could focus on investigating partnership tensions in specific cases study. Additionally, it can delve into partnership tensions within natural settings utilising different methodologies such as ethnographic methodologies. This ethnographic approach allows researchers to keep pace with the partnership in all its stages offering an in-depth understanding of tensions. This research provides many findings that open up room for further research. The findings indicate different roles of social marketers in SSMPs (e.g. orchestrators, facilitator of partnership). Future research can investigate this in more detail (e.g. what are these roles, when they could be applied). Also, future research could consider investigating the influence of the political philosophy of social marketers on behavioural change as well as the influence of social marketers' personal ideology on their work in SSMPs. The findings indicate that social marketers generally do not use the "systems social marketing" term when working in SSMPs. Instead they use other terms

that other partners are familiar with such as behavioural change or others depending on the context. Future research could investigate what are these terms and when and why they are used and what is the impact of using terms other than SSM on the development of SSM approach. There is a confusion about the meaning of SSM among social marketers. Social marketers describe SSM differently. Some of them characterize SSM as an approach that uses systems theory. While others see it as challenging to implement in real life contexts. There are also those who perceive it as similar to macro social marketing. This difference has many implications related to building an integrated idea of the SSM approach. Thus, future research could investigate the conceptualisation of SSM. Finally, While a clear distinction has been made in this research between stakeholders and partners when investigating partnership tensions, some findings are applicable to both partners and stakeholders, such as conflicting interests as a cause of tension giving that it can arise in any collaborative effort. However, the applicability of other findings to tensions among stakeholders requires future research. This could involve, for instance, an investigation of how the principles of navigating tensions identified in this study may be adapted or modified when dealing with tensions among various stakeholders.

5.8 Chapter conclusion

This chapter brings together the research questions, the social marketing literature, the CSPs literature and the paradoxical perspective literature, as well as the findings of the empirical research to formulate a consistent discussion to answer the research questions and present the research contributions. From this discussion, it appears that the findings and the paradoxical perspective provide a more accurate view of partnership tensions in SSM than the one provided by the social marketing literature. Also, the findings of this research shed the light on many aspects of partnership tensions that are not discussed by

both CSPs and paradoxical perspective literature. This provides significant contributions

to CSPs, the paradoxical perspective, and the social marketing literatures.

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Appendices:

Appendix A: Interview Guides

Domain	Questions
Introduction	Brief presentation about myself and my research project.
Background in social marketing	Can you give an overview of your experience in social marketing? - How many years of experience do you have in the field of social marketing? - How do you best describe your position in social marketing? (academic/ practitioner/ both) - What is your area of expertise in social marketing? (health, environment ..etc)
Systems social marketing partnerships	Are you familiar with systems social marketing? How would you define systems social marketing? Do you use that sort of terminology in your day to day discussions whether with social marketers or partners? How would you define systems social marketing partnership? What is the nature of systems social marketing partnership? - Is there any difference between systems social marketing partnership and other partnership in social marketing? Why? What is the usual approach to develop these systems social marketing partnerships? - What were the stages of developing these partnerships? - Who has been involved in these partnerships as key partners? Have you been involved in systems social marketing partnerships? - For which campaigns they were? - Which issues did they try to tackle? - In which stage have you been involved? - What was your role? - Who have been involved as key partners? - For how long these partnerships have lasted?

Tensions (stages, sources)	In order to conceptualise tension in systems social marketing partnerships, how would you define tension? Have you ever encountered any tensions between different parties in systems social marketing partnerships you have been involved in? (For example, tensions with private sector) • In which campaigns tensions have occurred? Can you describe what happened? • In which stage of partnership they happened? • What kind of partner raised tensions? • In your opinion, why did they happen? • Are there other reasons that could cause tensions (e.g. environmental reasons)?
Dealing with tensions (including the nature of tensions)	After facing these tensions, what happened next? What was your reaction to these tensions? • How have you dealt with these tensions? • What process did you go through? Was it openly discussed? Or did someone adapt what they were doing to fit in around it? • Who was involved? What were the results of your way in dealing with tensions? Why have you chosen to deal with tensions in this way? • Do you think the way you dealt with tensions was the appropriate way? Why? • Are there other ways or approaches? • What are the factors that may impact on choosing the way to deal with tensions?
The impact of tensions	In your experience, what were the outcomes of tensions whether the short term or long term outcomes? Do you think they changed the way how partnership should have been, they changed how work should have done Have there been any kind of positive unintended consequences of some of these tensions, anything good that come out of that particular tensions?
Failure	Have you experienced any case that did not go well with tension? • What happened? • Who involved in? • Why?

- In your opinion, what should be done to make it better?

Conclusion

Any additional thoughts on partnership tensions in systems partnerships?

- Whether on:
  kinds of situations where tensions arise,
  what kind of people raise tensions,
  or how are they solved.

Appendix B: Introductory email

Subject: Interview invitation

Dear (Name of the participant),

I hope you are well.

My name is Yacoob Suleiman, I am a doctoral research student at The York Management School, the University of York.

I am working on a research study looking at partnership tensions in systems social marketing partnerships (multi-stakeholder partnership). Currently, there is not enough known about partnerships tensions in systems social marketing partnerships. Partnership tensions in systems social marketing partnerships is a relatively overlooked issue that needs to be addressed. Therefore, the purpose of the study is to gain a deeper understanding about this phenomenon. Having a broader understanding of partnership tensions in systems social marketing can provide valuable information to design appropriate interventions and deliver effective change.

Kindly, I would like to invite you to take part in this research by arranging an online interview (via Zoom) with you at your convenience. Your participation is very important seeing that both conceptual and practical developments are needed to establish the state of knowledge about partnership tensions in systems social marketing partnerships.

Please find attached the participant information sheet which provides more information about this study.

Please do let me know if you are happy to be part of this research or have any queries about anything related to this research.

Thank you.

Best wishes

Yacoob

--

Yacoob Suleiman

(PhD researcher)

Church Lane Building
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Appendix C: The Participant Information Sheet

UNIVERSITY *of* York

Information Sheet

My name is Yacoob Suleiman, I am a doctoral research student at the Management School, the University of York.

Research project title: Investigating Stakeholder Tensions in Systems Social Marketing Partnerships

Participant Interview Information Sheet

You are being invited to take part in a research study looking at stakeholder tensions in systems social marketing partnerships (systems social marketing seeks to use a holistic approach to behaviour change to increase the likelihood of success of social marketing interventions over the longer term which requires the involvement of multiple parties and management of their relationships). Before you decide whether to take part, it is important to understand why the research is being conducted and what it will involve. Please take time to read the following information carefully. Ask if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

What is the purpose of the study?

The purpose of the study is to gain a deeper understanding of stakeholder tensions in systems social marketing partnerships. Having a broader understanding of stakeholder tensions in social marketing can provide valuable information to design appropriate interventions and deliver effective change.

Why is the study being done?

Currently, there is not enough known about stakeholder tensions in systems social marketing partnerships. Stakeholder tensions in systems social marketing partnerships is a relatively overlooked issue that needs to be addressed. The study aims to investigate stakeholder tensions in systems social marketing partnerships to build a solid understanding about this phenomenon.

Why have I been chosen?

You have been approached because you are a social marketing expert who meets at least one of the following criteria:

- Has expertise in social marketing (e.g. how to develop social marketing programmes, theories).

- Has worked on systems social marketing interventions in different context (e.g. different issues, different cultures).

- Has an experience of being/having been in multiple systems social marketing partnerships whether at the moment or in the past.

- Has had the role of coordinating systems social marketing partnerships (doing all/some partnership activities such identifying and classifying stakeholders, engaging with stakeholders, running stakeholder workshops).

Do I have to take part?

It is up to you to decide whether or not to take part. Your participation in the study will involve an interview. Your participation in the study is greatly appreciated. The interview will discuss stakeholder tensions in systems social marketing partnerships (e.g. nature of tensions, sources of tensions). The interview will last no more than 90 minutes. The interview will take place online by using a platform such as Zoom, Skype etc. If you decide to take part you are still free to withdraw up to 3 months after your interview and without giving a reason.

You do not have to answer any questions that you do not want to. If you want to stop the interview at any time, this is not a problem. The interview will be audio recorded, fully transcribed, and kept confidentially in a password-protected and encrypted computer file accessible only to the researcher. You are welcome to have a copy of your file once the interview has been transcribed. The investigator of the study is responsible for the security and confidentiality of the interview data. You will receive a copy of this information sheet and the signed consent form to keep.

Will the information the researcher collects be kept confidential?

All information collected about you during the course of the research will be kept strictly confidential, and pseudonyms will be used instead of real names or any details that could identify you. An anonymised transcript of your audio recording will be kept as a secure computer file for up to 4 years after the end of the study. Anonymised data from this study may also be used in conjunction with research data from other studies for academic purposes. While written extracts (verbatim quotations) may be used within publications relating to the study, individuals will not be identified from the details presented. All data will be treated in accordance with the Data Protection Act 1998. This study has received approval from the University of York research ethics committee.

What if I change my mind after the interview?

If you change your mind about being part of the study, up to 3 months after your interview, your data will be left out of the study and all related information about you erased.

What will happen to the results of the study?

The results of the study will be reported in the PhD thesis, academic publications, and conference presentations.

Who can I talk to for more information or advice about the study?

If you have any queries about this research please do not hesitate to contact Yacoob Suleiman, the researcher at:

Email: ys1855@york.ac.uk

Research Project Supervisors:

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What do I do now?

If you would like to hear more about the study or think you might like to take part, please approach the researcher by emailing the address above.

Thank you for your time.

Appendix D: The Participant Consent Form

UNIVERSITY of York

Investigating stakeholder tensions in systems social marketing partnerships

Consent Form

Have you read, or has someone read to you, the 'Information Sheet' about the project? Yes ☐ No ☐

Do you understand what the project is about and what taking part involves? Yes ☐ No ☐

Do you understand that if you take part in the research that your words will be used but you will not be identifiable in any way. A pseudonym will be used and no other identifying data will be included? Yes ☐ No ☐

Do you understand that the information you provide may be used anonymously in future research? Yes ☐ No ☐

Do you know that if you decide to take part and later change your mind, you can leave the project up to 3 months after your interview without giving a reason? Yes ☐ No ☐

Would you like to take part in the project Investigating Stakeholder Tensions in Systems Social Marketing Partnerships? Yes ☐ No ☐

If yes, is it okay to record your interview? Yes ☐ No ☐

Do you wish a copy of your transcribed interview? Yes ☐ No ☐

If you wish a copy of the interview, are you happy to receive that by email? Yes ☐ No ☐

Please write your name here:

Please add your signature:

Interviewer's name: Yacoob Suleiman

Date: