

MASTER

**The implementation of WeHelpen in Tilburg
a resource perspective**

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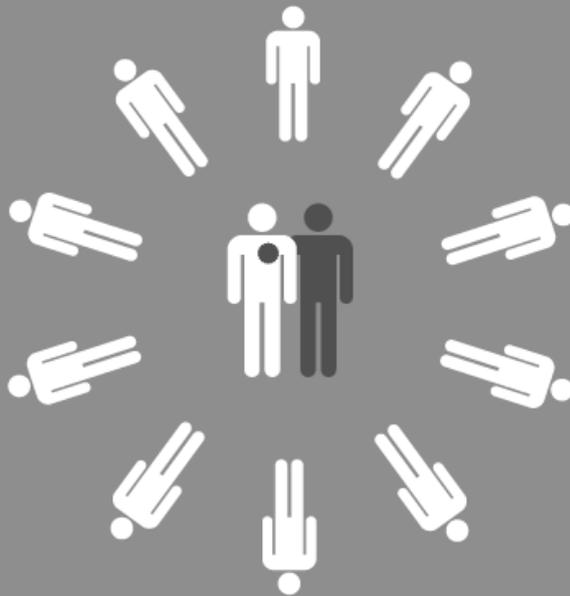
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The implementation of WeHelpen in Tilburg: A resource perspective



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Abstract

Wehelsen.nl is an online marketplace for informal care. Established in 2012, this new website responds to changes in the Dutch welfare state by increasing the self-reliance and participation of citizens. The implementation of this website is done per municipality by several societal organizations working together. In Tilburg this implementation process is facing a lot of difficulties. A transition theory focusing on resources is used to analyze the problems. Resources are important in transitions since they determine the innovating potential of actors. From the analysis it appears that the problems faced in Tilburg are mainly a result of lacking resources on organizational and network level. By comparing Tilburg with the more successful implementation process in Groningen, recommendations are formulated to improve the process in Tilburg. It appears that in Groningen the network also doesn't have access to resources which are missing in Tilburg. However, Groningen experiences less problems because they developed other resources to compensate for the missing resources. From the comparison becomes clear that missing organizational resources can be compensated by network resources. This strengthens the idea that joint action can be of large importance for the innovating potential of actors. When actors lack certain organizational resources, they can overcome this problem by collaborating with others to develop network resources.

List of used abbreviations

WHN	National organization of WeHelsen
WHT	WeHelsen Tilburg
CdT	ContourdeTwern

Preface

After five months of research this thesis is the final result. The road went from having no clue on which topic to do research, to this thesis. Several people have been important on this journey, and I would like to start with thanking them for their guidance and support.

First of all I want to thank my supervisors Prof. dr. ir. Erik van der Vleuten and dr. Eleftheria Vasileiadou. Erik gave me the freedom and trust to do my own research. The clearest example of this is an email I sent him with the question if he trusted the direction I wanted to choose for my research. His answer was: 'I always trust you'. This way he contributed to my self-confidence and the work I delivered. Erik was also able to give me guidance when I got stuck. Each time I went to his office, in a short talk during a cup of tea, he was able to take my thesis to a higher level. Eleftheria was involved from a distance as second supervisor. Nevertheless, she gave me the feeling I was always welcome to ask for her advice. One time I handed in my research proposal, convinced that there was little improvement possible. I received a proposal back from Eleftheria full with usable remarks. I really enjoy to work with such a skilled researcher.

Most of all I want to thank Erik and Eleftheria for being very inspiring teachers. During the courses they supervised in my first year Erik and Eleftheria were able to light up my enthusiasm for doing research. Erik gave a course about critical infrastructure, Eleftheria about research methods. My first job is a research project on underground infrastructure. For sure I will take their knowledge with me in the future.

I also would like to thank the organization of WeHelpen and their director specifically (for anonymity reasons I don't mention his name here). They provided me insight in their very inspiring initiative and learnt me how an idea of 'helping each other' can develop and become reality. I am grateful that the director had so much attention for my work. We were in contact regularly and he read this final report from beginning to end. By introducing me in his network, he made the fastest arrangement of interviews in my university life possible. In a few hours, I was able to organize all my interviews. I want to thank all the interviewees for their time and interesting stories as well.

I am grateful to my parents and my brother Daan. My mother made the important suggestion not to focus only on my thesis, but search for a job at the same time. My father learnt me how to keep all my supervisors informed. I also would like to thank them for being good listeners and advising me when necessary. Daan was so nice to check a part of my thesis on language. Being a researcher himself, he really gave trustworthy and usable advise.

Last, I am very grateful to my girlfriend Manoesjka. If I actually had to pay her normal fare as coach, I would be completely bankrupt by now. She helped me with making mind maps, brainstorming and correcting my language. She kept listening to my stories about my day, despite the fact that the only thing I did for a half a year was working on my thesis. She was there every time I didn't believe I would succeed in writing a thesis, making me repeat the slogan 'I can do it'. I really enjoyed working with her: developing ideas, structuring data while drinking coffee. Fortunately, she can help me in my new job as well.

Summary

At the end of 2012, wehelen.nl was launched to connect demand and supply of informal care online. The platform is a combination of Facebook and Marktplaats.nl, it facilitates the formation of an online social network connecting care recipients with care givers (Movisie, unknown). wehelen.nl is a tool of the cooperative WeHelpen, a movement which aims to make helping each other the standard. An online marketplace for informal care is new in the Netherlands, not only in time but also in concept. Nevertheless, wehelen.nl is not the only of its kind, three comparable sites were launched in these last years. It is probably not by chance that four similar sites developed within three years time and a few societal developments provide some explanation for this rapid rise. First, the platforms respond to recent changes in the Dutch welfare state in which active citizenship is promoted by the government (Verhoeven & Tonkens, 2013). By focusing on self-reliance and participation of citizens the informal market places for care suit perfectly to these changes. Second, technological developments make interaction between internet users possible. This gave rise to the rapid development of peer-to-peer sharing platforms, the so called sharing economy, of which WeHelpen is part.

Wehelen.nl differs from the other three marketplaces for informal care in that implementation of the site takes places through members instead of providing an implementation coordinator. Societal organizations from a region join the cooperative of WeHelpen and become responsible themselves for implementing the site in their region. WHN developed an online toolkit with tools which can support members during the implementation process. New members can also draw on the experiences of existing members. Nevertheless, it is the first time that these new members have to implement WeHelpen and it might be hard for members to efficiently activate the website.

One of the cities implementing WeHelpen at the moment is Tilburg. After quite a successful year in which many activities were undertaken to activate the website, the implementation is facing a difficult period at the moment. The aim of this research is to learn about the problems the organizations in Tilburg are facing and about how the implementation process can be improved.

This aim can be reached with help of a theory from transition literature. One issue transition literature focuses on is how experiments can transform the health system to overcome problems such as the increasing costs of care. WeHelpen is also an experiment in the health sector by experimenting with a (free) marketplace to organize informal care and in this way make people less reliant on formal care services. An important role in these experiments is played by innovating actors. Transition theory focuses increasingly on the role of these actors in changing systems. Resources are important for this topic since these determine the innovating potential of actors. Besides resources, literature also recognizes the importance of joint action to increase the impact force of actors in transitions. Musiolik et al. (2012) combine resources and joint action into one theory which describes the development of resources on different levels; organizational, network and system level. Organizational resources are developed in and owned by organizations, while network resources are created through the interplay of actors and their resources and are owned by the network. Because network resources are beyond the control of single members of the network, these resources can be flexibly deployed and adapted to contribute to a maximum extent on the development of a new system. With the help of the theory, the following research questions are answered: *On which level – organizational, network or WHN - are the missing resources located that cause the problems the network in Tilburg faces during the implementation of WeHelpen? On which level and how can additional resources be developed which help to overcome the missing resources?*

In order to get insight in the problems in the network of WeHelpen in Tilburg, nine people involved in the network in 2014 or 2015 are interviewed. After describing the problems, each problem is interpreted as a missing resource. Thereafter, three individuals from the successful network of WeHelpen in Groningen are asked what tips they have to overcome these problems.

The network in Tilburg, formed in 2014 by the municipality of Tilburg, CdT, CZ, Wikiwijk (a comparable site to WeHelpen) and the Rabobank aims to implement WeHelpen in their organizations and to create a certain number of users/km² on the site wehelpen.nl. To reach this aim several strategies are followed. The first strategy is to promote WeHelpen among citizens. By promoting the website among citizens WeHelpen Tilburg (WHT) hopes to increase the awareness about the existence of WeHelpen and to recruit more users for wehelpen.nl. The second strategy is about extending the network with new member organizations. With more members, the network has a larger scope and a larger variety of citizens they can reach. The third strategy is about creating support within the member organizations. This support is important to make organizations into successful ambassadors which stimulate the use of the site among their clients and among partner organizations. The fourth strategy is about embedding WeHelpen in the primary processes of organizations. Since the organizations have contacts with citizens, organizations can stimulate the use of WeHelpen by referring clients to wehelpen.nl.

Ten problems are identified in the network in Tilburg and they are related to missing resources. From the analysis appears that in Tilburg mostly network resources are missing. Also several missing organizational resources and one WHN resource causes problems. In the network in Groningen is identified which resources the network there uses to compensate for the missing resources. The network mostly develops network resources but also has access to some additional organizational resources.

Groningen is able to develop some resources that are missing in Tilburg. A first example of this is the resource related to the problem that nobody in the network in Tilburg felt truly responsible for the success of WeHelpen. This problem is a result of the missing resources 'a clear division of roles, responsibilities and tasks' and a 'network culture in which a feeling of ownership is developed'. In Groningen however, the network is able to establish these resources. A second example is 'a common vision and goals'. Because this resource lacks in Tilburg, even as the resource 'a clear division of responsibilities', problems related to a weak formal organization arise. A third example is the reputation of the network. It is hard in Tilburg to extend the network with new members, partly because the reputation of the network is not so high, while in Groningen this problem doesn't exist because they have a good reputation.

Besides that the network of Groningen has developed some of the resources that are missing in Tilburg, Groningen mostly develops other resources to compensate for the missing resources. In Tilburg three problems are about: first, getting priority and management support for implementing WeHelpen in the organization, second, the network has to take into account many interests of the member organizations and third, implementing WeHelpen in a large organization is difficult. All these problems relate to missing organizational resources which are required to implement a new innovation in an organization. These resources are also not available in Groningen but the problems they face in Tilburg do not arise to a similar extent in Groningen. This is a result of the fact that in Groningen they developed other resources which help to overcome these problems. For instance, the resource 'a resolute way of working' makes that Groningen is not taking too many organizational interests into account, or waits to receive priority, but instead they make sure the network keeps on developing. Another example relates to the missing resource 'knowledge' in Tilburg. The lack of knowledge gives rise to problems such as that there is ambiguity in which primary processes WeHelpen has to be implemented and the project group doesn't know how to promote WeHelpen effectively. Groningen overcomes this lack of knowledge by exploiting the collaboration and using the project group meetings to brainstorm how the implementation and promotion can best be done.

Based on the additional resources in Groningen, recommendations and tips are formulated to develop these network and organizational resources in Tilburg as well. This way certain problems the network faces with implementing WeHelpen can be reduced. Since the expectation is that many (local) societal organizations will implement marketplaces for informal care in the coming years, these recommendations have a much broader societal relevance than only for Tilburg.

1. *As a network develop a vision on the future society and the role of WeHelpen in this society and discuss the vision on and goals of the network.* Tips: formulate a mission and vision; formulate goals both for the network as for individual organizations; do this together to inspire each other.
2. *Try to stimulate new organizations/member organizations to think carefully about the characteristics of the individual they select for the project group.* Tips: select visionary, intrinsically motivated individuals who can cope with failure and have flexible positions.
3. *Discuss the formal organization of the network.* Tips: discuss both responsibilities for individual activities of organizations as for joint activities; appoint a chairperson for the meetings; give somebody the main responsibility for the implementation process and give time and budget for this task.
4. *Focus on reaching the aim of the network 'to make WeHelpen successful'.* Tips: search for available flexibility to go beyond organizational goals; don't wait for priority but just start acting; move on to other activities when you face too much resistance.
5. *Value the collaboration and exploit the advantages of working together.* Tips: use the knowledge and views of member organizations and share experiences to learn (also from mistakes); extend the network with new members which give a new perspective on the implementation.
6. *Develop strategies to convince people in your own organization, citizens and new organizations of the importance of WeHelpen.* Tips: make sure the network is visible; use the networks' reputation to convince organizations to join; explain how WeHelpen contributes to organizational goals; provide proof that WeHelpen is successful; have a clear message when people are worried about safety.
7. *Make a start with implementing WeHelpen in the primary processes of member organizations.* Tips: create pilot projects to test the use of WeHelpen in primary processes and to create the first success stories; form a project group within the organizations to coordinate the implementation of WeHelpen; stimulate the use of WeHelpen among colleagues by training and coaching them.

The research also contributes to theory. First, from the research it becomes clear that implementing an innovation effectively is not only about an actors own resources, but also about the development of network resources in combination with others. This strengthens the idea that joint action can be of large importance for innovation. This idea is underlined by the finding that in Groningen missing organizational resources are compensated by network resources. If this finding also holds in other cases, it means that when certain organizational resources are lacking, this can be overcome by collaborating with others to develop network resources. A second contribution is that this research is used to test the network resources developed by Musiolik et al. (2012) which are only based on one case. Eight out of ten network resources are also identified in the case of WeHelpen. In addition, this research extends the theory about network resources by making more specific what a certain resource contains. An example is that the resource 'common vision' is both about a vision on the network as on the future in which the innovation will play a role. This addition makes the theory easier in use and more precise. A third contribution is that this research tests the assumption made by Musiolik et al. (2012) that ill-functioning networks will develop less network resources than well-functioning networks. It is striking that many of the resources additionally available in Groningen are network resources. This strengthens the idea that the better functioning network in Groningen is able to develop more network resources.

Chapter 1 Introduction

1.1 Introduction in WeHelpen and online marketplaces for care

At the end of 2012, wehelpen.nl was launched to connect demand and supply of informal care online. The platform is a combination of Facebook and Markplaats.nl, it facilitates the formation of an online social network which connects care recipients with care givers (Movisie, unknown). The terminology ‘marketplace’ is a bit confusing, since the care provided via de website is all for free. Besides it being a free marketplace, wehelpen.nl also provides a tool to organize a network of care providers around a certain person in which help requests can be structured easily and agenda and notes can be shared between different care providers. Care is broadly defined on the site, participants ask for example help with shopping, a ride to the hospital, company during a lonely afternoon or lessons for learning how to use the internet.

The platform has several advantages over conventional ways of organizing informal care. By using the internet it reaches a new target audience consisting of young people willing to help, a group hard to involve before. In addition the platform is very easy accessible, making it easier for citizens to ask for help. From research from Movisie (unknown) appears the website leads to over 30 percent more matches than when institutions have to organize it themselves. Society seems to recognize the advantages of the platform because the site has been growing rapidly. After two years of existence, in 2015, the site has reached 20.000 users.

Wehelpen.nl is a tool of the movement ‘WeHelpen’. The movement aims to make helping each other the standard (again) in the Netherlands. By deploying wehelpen.nl the movement attempts to reach this aim because with the help of the site a national network of individuals and organizations who are willing to help someone else is build. WeHelpen is a cooperative of health insurance companies, a banking company, a pension fund, municipalities, care and welfare institutions, housing corporations and other relevant societal organizations, in total 63 members. These members are often local organizations. Several local organizations from a city implement the movement and website in their region. In this way the movement spreads. For the daily business, six employees form the national organization of WeHelpen (WHN). The business model is based on annual fees from the cooperative members, varying from several hundred to 300.000 euro’s, depending on the size of the organization. These fees are used to make the development of the website and activation possible (Dialogic, 2014). When the cooperative grows lager with new members, the fees per member reduce. This way, the burden on the individual organizations reduces over time.

An online marketplace for informal care is new in the Netherlands. This becomes apparent from several innovation competitions wehelpen.nl won (ECP, 2015; WeHelpen, 2014). WeHelpen won in the categories ‘innovative ideas in the healthcare sector’ and ‘ICT applications which contribute to society’. The site is praised for shaping the ‘participation society’ and for using technology to overcome individualization and to increase the quality of care (De Betere Wereld, 2015; ECP, 2015; Zorgvisie, 2015). Nevertheless, wehelpen.nl is not the only in its kind. Since 2010, 2011 and 2013 respectively, the websites Buuv.nu, Zorgvoorelkaar.com and Vraagelkaar.nl all provide comparable services (Landewé et al., 2014). It is probably not by chance that four similar sites are developed within three years time. Several societal developments can provide some explanation for the rapid rise of marketplaces for informal care.

First, the platforms respond to changes in the Dutch welfare state. These changes, inspired by the neoliberal thinking, have been already set in motion since the 1980s and lead to a market-driven welfare state and decreasing universal social rights (Yerkes & Van der Veen, 2011). As Verhoeven and Tonkens explain, together with the decreased rights on social services, the last two decades active citizenship is promoted by the government, the so called ‘participation society’. Among other things,

active citizens are expected to take personal responsibility for their health and the livability of their communities. Citizens are expected to voluntarily take up tasks previously performed by the state, such as providing care and support to disadvantaged groups (2013).

The trend to stimulate participation of citizens can also be found in recent policies of the government. In 2007, the ‘Wet Maatschappelijke Ondersteuning’ (Wmo) has been implemented. This law emphasizes the importance of self-reliance and participation and makes municipalities responsible for stimulating these issues. An important measure for municipalities to give shape to their task, is to provide a digital tool which enables citizens to organize informal care themselves. Therefore, many municipalities are busy at the moment with the implementation of a marketplace for informal care (Dialogic, 2014; Landewé et al., 2014). Because many societal organizations search for a response to changes in society as well, they are willing to cooperate with the municipalities in creating these sites. In sum, by focusing on self-reliance and participation of citizens the informal market places for care suit perfectly to the changes in the welfare state.

A second development which can explain the rapid rise of marketplaces for informal care are the technological developments of web 2.0. These developments make interaction between internet users possible. In recent years, this possibility gave rise to many peer-to-peer sharing platforms where goods and services are shared, rented or sold, the so called ‘sharing economy’ (Dubois et al., 2013). The marketplaces for informal care make use of the new possibilities offered by the sharing economy. WeHelpen for instance, uses many of the sharing websites such as Peerby as example for the development of their own platform (WHN interviewee 3, p. 3). So, it is due to recent developments that the option to organize care between citizens online have become available.

1.2 Introduction in the case: implementation of WeHelpen in Tilburg

So recent trends explain the simultaneous rise of several comparable platforms. Besides many similarities between WeHelpen and other marketplaces for informal care, WeHelpen also has some unique aspects. One of the aspects which distinguishes WeHelpen from the other platforms is the way they implement their ideas and the website in new regions. Several organizations active in an area join in the national cooperative WeHelpen. As member of WHN they are responsible themselves for the implementation (or activation, both words are used interchangeably) of the movement and site in their region. Implementation means that there are sufficient users on wehelpen.nl to make the marketplace principle work in the region and that member organizations use the site in their processes. This independent way of implementation through members is different from other marketplaces. The difference is that other marketplaces besides offering knowledge and implementation tools, include an implementation coordinator (Landewé et al., 2014).

The implementation through members entails some challenges. New members of WHN can use an online toolkit with tools helpful for the implementation process and can draw on the experiences of existing members of WHN. Nevertheless, it is the first time they do an implementation themselves. Therefore, it is probably hard for members to efficiently activate the movement since they never faced a comparable implementation before. Besides the challenge caused by the content of the implementation, an extra challenge is posed by the collaboration process. Effective implementation requires promotion and activation from many directions, a way that many citizens become familiar with the site. In order to reach this, organizations with completely different roles in society start working together. Most of these organizations are not used to collaborate with each other and so this collaboration is not always without problems. In order to make future implementation trajectories more effective, and help members with the implementation, it is important to learn from the experiences of current implementation processes.

One of the cities which implements WeHelpen at the moment is Tilburg. In 2014, health insurance company CZ, the municipality of Tilburg and welfare organization ContourdeTwern joined forces to activate WeHelpen in Tilburg. After a quite successful year in which many activities were undertaken to activate the website, the implementation is facing a difficult period at the moment. Because of this, the case provides important knowledge about the kind of difficulties member organizations of WHN face during the implementation. Getting insight in these problems is necessary so improvements can be made in the implementation process.

This research aims to develop insight in the problems the project group, or WeHelpen Tilburg (WHT) both names are used, faces during the implementation process and to come up with recommendations on how to improve the process. These recommendations are mainly based on experiences from a more successful implementation process in the city of Groningen. Although the research specifically focuses on Tilburg, the results are useful for future implementations in other regions as well. Since each implementation trajectory is more or less similar, other cities can learn from the experiences in Tilburg and Groningen.

1.3 Research questions & Relevance of the case

The aim above can be reached with help of a theory from the transition literature. In this theory Musiolik et al. (2012) approach the role of actors in transitions by focusing on resources. In their theory resources exist on organizational, network and system level. This theory provides two insights which help to reach the research aim. One, by looking at resources it becomes visible what ‘things’ are lacking in Tilburg and cause problems, for instance knowledge or finance. Second, this theory gives insight in where the cause of the problems lie by providing insight in what level, organizational, network or WHN level, problems are caused. Getting insight in the level where problems are caused helps to come up with recommendations targeted at the right party. For instance, if the cause of the problems lies on the network level, recommendations should focus on improving the functioning of the network. The following main questions and sub-questions are answered. The first four sub-questions help to answer the main question. The last three questions provide contributions to transition theory.

On which level – organizational, network or WHN - are the missing resources located that cause the problems the network in Tilburg faces during the implementation of WeHelpen?

On which level and how can additional resources be developed which help to overcome the missing resources?

1. On which level are resources developed and deployed by the network of Tilburg?
2. On which level are resources lacking which cause the problems in the network of Tilburg?
3. Can additional resources explain the success of the network in Groningen and on which level are these resources located?
4. How can resources be developed which are lacking in Tilburg but are available in Groningen?

Questions contributing to transition theory:

5. Which network resources identified by Musiolik et al. (2012) are used by actors in the network of Tilburg and Groningen during the implementation of WeHelpen, how can these network resources be specified and which new network resources are identified?
6. Does the ill-functioning network in Tilburg develop less network resources than the well-functioning network in Groningen and do actors have influence on the ability of their networks to develop network resources?
7. Is collaboration important for innovating actors and if so how does this appear from the implementation of WeHelpen in Tilburg and Groningen?

By focusing on the implementation process of WeHelpen and by using a transition resource theory to study this topic, this research has both societal as scientific relevance. The societal relevance relates to the possible importance of online marketplaces for care in the future. As many municipalities (in collaboration with other organizations) will implement a marketplace for informal care in the coming years, knowledge about how to do this is of vital importance. This research will make a good start with developing this knowledge.

Next to the societal relevance, the research is also theoretically relevant. It contributes to the transition literature about collaboration and specifically to the theory about network resources, developed by Musiolik et al. (2012), in several ways. First of all, Musiolik et al. (2012) provide several network resources. This list however, is based on one case only. Therefore, this research tests whether these resources are also applicable for this case and if new resources can be identified. In addition, the network resources are quite general, therefore an attempt is made to make them more specific. Second, Musiolik et al (2012) assume that ill-functioning networks develop less network resources than well-functioning networks. This assumption is tested in this research. There is also explained if actors themselves can influence the ability of their networks to develop network resources. According to Musiolik et al. (2012), the opportunity of networks to contribute to a transition depends on the ability of a network to establish network resources. Therefore, knowledge about whether actors can influence the development of network resources is very relevant. Third, by focusing on resources that are developed in collaboration (network resources), insight is gained in what ways collaboration is important for innovating actors. Since transition theory increasingly recognizes the importance of collaboration in actor strategies, insight in how collaboration contributes to these strategies is useful.

Chapter 2 Theory

This chapter starts with framing WeHelpen in the transition literature. Attention is drawn to how the case relates to systems, niches and experiments. The second section of the chapter is devoted to where WeHelpen can be placed in the transition literature. The transition literature on actor agency and collaborative action appears to be relevant for the case. The third section is about the analytical framework. WeHelpen is studied by using a theory about network resources.

2.1 Framing WeHelpen in transition literature: system, experiment, niche

WeHelpen can be placed in the transition literature about health systems, a body of literature that has been developed several years ago (Broerse & Bunders, 2010). For decades the health system has been coping with problems which are hard to overcome. An example of those problems is the rising costs of care caused by an ageing population and a growing number of patients with a chronic disease. Since many attempts to solve these kind of issues by reforming the system failed, Broerse & Bunders (2010) propose to look at the health system from a systemic, transition perspective. Instead of trying to improve the functioning of the existing system with incremental changes, a transition perspective aims to create a new, better functioning system. In order to build this new system, radical, sociotechnical changes are necessary.

Broerse & Bunders (2010) emphasize on one element from this perspective, experiments, to play a key role in transforming the health system. In experiments alternative ways to organize a system can be tested and new vision, rules and collaborations can be developed. Experiments are thus about inventing new ways to organize a system. When experiments are successful and expectations are met, enrolling new actors in a niche becomes easier (Geels & Raven, 2006). This way successful experiments enable niches to grow. When niches grow large enough, they can transform a system. Successful experiments are thus of vital importance in transforming the health system. WeHelpen is also an experiment in the health sector since it experiments with a (free) marketplace to organize informal care and by doing so make people less reliant on formal care services.

The experiment WeHelpen is part of a niche. This niche aims to keep care affordable by exploring alternative ways to increase self-reliance and participation of Dutch citizens. In the niche experiments take place which aim to make people with needs live at home as long as possible and to stimulate active, involved communities. This way the costs of formal care might be reduced. The importance of this niche increased due to the recent transformations of the Dutch welfare state. As a result of the implementation of the Wmo in 2007, in the last couple of years many experiments take place in this niche. The Dutch government for instance supports 14 projects in which knowledge institutes and societal organizations collaborate to develop theoretical and practical knowledge about self-reliance of people in need (Wmo-werkplaatsen, 2014). In addition, the government has 9 testing grounds to experiment with cheaper and better ways to organize care (Schippers, 2013). WeHelpen becomes part of three of these testing grounds of the Dutch government. It is not exactly clear how WeHelpen will be used in these projects, in the coming months this will be explored. WHN hopes to learn from the project how implementation of WeHelpen works when organizations are already used to collaboration. Normally, organizations just start collaborating when they adopt WeHelpen. In the testing grounds a hospital, a health insurance company, a patient organization and general practitioners already collaborate on other issues. Therefore, WHN expects that implementation will go easier than when organizations only collaborate in implementing WeHelpen (WHN interviewee 1, p. 1,3).

2.2 The contribution of WeHelpen to transition literature on collaboration

The actors involved in WeHelpen, try to influence the way care and welfare is organized in Dutch society. Their activities can intentionally transform the health system. So besides experimenting with new ways on how care can be organized in the future, the actors of WeHelpen at the same time try to influence the direction of the health care system development. The role of these intentional actor strategies in transitions remained underdeveloped in transition research for a long time, since most research focused on the meso- and macro- level (Farla et al., 2012). Some scholars called for further research focusing on agency of different actor groups (Markard et al., 2012; Shove & Walker, 2007; Smith et al., 2005). In recent years, a lot of scholars have responded to this call and tried to fill the gap related to actor agency (Bakker, 2014; Geels, 2014; Smith & Raven, 2012; Avelino & Rotmans, 2009).

In all these studies the importance of collaboration between actors, as strategy to make transitions possible, is emphasized (Farla et al., 2012; Musiolik et al., 2012; Smith & Raven, 2012). Collaborative strategies are important because transforming a complex system is hard to achieve by single actors alone (Hajek et al., 2011; Van de Ven, 2005). This is the reason that in many experiments and niches different stakeholders join their forces to have a larger impact. Since little is known about how actors collaborate and coordinate their actions to make transition possible, Farla et al. (2012) call for further research on the issue.

Musiolik et al. (2012) make a first contribution to this call by providing insight in how collaboration in formal networks can contribute to the development of network resources. They define a formal networks as organizational structures with clearly identifiable members where organizations come together to achieve common goals or to solve specific tasks. Formal networks enable actors to coordinate their strategies and organize collective action (Markard & Musiolik, 2011).

The succes of these collective actions in contributing to a transition, depends according to Musiolik et al. (2012) on whether the network is able to establish network resources. Network resources are defined as assets of a formal network that are of strategic value for network members and which are generated through the interaction of actors and their organizational resources in the network. Because network resources are beyond the control of single members of the network, these resources can be flexibly deployed and adapted to contribute to a maximum extent to the development of a new system. Networks with many network resources are thus better able to contribute to system development than networks which rely mostly on organizational resources.

Not all networks develop network resources to the same extent though. Since Musiolik et al., (2012) didn't focus their article on the reasons behind these differences in resource development in networks, they recommend further research. They are curious about what hampers the development of network resources in ill-functioning networks. The underlying assumption in their statement, is that ill-functioning networks will develop less network resources than well-functioning networks. In order to be accurate, this assumption should be tested first before such a statement is made.

The case of the implementation of WeHelpen in Tilburg could contribute to testing the assumption that ill-functioning networks will develop less network resources than well-functioning networks. The case of Tilburg is an example of a formal network since CZ, Gemeente Tilburg and ContourdeTwern collaborate to reach the common aim to activate wehelsen.nl in Tilburg. As mentioned in the introduction, the network faces some difficulties in the implementation of wehelsen.nl. If the assumption of Musiolik et al. (2012) is correct, the ill-functioning network in Tilburg would develop little network resources. The network in Groningen is functioning quite good so that network is expected to develop more network resources. If this appears to be the case, it is also interesting to analyze if actors in the networks in Groningen and Tilburg have influence on the ability of their

networks to develop network resources. Since the success of collective action in contributing to a transition depends on the ability of a network to establish network resources, it is very relevant to develop understanding if this ability can be improved.

2.3 Analytical framework

This research draws on the framework developed by Musiolik et al. (2012). This framework, depicted in Figure 1, gives insight in the different resource levels that can emerge during the development of a system. The importance of resources for transition research is recognized in many other studies as well (Farla et al., 2012; Penna & Geels, 2012; Avelino & Rotmans, 2009; Markard & Truffer, 2008). The reason for this is that the availability of resources plays a large role in the innovating potential of actors (Markard & Truffer, 2008). The framework of Musiolik et al. (2012) is unique in the fact that it recognizes that resources cannot only be owned by organizations, but also by networks or entire systems. These insights originate from the resource based view (RVB), an approach in the management literature which attributes a key role to resources in the strategy making of firms (Peteraf & Barney, 2003; Dierickx & Cool, 1989), but also pays attention to resources of networks (Lavie, 2006) and industries (Foss & Eriksen, 1995).

The framework is chosen for this study because it is a theory about the role of actors in transitions and the possible added value of collaboration in transitions. The case of Tilburg focuses on innovating actors and therefore it is useful to have a theory which looks at the role of actors in transitions. In addition, since the implementation of WeHelpen is unique in that the implementation is done by several actors together, it is suitable to look from a collaboration perspective to the implementation. By using this theory, it is possible to learn something about both the innovating potential of organizations as about the importance of collaboration for the implementation process in Tilburg.

The checkered box in Figure 1 represents the organizational resources, resources owned or controlled by an organization and which are of strategic value to the organization. These organizational resources can become available to others when an organization starts to collaborate in a formal network. Besides using the resources of organizations, networks can also develop resources themselves, the box with vertical lines. The network resources can be used to create and shape system resources, the box with horizontal lines. System resources are collective assets, such as collective expectations or technical standards, which are intentionally created to support technology development. This research is not focusing on the health care system level because there is focused on a single network with a few organizations. Therefore, system resources are excluded in this study. Because the network in Tilburg does use resources from WHN, which can be seen as an overarching organization, resources from WHN are taken into account instead. By focusing on the resources provided by WHN, insight is gained in how the network in Tilburg is dependent on WHN and whether WHN provides sufficient resources to enable WHT to operate effectively.

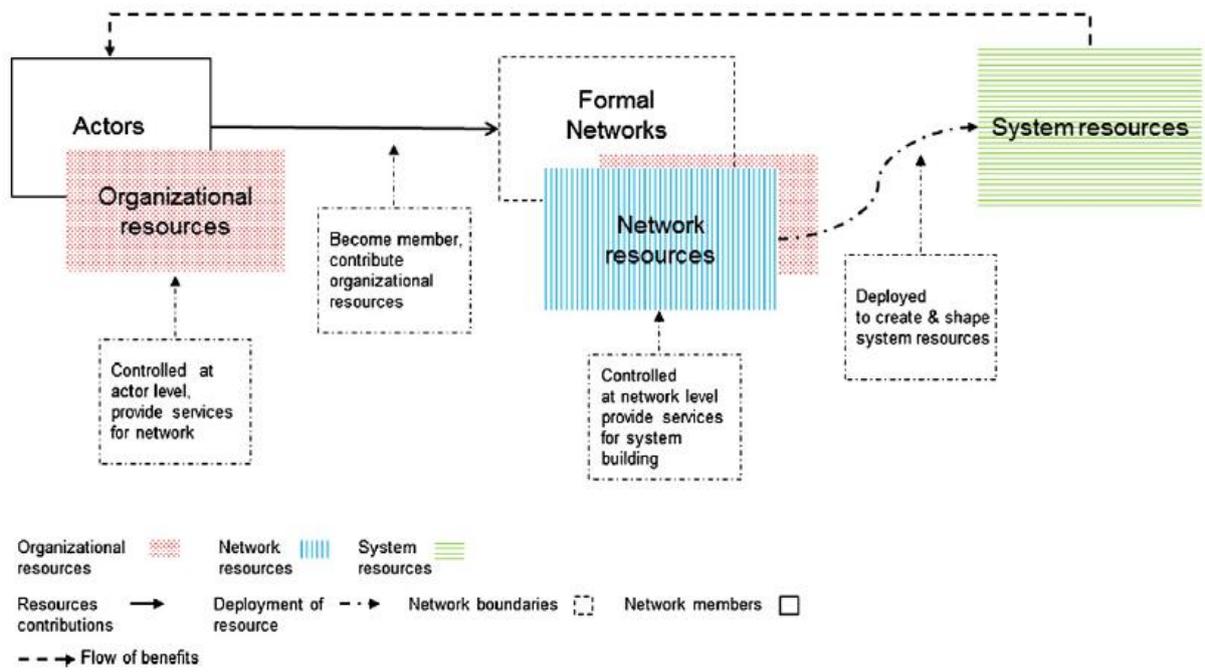


Figure 1 Analytical framework
 Source: Musiolik et al. (2012)

Besides the distinction between organizational, network and system resources, Musiolik et al. (2012) also distinguish within these three levels tangible, human, structural and relational resources. Tangible resources are often visible and quantifiable. Human, structural and relational resources on the other hand are mostly immaterial. Human resources encompass all the skills, knowledge and motivation of a firm’s employees. Structural resources do not specifically belong to individuals, but are part of the intra-organizational context employees work in. Relational resources are about the external context of the firm; the relationships of the organization and its reputation. In Table 1 an example is given of each of these resources.

Table 1 Different types of resources
 Source: derived from Musiolik et al. (2012) but adapted by author

	Organizational	Network	System
Tangible	equipment	joint artefacts such as website	new technical standards
Human	skilled workers	joint knowledge development	new values
Structural	governance structure	trust between members	introduce and legitimate new practices
Relational	reputation of organization	power as key network	collective expectations

Musiolik et al. (2012) mention ten network resources in their paper. These resources are listed in Table 2. The article does not elaborate on the content of the network resources. Since they only studied one case which encompassed several formal networks, this list presumably doesn't cover all network resources possible. The list still provides a good starting point to identify whether these network resources are developed in Tilburg. During this research network resources that are not yet mentioned by Musiolik et al. (2012) can of course be identified as well.

Table 2 Network resources

Source: derived from Musiolik et al. (2012)

Network resources

Joint artefacts such as PR and communication
Joint knowledge requirements, product development or application
Governance structure
Network culture
Trust between members
Common understanding of goals
Common vision
Reputation and visibility of the network
Power of the network
Importance of the network in other networks

Chapter 3 Methodology

3.1 Short description of methods

In order to answer the research question, first the network in Tilburg and its problems will be mapped. Therefore nine members who are/were part of the project group are interviewed. After the problems are described, each problem is analyzed and an interpretation is made which missing resource is behind the problem. Thereafter, three individuals from the network in Groningen are asked if they recognize the problems in Tilburg and what tips they have to overcome these issues based on the experiences in their own network. Their response is also analyzed and an interpretation is made which resources are available in Groningen but not/to a lesser extent in Tilburg. Based on these interviews in Groningen, recommendations on how to develop additional resources for the network in Tilburg are formulated. Based on all the previous, the answer to the research question is given and contributions to theory are made.

3.2 Research design

This research takes as research design a case study. A case study is an in-depth exploration of a particular case studied from multiple perspectives (Thomas, 2011). This design suits perfectly because this research also provides an in-depth exploration of the case ‘the implementation of WeHelpen in Tilburg’ by studying the case from the perspectives of all the different organizations. In addition, another perspective on the case in Tilburg is provided by taking into account the implementation of WeHelpen in Groningen.

Besides the good fit between this research and a case study, it is also important to keep the disadvantages of the design in mind. The main drawback of using a case study as research design is that it is not easy to generalize the results to other cases (Bryman, 2008). However, as will become clear later in this research, the implementation process in Tilburg and Groningen are quite comparable. This implies that studying the implementation in Tilburg can also provide recommendations useful for other cities. In addition, the aim of the research is not about generalizing results to other cases of innovation-implementations. Instead the aim is to develop in-depth knowledge about the problems organizations face during the implementation of WeHelpen. For this aim a case study suits perfectly.

One might wonder if this research follows a more comparative research design. A comparative design studies two contrasting cases with more or less similar methods (Bryman, 2008), and Tilburg and Groningen could be regarded as contrasting cases. However, in this research no in-depth analysis of the case of Groningen is made. The case of Groningen is only used to provide ideas how the implementation process in Tilburg can be improved.

3.3 Data collection

The main method to collect data are interviews. In total nine people in Tilburg and three individuals in Groningen are interviewed. Interviewing gives insight in the respondents point of view because it provides rich and detailed information which is useful for this research. As each method, interviewing also has disadvantages. An disadvantage relevant for this research is that respondents are not able to react on each other’s views. These reactions would be useful to get insight in how different views of interviewees on problems in the network relate to each other, especially for the project group in Tilburg. Despite this disadvantage, interviewing is still preferred over focus groups, a method which enables interaction between interviewees. Focus groups have several disadvantages of which one is particular valid for this this research. People might be less willing to speak openly about the problems

of the network (Bryman, 2008), especially when they are caused by other organizations. To partly overcome the lack of interaction between respondents and to learn about how they look at each other's views, sometimes interviewees were asked to react on the view of another interviewee during the interviews.

The conducted interviews have a semi-structured style. Semi-structured interviews have the advantage that respondents have some leeway in what they answer, while at the same time the interview guide ensures that all topics relevant for answering the research questions are mentioned (Bryman, 2008). These characteristics are important for this research. The exploratory nature of this study requires that there is space to learn about the perspective of stakeholders. On the other hand, giving an answer to the research questions requires that certain topics are covered. For the interviews in Tilburg an interview guide is developed focusing on general topics of the network and the member organizations such as interest, vision, problems, positive points and improvements for next year. So, no specific questions are formulated. The full interview guide can be found in the Appendix A. For the interviews in Groningen a more structured interview guide is developed with specific questions on the problems mentioned in Tilburg. This guide can be found in Appendix B.

The selection of interviewees in Tilburg was quite easy. All people actively involved in the network in 2014, or are involved at this moment, are selected. The names of these people are provided by the project leader of the network in Tilburg. Since each individual in the project group is interviewed, there is no bias in the selection process and a complete picture of the network can be formed. The selection of interviewees in Groningen was based on a request of the researcher and on recommendations of WHN. The researcher suggested to speak with somebody from the municipality and the volunteer organization, since these organizations are involved in Tilburg as well. WHN came up with interviewees who work in these organizations and play a vital role in the project group in Groningen. For this reason, these people are expected to be most helpful in providing useful tips for Tilburg.

All interviews are conducted face-to-face, except for one interview which took place using Skype and every time by the same interviewer. This reduces the risk of a bias in the data caused by a different interview style. Each interview is recorded and transcribed.

In addition to interviewing also all relevant written data of the networks, project plans, minutes, to-do-lists and organization policies, are collected via the interviewees and analyzed. However, this written data is only to a limited extent used for this research and mainly serves as background information for the researcher since almost all of these data was covered in the interviews. It is useful for triangulation ends though. Furthermore, Facebook and Twitter are used to analyze the activities of WHT and WHN online. Publications about WeHelpen on organizational websites and in newspapers are also used to analyze the activities of the network.

3.4 From data to results

Based on the transcription of all interviews in Tilburg and the project plan of 2015, the researcher identified four overarching strategies the network follows to make WeHelpen successful. These strategies are based on the researcher's own interpretation. After identifying these strategies, it was checked if all activities mentioned by the interviewees could be grouped in one of the strategies. Furthermore, the project plan, social media and newspaper articles were used to triangulate with the stories of the interviewees. The validity of these strategies was confirmed by the director of WHN who indicates that they capture very well the essence of what the organization is doing.

After identifying the strategies, each interview was coded with one code for positive points and one code for problems in the network. The positive points are shortly described for the whole network together. For each organization separately, all problems are described, without giving the

researcher's own interpretation (or to the least extent possible). Because several interviewees talk about the same problems, triangulation of data could take place. This increases the validity of the final set of problems. In addition, the validity increases because the description of the problems is sent to the interviewees for verification. Half of them responded and small changes are made based on their comments. When all problems are listed, the researcher makes an interpretation of the problems and groups several problems into one overarching problem. The validity is increased because the director of WHN mentions that the problems are familiar to him and he writes in an email: *'I think you managed very well to highlight the essence of what can and should go different in Tilburg.'* (Director WHN, 2015).

The activities and problems are respectively interpreted to identify used and missing resources and answer sub-question 1 and 2. The interpretation is quite subjective, but by giving explanations for the choices made, an attempt is made to make transparent how the interpretation is done. In this way the reliability of the research increases.

The interviews in Groningen are directly interpreted and described as resources. This is done because it allows a direct comparison between the missing resources in Tilburg and the additional resources in Groningen. In this way sub-question 3 can be answered. In order to come to these resources, each interview was coded with 'things which are organized/done different than in Tilburg'. For each 'different thing' found, the other interviews are checked as well if they say something about the same issue. In addition, it is checked if the 'different thing' belonged to a larger overarching theme. Based on the information of the three interviews, the interpretation into a resource is made. This is done until each 'different thing' is coupled to a certain resource. The subjectivity of this interpretation is reduced by providing insight in how the interpretation from interview to resource is done. The additional resources in Groningen (and how these are developed) provide the input for recommendations on how Tilburg can overcome its' problems by developing extra resources. In this way sub-question 4 is answered. Based on all these results, sub-question 5 to 7 are answered.

Chapter 4 The network WeHelpen Tilburg, its activities and positive points

In this chapter the network of WeHelpen in Tilburg is introduced with a short description. Then strategies the network follows to reach its' goals are described. For each of these strategies the activities done last year and the beginning of this year are described. The chapter ends with an overview of the things that went well in the network last year. This chapter is useful as background to understand how the network is organized and provides input for answering sub-question 1 in chapter 6: on which level the network develops and deploys resources.

4.1 Description of the network WeHelpen Tilburg

As mentioned in the introduction, WHN has the procedure to make member organizations themselves responsible to activate WeHelpen in their city or region. For this reason a project group was started in 2014 which aimed to implement WeHelpen in Tilburg. What implementing means is not specified by the project group. The director of WHN mentions that a certain number of users of wehelpen.nl/km² is required before a well-functioning market place can be reached. On the other hand he mentions that the website is only a tool and that in the end WeHelpen is about creating a movement of people which feel helping others is normal. This movement should be supported by a group of organizations (WHN interviewee 3, p.2). Both creating a certain number of users as creating a movement supported by organizations could thus be the aim of the network. WHT was formed by several organizations/initiatives: the municipality of Tilburg, ContourdeTwern, Wikiwijk, CZ, Rabobank Tilburg and surroundings, and WHN.

The project group was formed by several members of the organizations. The municipality of Tilburg was involved in WHT via one policy employee. Since 2015 a new policy employee of the municipality is responsible for the implementation of WeHelpen. CdT, a volunteer and welfare organization, placed one executive and one policy employee in the project group. This policy employee was at the same time representative of Wikiwijk, a comparable website to wehelpen.nl founded by several care organizations and CdT. Similar to the municipality, this policy employee is replaced by another policy employee since 2015. CZ, a health insurance company, is not actively involved in the project group, but is paying the costs of the project leader. A policy employee within CZ is the contact person of the project leader. The Rabobank was involved in WHT with one employee, but this employee retired somewhere in 2014 and was not replaced. The director and a communication employee of WHN also have joined the meeting and activities of WHT. Except from the employee of the Rabobank, all these nine people were interviewed for this research.

This study focuses on WHT since its establishment. In 2014 the project group was quite active in activating WeHelpen, as is described below. Activities were undertaken, there was a project leader responsible for the network, and meetings between the members were organized regularly (around once a month). At the moment the interviews were conducted, April and May 2015, WHT didn't function so well. Almost unanimously the interviewees concluded that the network is going through a difficult period. It seemed that the activation processes is on a hold, no new activities are undertaken, there is no project leader and even the meetings haven't take place in several months.

4.2 Strategies to make WeHelpen successful in Tilburg

4.2.1 Strategy 1 Promoting WeHelpen among citizens

The first strategy WHT follows, is to promote the movement and the website wehelpen.nl. The promotion activities focus on informing citizens about the existence of WHT. By promoting the website among citizens WHT hopes to increase the awareness about the existence of WeHelpen and recruit more users for wehelpen.nl. In the year 2014 the network spent quite a lot of effort in this strategy.

Activities

The first activity WHT undertook was to develop its own promotion material. Photos of a recognizable place in Tilburg were used for the 10.000 flyers and 200 posters. The project leader mentions the importance of making promotion material specific to the location because citizens can identify themselves better with a message when it is about their city (WHN interviewee 1, p. 8). The flyers were used mostly for promotion during events of the network members such as a volunteer day of ContourdeTwern. Furthermore a specific day was organized to flyer at several locations such as the hospital and the supermarket.

Second, a lot of publicity was also reached by using the channels of the member organizations, partners of these members and members of the cooperative WHN. The municipality of Tilburg, CdT, CZ and Rabobank all placed articles on their websites and sometimes even in paper mailings. Since these organizations are so large, they can reach many citizens. In addition, WHT also used the contacts of the member organizations to promote WHT via their channels. For example care organization 'Zorggroep RHC Midden-Brabant' and interest group 'Tilburgs Overleg Gehandicaptenuorganisaties', both connections of CdT, promote WHT on their websites. Last, also the large cooperative members of WHN was used to promote WHT. Interest group 'ANBO' for instance, is member of WHN, and ANBO Tilburg published an article on WHT in one of their mailings.

Third, social media were used for promotion. The network created a Twitter-account 'WeHelpen013' which currently has around 40 followers. Since many tweets were retweeted by the twitter of WHN, which has over 3000 followers, the reach of WeHelpen013 was much enlarged. The account is still quite actively used. Since the start of the account at the end of September 2014, more than 90 tweets have been placed. Most of them are retweets of messages placed by WHN (Twitter, 2015). In addition, the network can draw on the Facebook page of WHN which has over 20.000 likes (Facebook, 2015). This page is very actively used, every day a message is posted, and attention is paid regularly to activities or help requests of cooperative members such as WHT.

A fourth way to raise attention for WeHelpen in Tilburg was via local media. Several articles were placed in local newspapers such as 'Stadsnieuws', 'de Weekkrant' and 'het Brabants Dagblad' (De Weekkrant, 2014; Snel, 2014; Stadsnieuws, 2014). Some of these articles tell about a successful match between two people in Tilburg who found each other via WeHelpen. These local success stories play, according to some interviewees, a key role in effective promotion, because with a local story WeHelpen becomes tangible to people. The network put effort on creating this first success story. The project leader says for example: *'You really have to puzzle around a person, to create the first successes.'* (WHN interviewee 1, p. 8). Besides the first success stories, the network also succeeded in making some sustainable contacts with journalists. As the communication employee of WHN explains, these contacts make it easier to publish something about WeHelpen in the future (WHN interviewee 2, p. 3). Besides the local media, WHT also profits from national publicity around WHN. This attention in national media increases the name awareness of WeHelpen in Tilburg. Recently, RTL 4 made an television item about WHN (Youtube, 2015).

Besides all the promotion ‘at a distance’, the network also organized three physical ‘matching sessions’ in different neighborhoods. The sessions were promoted using flyers, posters, local newspapers and by inviting people who already created an account on the website. These sessions were used to inform people about WeHelpen and to stimulate creating accounts during the meeting. In addition the sessions aimed to match persons with a help request to a volunteer. In total around 20 people visited the meetings. These matching sessions were organized without the municipality because the municipality wasn’t ready to communicate to citizens yet (Municipality interviewee 1, p. 4).

4.2.2. Strategy 2 Extending the network with new members

Besides promoting WeHelpen among citizens, a second important strategy for WHT was to extend their network with new members. The interviewees mention several reasons why a large network is of importance for making WeHelpen successful. One aspect is about the reach of the network. All member organizations have access to citizens and the more organizations there are in the network, the larger the number of citizens you can reach. In addition to this, each organization provides access to a different kind of network. This is both about partner organizations as about the type of clients the organizations have (WHN interviewee 2, p. 4,5). The last reason is that each organization provides different services which means that WeHelpen can play a role in many different type of primary processes. More on this is described in strategy 4, but in sum the use of WeHelpen among citizens is stimulated because different types of organizations adopt WeHelpen in their organizational processes and refer clients to the site. This is important in order to create sufficient demand on the site. One of the interviewees gives as example: *‘Like it is logical for a general practitioner to refer to a physiotherapist or dietician, it will also become logical for him to refer for groceries to WeHelpen instead of to the municipality.’* (WHN interviewee 1, p. 10).

Activities

The network WHT attempted to extend itself in several ways. First, the network has been building connections to comparable sites and initiatives. In 2014, WeHelpen was linked to JALP and Wikiwijk, two sites which also try to increase the self-reliance of citizens in Tilburg. This means that all people who visit JALP or Wikiwijk also find demand and supply placed on wehelpen.nl. This linkage thus automatically increases the supply and demand on wehelpen.nl. In addition, WHT stimulated the use of wehelpen.nl among Uurtje Buurtje, an initiative from the citizens in Udenhout, a village part of Tilburg. Uurtje Buurtje also provided informal care for neighbors and wanted to stay independent. WHN provides a so called ‘WeHelpen Lokaal’ which means that wehelpen.nl can be designed according to the look and feel of a local region. This increases the feeling local organizations own the site. WHT succeeded in making UurtjeBuurtje use the WeHelpen Lokaal of wehelpen.nl for their initiative (Municipality interviewee 1, p. 8). In line with UurtjeBuurtje, there are many neighborhood councils searching for a marketplace for informal care in their neighborhood. WHT visited many of these councils last year and informed them about the option of a WeHelpen Lokaal.

Second, WHT tried to extend their network via cooperative members of WHN. The Rabobank and CZ for example were both founder of WHN and were also involved in the network in Tilburg. Last year, Expertise Centrum Familiezorg (Exfam) also became a member of WHN. WHT anticipated on this development by inviting Exfam for WHT as well. This method is not only used to expand the network in Tilburg, but the members of WHT are also used to expand the network in other regions in the Netherlands. CdT for example is now also involved in implementing WeHelpen in Waalwijk and Goirle because they have departments in these regions as well (CdT interviewee 3, p. 2,7). The experiences of CdT in Tilburg are exchanged with their other departments which makes the

implementation process in these places easier. Since WeHelpen was so new when it started in Tilburg, WHT could not rely on this kind of knowledge exchange.

Third, besides extending the network via existing members of WHN, WHT also tried actively to recruit new members. They visited lunches where many welfare- and care institutions from Tilburg come together once every three months, and informed all these organizations about WeHelpen (WHN interviewee 1, p.7). In addition, they visited several pilot projects in the area Tilburg in which for instance welfare- and care organizations, health insurance companies and the municipality work together to develop new ways to organize care. WHT talked with these projects about whether WeHelpen could play a role in these projects as well. Furthermore they used Wikiwijk as a portal to get access to care organizations Whebe, Amarant, de Wever and RIBW (these organizations founded Wikiwijk) (Municipality interviewee 1, p. 4). Last, the ROC and applied university of Tilburg were visited to explore a possible collaboration. Besides the openings WHT created in several organizations, all the effort also resulted in Siza, an organization which provides services to people with a disability, seriously considering to become a member of WHN. One person connected to Siza, and also chairman of a foundation for people with brain injury, became ambassador of WeHelpen. He brings a large network of organizations engaged in this topic with him. Amaranth, also an organization which provides services to people with a disability, is very enthusiast about WeHelpen as well. WHT tries to involve these organizations in WHT by visiting meetings of these organizations and organizing regular contact moments (WHN interviewee 2, p. 5).

4.2.3 Strategy 3 Creating support in the member organizations

The former two strategies focus on involving external organizations and citizens in the network and on the website. However, for the success of WeHelpen, strategies oriented at the existing member organizations are of vital importance as well. It is of significance for the implementation of WeHelpen in Tilburg that there is support within the member organizations. Without this support, being an ambassador and using WeHelpen becomes hard and it will affect the success of WeHelpen in Tilburg. Although the organizations are member of the network WHT, it does not automatically mean that all employees in the member organizations are in favor of or are familiar with WeHelpen. This third strategy was focused on creating this support in the organization.

Activities

The most important activity WHT performed to create support within the member organizations was to visit team meetings to inform people about WeHelpen (CdT interviewee 1, p. 2; Municipality interviewee 1, p. 4). The network used existing meetings to lower the burden on the organization, since using 15 minutes in an existing meetings is little effort compared to organizing a whole new meeting only to inform people about WeHelpen. During the meeting employees were made aware of WeHelpen and its use in their work. In addition to informing employees, WHT also created awareness by placing information articles about WeHelpen on the organizational webpages. Furthermore, interviewees mention the importance of showing the results the organization achieved by using WeHelpen in their activities (WHN interviewee 2, p. 8; Municipality interviewee 1, p. 7). Similar to the importance of local success stories in promotion activities mentioned in the first strategy, making visible the benefits WeHelpen could offer to clients of the employees, helps to create support in the organization. This is one of the reasons WHN provides all member organizations with a quarterly overview of the activities (number of users, number of matches etc.) on WeHepen.nl in the region the organization is active. This overview helps to see the result of the effort the organizations put in activating WeHelpen. Whether the organizations really use these success stories to create support in their organization becomes not clear from the interviews.

An important element in creating support in the member organizations is to make sure both executive teams and the management layer are informed. As one of the interviewees says: *'I made sure both the management as well as somebody from the team was informed. And I also made a connection between them. If I think back then that was a good strategy.'* (WHN interviewee 1, p. 7). The interviewee explains that the executive teams are often very enthusiastic about the use of WeHelpen, but since the management makes the decisions about what happens in the teams, they should be informed as well. If either of these groups is not informed, it is harder to find support in the organization. During the enrollment new members in the network, Amaranth specifically, this strategy was followed and worked well. For the existing members this strategy was not used.

4.2.4 Strategy 4 Embedding WeHelpen in primary processes of member organizations

Besides the strategy focusing on creating support in the member organizations, WHT followed a fourth strategy focusing on embedding the use of WeHelpen in the primary processes of the organizations. Since the municipality, CdT and CZ (sometimes) have direct contacts with citizens, the organizations can stimulate the use of WeHelpen by referring citizens, who ask for their help, to wehelpen.nl. Of course this referral option only comes in the picture when the help request can be solved by the help of a neighbor or so and when the service the organizations offer themselves are not sufficient in solving the request. wehelpen.nl can thus be used as an additional tool, next to already existing tools, which employees can use when they have contact with citizens in need. By referring citizens to WeHelpen, the use of the website is stimulated at the same time. This is especially important in order to create sufficient demand on the site. There is a lot of shyness among people to ask for help, which results in a much higher supply of help than demand (municipality interviewee 2, p. 1,2). In order to stimulate the use of wehelpen.nl by referring people to the site, WeHelpen should be embedded in the primary processes of member organizations. In 2014, WHT made the first attempts to do so.

Activities

An important activity to stimulate the use of WeHelpen in the primary processes of the member organizations in Tilburg was the use of trainings for teams which have direct contacts with citizens. WHT trained counter clerks of CZ and 130 Wmo and social security employees of the municipality (WHN interviewee 1, p. 7; Municipality interviewee 1, p. 3). In the training attention was paid on how WeHelpen could be used in the work of the employees. In addition the employees were stimulated to think about their role and when they refer to wehelpen.nl. Employees should be aware of whether they only play the role of referrer or if they play a role as intermediary between the client and the volunteer. After the training the employees were stimulated to train a group of other employees themselves (train-the-trainer method). Some of the counter clerks of CZ for example trained the employees of the municipality. This way many people could be reached without too much effort of WHT. In addition, the municipality included WeHelpen in a new training program which was developed for the employees of the municipality who have direct contact to citizens. This means that besides the trainings in 2014 which were specifically devoted to the use of WeHelpen, WeHelpen has got a more structural place in the training program of the municipality.

Besides training employees to use WeHelpen as an extra service to people, CdT also embedded WeHelpen in their primary processes by selecting an volunteer who monitors the help requests on wehelpen.nl. When a help request is open longer than three weeks, this volunteer helps people with solving their request (CdT interviewee 1, p. 1,2). In addition, CdT set up WeHelpen counters in the six support centers they have in the neighborhoods. At these counters, people with a help request or people willing to volunteer can be helped with the use of wehelpen.nl.

In order to make WeHelpen part of the primary processes, the use of the website needed to be included in the policies of the member organizations. It should be clear what the function of WeHelpen is in the work of the organization and when it could be used. This is important as one of the interviewees explains: *'If you don't secure it [WeHelpen], one way or another, give it a logical place within your [an organization's] activities, then it remains to be perceived as something extra.'* (WHN interviewee 1, p. 11). So, by including it in the policies of the organizations, the use of WeHelpen by employees of the member organizations is legitimized and stimulated. WHT anticipated on this fact by including policy officers of both CdT and the municipality in the project group. These policy officers can make sure the decisions made in the network could be supported by policies of the member organizations. The result of this approach was that WeHelpen became part of the policy of member organizations. For 2015, WeHelpen is part of the 'Contract Sociaal Werk' a document in which the municipality describes all tasks CdT is responsible for. In half a page the responsibilities of CdT with regard to WeHelpen are outlined, although specific results CdT should reach are not mentioned. Both organizations use this document as guideline for their activities.

4.3 Positive points about the network

From the four strategies it is clear appears that the network spend effort in making WeHelpen a success in Tilburg and that each of these activities will probably contribute to this goal. Besides the importance of the activities, in this section some attention is paid to what the interviewees perceive as positive points about the network. Because the interviews were mainly focused on the problems of the network, there was not much information for this section. Therefore, the positive notes are outlined for the network as a whole. An important observation to start with is that most interviewees don't elaborate much about the positive points. This can be partly explained by the type of questions asked and the introduction given by the interviewer. Also the condition of the network at the moment – the network is a bit on hold - can be a reason why interviewees mainly focus on the problems. Nevertheless, it is striking that even when positive points were asked, interviewees mainly focused on the problems.

The main positive thing raised by the interviewees about the network was the enthusiasm of the project group members, of the collaboration partners and of the people the network tried to involve (CdT interviewee 1, p. 3; WHN interviewee 1, p.4; Municipality interviewee 1, p. 4). The interviewees don't elaborate why they perceive this as a positive point, but one can imagine that it has a stimulating effect for WHT when their activities meet a lot of enthusiasm.

A second positive point the interviewees who were actively involved in the project group last year mention, is the awareness they raised for WeHelpen among citizens. The project leader is positive about the activities WHT did to raise awareness, distributing flyers for example (WHN interviewee 1, p. 6). The others focus on the result this gave rise to, a good brand awareness (CdT interviewee 1, p. 3) and an increase in the number of users from 30 to 300 (Municipality interviewee 1, p. 4).

A third positive point is about the impact of the marketing strategy of WHN. Because WHN has an active and involved team, the site pops up easily in the Google-search lists, WHN uses social media and has a large network, they have the possibility to create awareness for WeHelpen among many people. It is striking that all three interviewees of CdT mention these as positive points (interviewee 1, p. 6; interviewee 2, p. 14; interviewee 3, p. 6,7). The reason why all interviewees of CdT raise this issue is that during the development of Wikiwijk (the website CdT developed itself), they experienced that with only a technical platform, you don't have a successful website yet. Knowledge about marketing a website becomes vital after the platform is finished.

Chapter 5 The members of the network and their problems

To get a better understanding in why the network in Tilburg is not functioning so well, the problems each party sees in the functioning of the network are outlined. In order to be sensitive to the stories of the interviewees, in this section the problems are described in the same way as the interviewees mention them, minimizing the interpretation of the researcher. Only in the last section, where the 15 problems mentioned by the interviewees are combined into 10 overarching problems, an interpretation of the problems is made. The problems provide an input for answering sub-question 2 in chapter 6: on which level resources are missing in the network in Tilburg. To develop more feeling for why the different organization mentions certain issues, each section starts with a description of the interviewees and background on why organizations started with WeHelpen.

5.1 The national organization of WeHelpen

5.1.1 Information about the interviewees

For this section, interviews with the director of WeHelpen, an communication employee of WHN and the project leader of WHT are conducted. The interview with the director focused on other topics than just the implementation in Tilburg, which means that the interview is used to a lesser extent for this section. The project leader, interviewee 1, is paid by CZ, but is connected as implementation partner to several implementation processes of WeHelpen. Therefore, the expectation is that all three interviewees represent the interests of WHN. This expectation is in line with the interviews since it becomes clear that all interviewees really want WeHelpen to become successful in Tilburg and feel responsible for this task. The project leader is the driving force of WHT. He has an overview of all different activities of WHT. He was only hired for 1 year by CZ, which means that he isn't officially involved in the project anymore since 2015. He still performs some tasks for WHT though (interviewee 1, p. 2). The communication employee, interviewee 2, and the director of WeHelpen, interviewee 3, have been involved in the project group of WHT. Although they feel responsible for the implementation of WeHelpen in Tilburg, both interviewees mention that the municipality, CdT and CZ have the final responsibility.

5.1.2 Reason to start with an online marketplace for care

Six or seven years ago, several large organizations, pension funds, health insurance companies and banks, started to think about the future of care in the Netherlands. One of the opportunities they saw was to use the potential of people willing to help another person to a larger extent. After a market analysis, two citizen initiatives were found promising in stimulating the use of this potential. One initiative came from two revalidating patients, the other from a son of a MS patient. Both ideas were based on stimulating neighborhood. Collaboration between these initiatives and the large organizations resulted in the development of WeHelpen. The cooperative aims to make helping each other a standard again. Interviewee 3 explains that by building a website that facilitates the organization of helping each other and by building a network of organizations which can support the use of the website among citizens, WeHelpen hopes to reach their aim. Important for this network of organizations is the involvement of civil society organizations that have a close connection to citizens, a characteristic the large founding organizations lack (interviewee 3, p. 1,2).

5.1.3 Problems WHN

Problems with promotion (strategy 1)

During the implementation of the four strategies, WHN identified a couple of problems. The first two problems are related to the promotion activities of the network. The first problem the project leader mentions is that it was difficult to promote WeHelpen. He mentions that WeHelpen was so new in 2014, that the network had to come up with what effective promotion should look like (interviewee 1, p. 4). The communication employee for instance explains that the matching sessions were not evaluated as successful due to the small number of citizens present. She explains that it is not clear for WHT why the matching event was not so successful since cooperative members in Groningen have successful experiences with it (interviewee 2, p. 3).

Besides the fact that it was difficult how to promote WeHelpen, interviewee 1 explains a second problem; the budget for promotion was lacking and hard to obtain. According to the interviewee this was due to unclear agreements between the members of the project group (interviewee 1, p. 11). Interviewee 2 underlines this issue when she tells about her recent visit to Tilburg. She explains that CdT and the municipality had to discuss on every issue what party had to pay (interviewee 2, p. 2).

Problems with extending the network (strategy 2)

In addition to the problems related to promotion, the interviewees also mention problems WHT faced while trying to extend their network. The first problem interviewee 1 and 2 mention is that several organizations the network attempted to recruit in WHT were in the end not open for collaboration or had priorities elsewhere, despite the fact they were very enthusiast about WeHelpen in the beginning (interviewee 1, p. 4,5; interviewee 2, p. 4). Amarant for example is very enthusiast about WeHelpen, but gave priority to rewriting their volunteer policies. The organization first wanted to finish this task, before adopting WeHelpen. Also, Wikiwijk decided not to collaborate intensively with WeHelpen.

In relation to this first problem, a second problem surfaced, organizations that didn't want to collaborate because they felt threatened by WHT. The interviewees describe that professionals are sometimes afraid of losing their jobs due to WeHelpen (interviewee 1, p. 5; interviewee 2, p. 9). One of the interviewees says: *'There are also home care assistants who say: 'I will not refer all my clients to WeHelpen, otherwise I will have no work in the future.'* (interviewee 1, p. 5). Interviewee 2 explains that when there is time to explain these people about the goals of WeHelpen, the resistance almost always disappears. Besides professionals who feel threatened, WHT also faced resistance from a neighborhood council with a similar 'helping neighbors' initiative. Interviewee 1 explains that the neighborhood council was afraid that their initiative would be used for the benefit of WHT and refused collaboration (interviewee 1, p. 5).

A third challenge is posed by the relatively small number of member organizations in WHT. Although there are quite a lot of cooperative members located in Tilburg, interviewee 2 explains that the Rabobank, CZ, Wikiwijk and Exfam (an organization which supports care organizations and recently became member) don't have any member in the project group (interviewee 2, p. 2,4). This doesn't have to be a problem, but as interviewee 1 explains it can be beneficial to have more parties involved: *'There [in Groningen] are eight, nine or maybe even ten parties member of WeHelpen, which contact each other, which have an activation team, which know each other. You can see that a certain dynamic develops there so I expect it is important to do so.'* (interviewee 1, p. 8). Interviewee 1 and 2 underline that when more organizations are part of the project group, a larger number and diversity of people can be reached and it is easier to fill the website with users (interviewee 1, p. 9; interviewee 2, p. 4,5).

Problems with creating support in member organizations (strategy 3)

WHT also faced problems in creating support in the member organizations. The first problem relates to the involvement of the management layer. Interviewee 1 signaled the problem that it was hard to get the support of the management, both within the municipality as within CdT. The consequence of this was that it was hard to get permission to start informing and training the employees of the organizations (interviewee 1, p. 5). Interviewee 1 hopes this problem is solved now for CdT since the managing director of CdT signed the membership for WeHelpen in 2015. This makes CdT responsible for the implementation of WeHelpen in Tilburg. This way the top management has given its commitment for WeHelpen as well and the interviewee expects that creating support in CdT will become easier (interviewee 1, p. 7).

A second problem the interviewees mention, also related to the missing support of the management layer, is that member organizations gave less priority to the implementation of WeHelpen in the organization (interviewee 1, p. 5; interviewee 2, p. 4,8; interviewee 3, p. 1,2). Interviewee 1 explains that the municipality reorganized its own organization and first wanted clarity on how their social service would look like before making WeHelpen part of it. Furthermore, CdT was busy adapting to the changes in the Wmo. As a result both organizations didn't want to put effort in informing their employees about WeHelpen which made creating acceptance difficult. Priority was given to the other changes in the organization. As a result the implementation process slowed down and information sessions could not take place (interviewee 1, p. 5,7). Although WHT could not do much to overcome this issue, time probably solved the issue. As interviewee 1 says about the implementation of WeHelpen: *'If I look back on how things went in Tilburg, and that things are more tranquil at the moment (...), I think we have a better moment right now.'* (interviewee 1, p. 6).

A third factor that complicated creating support in the organizations was the fact that many people actively involved in WHT were replaced by somebody else or not replaced at all. Interviewee 1 explains that the project member of the Rabobank retired and was not replaced and the same with a strategic employee of CdT who quitted the project group (interviewee 1, p. 5). Interviewee 2 adds that the project leader, hired until January 2015, was also not replaced (interviewee 2, p. 3). The result is that little people were left to contribute to creating support in the organizations.

A problem interviewee 2 mentions, closely related to the former, is that there is nobody in the network right now who really feels responsible for making WeHelpen a success. She says: *'What was really missing there [in Tilburg] was a project leader who felt completely responsible; this is WeHelpen and it is mine.'* (interviewee 2, p. 3). This person should be responsible, according to the interviewee, for planning the agenda, making a list of activities and making sure everybody in the project group stays connected (interviewee 2, p. 4). According to the interviewee, in order to create ownership, the project leader should not be somebody who is hired by the network, as was the case in 2014, but an employee of one of the member organizations (interviewee 2, p. 3).

Problems with embedding WeHelpen in primary processes of member organizations (strategy 4)

Last, the interviewees see problems in the attempts to embed WeHelpen in the primary processes of organizations. Interviewee 1 sees a challenge in how WeHelpen relates to other services the member organizations offer or what the place of WeHelpen is in other trajectories of the organizations. WeHelpen should become part of existing infrastructures, for instance of the social map of the municipality or the volunteer policy of CdT. Because there are so many other trajectories and services to take into account, the interviewee mentions that it is hard for WHT to give WeHelpen a place and sufficient attention in the existing primary processes. The interviewees experience that WeHelpen is easily overshadowed (interviewee 1, p. 11, 12).

Two interviewees mention a problem that arised in the beginning of 2015 because the membership of the cooperative WHN shifted from the municipality to CdT. The municipality is still paying the annual fees, but the responsibility of implementing WeHelpen has shifted to CdT. This shift in responsibility has not been accompanied with a clear task description and division of roles. This affects the embedding of WeHelpen in the primary processes. Since there is no task description, it is not clear in which primary processes of the organization WeHelpen should be implemented. Both interviewees perceive that because of this shift, the implementation of WeHelpen is making no progress currently (interviewee 1, p. 1,12; interviewee 2, p. 1,6). Interviewee 2 explains: *'Everybody is waiting and telling that they really want to [put effort in WeHelpen], but they don't know what they can do.'* (interviewee 2, p. 6).

5.2 Municipality of Tilburg

5.2.1 Information about interviewees

Two policy employees of the municipality are interviewed. One of them, Interviewee 1, has been actively involved in WHT. This interviewee was part of the project group in 2014 and is besides involved in WeHelpen also involved in other digital websites the municipality provides. The use of WeHelpen in the municipality is due to the effort of this interviewee. The interviewee knows a lot about WHT and the website. As appears from the effort this interviewee spend in WeHelpen, the interviewee believes in the future importance and success of WeHelpen. The other interviewee, Interviewee 2, has been involved in the network since 2015. WeHelpen was shifted to a different departement in the policies of the municipality which is the reason that this interviewee has become responsible for the topic. The interviewee mentions not to be very familiar with the network and the site, which also appears from the answers she gives. The interviewee is positive about what WeHelpen could mean to citizens, but has doubts about whether WeHelpen will become successful because of difficulties with privacy and safety issues and the realization of a satisfying level of demand on the site (interviewee 2, p.9).

5.2.2 Reason to start with an online marketplace for care

One can wonder why the municipality of Tilburg has decided to invest in an online marketplace for care. The interviewees explain that the strategy initiated by the national government to increase the self-reliance of citizens is the main reason to start with such a marketplace. Since the municipality perceives it as its role to facilitate and increase the self-reliance of their citizens, she is in need for tools which can stimulate this. WeHelpen is a tool useful for this aim. In addition, WeHelpen provides a service to the citizens of Tilburg when citizens are not eligible for other services the municipality provides. To make sure the municipality does not leave these citizens with nothing, WeHelpen can serve as a last referring option. Despite the importance the municipality sees in an online marketplace for care, the municipality decided to assign the membership of WHN to CdT in 2015. The municipality is still paying the membership fee though. The reason behind this is that CdT was given the assignment in the contract Sociaal Werk to stimulate the self-reliance of citizens. In order to do so, the municipality regarded it useful to make an organization which has as main task to support the weaker citizens, responsible for the implementation of the tool (interviewee 1, p.7).

5.2.3 Reasons to choose WeHelpen over other platforms

Before adopting WeHelpen, the municipality of Tilburg has been busy with online marketplaces for care since several years. In the beginning, the municipality did research on alternatives available. Both interviewees mention that they visited initiatives comparable to WeHelpen such as

‘Burenhulpcentrale’, ‘ZorgvoorElkaar’, ‘Buuv’ and ‘Tante Kwebbel’. A reason to choose WeHelpen was the option, only in WeHelpen available, to organize a network of care givers around a person. Another reason to choose WeHelpen over other alternatives was because the municipality could become a cooperative member instead of only a buyer of the product. This cooperative membership was mainly interesting for financial reasons since the idea is that the costs for members will decrease when more organizations adopt WeHelpen and become member. Besides that, by being a cooperative member, the municipality can influence the policies of WHN via the general meeting (interviewee 1, p.1).

Besides reasons specific to the product and business model of WeHelpen, an other reasons to choose WeHelpen is because it fits well in existing activities of the municipality. Before adopting WeHelpen, the municipality already had a agreement with CZ in which they collaborate to provide clear information to citizens about all topics related to (in)formal care and welfare. One of the goals in this agreement is to provide an online marketplace for care to the citizens of Tilburg. Since CZ is one of the founding organizations of WeHelpen, it made sense to choose WeHelpen over other platforms. Another activity the municipality was involved in before adopting WeHelpen was JALP, a so called ‘social map’ on which all social services of organizations in Tilburg and the municipality are collected. Since the municipality aims to provide one complete website to its citizens on which all information and supply of informal and formal care services can be found, a strict requirement of the municipality was that the online marketplace they chose, could link with JALP. WeHelpen offered the technical possibility, so there was no reason not to use WeHelpen (interviewee 1, p. 2,3).

5.2.4 Other relevant dynamics

WeHelpen plays a small part in the large changes taking place in the municipality since 2014, due to the changes in the Wmo. First of all, the whole social service desk of the municipality is reorganized. New tasks are added to the activities of the social service desk and employees are placed on new positions. Second, a new (digital) social map is introduced in Tilburg, formed by JALP and WeHelpen. All these changes have an impact on WeHelpen as well, as is explained below. The most recent change is that the municipality decided to rename JALP into Tilburg Helpt and WeHelpen into Tilburg Helpt Elkaar. The idea is to link these two sites and thus realize one social map of Tilburg.

5.2.5 Problems Municipality

The problems experienced by the municipality are mostly based on the interview with interviewee 1 because interviewee 2 was not involved in the project group last year. The municipality mentions several problems which are in line with the problems mentioned by interviewees from WeHelpen and the project leader, although their explanation differs sometimes. In addition, they also mention some new problems. In the interviews with the municipality problems mentioned by the interviewees of the previous chapter were not directly. Therefore, it makes sense that not all problems are similar.

Problems mentioned by WHN & Municipality

In this section attention is paid to the problems the municipality mentions which are in line with the problems mentioned by interviewees of WeHelpen and the project leader. In line with the previous section about WHN, Interviewee 1 also mentions that promotion was based on trial and error and that not all promotion activities were successful. Interviewee 1 sees two reasons why promotion was sometimes difficult. First, tangibility was missing because there was no party involved in the network that was able to immediately see the benefits of WeHelpen in their primary processes (interviewee 1, p. 5). The involvement of a partner who could use WeHelpen in their processes immediately, could have provided the network with succesful stories usable for communication. Second, the municipality was not involved in the matching event (where only a few citizens showed up). Therefore, effective

announcements of the event via the network and social media of the municipality was missing. The interviewee believes that if all different parties had been involved in promotion activities, these activities would have been much more successful (interviewee 1, p.9).

Furthermore, the municipality also mentions the small number of organizations involved as disadvantageous for the activities of WHT. Interviewee 1 says about this issue: *'Now we did it [implementing WeHelpen] with such a small group, I think it would have been much nicer if for example Amarant would have joined too.(interviewee 1, p.5)'*. According to the interviewee Amarant could have provided good examples which had benefitted WeHelpen.

Another problem interviewee 1 refers to many times during the interview, is the lack of priority in the member organizations. This was mentioned by the interviewees of WeHelpen as well (interviewee 1, p. 3,4, 9). The interviewee endorses the fact that it was hard to get the permission to start with promotion and informing other departments within the municipality. She admits that this slowed down the implementation of WeHelpen in Tilburg. She explains that starting with informing departments in the municipality was too early, and still is too early, because the Wmo teams are so busy with adjusting to their new tasks. In addition, how WeHelpen should be named was not clear, which made communication about WeHelpen useless at that moment. She highlights the fact that it was not unwillingness of the municipality to move forward, but that they were just not ready as an organization. In relation to this, the interviewee makes a critical note about the project group: *'I understand the impatience of WeHelpen. But it is a learning point that if you notice that a municipality cannot move forward, although they really want to, leave it for a moment. Don't continue with organizing an information day without involving the municipality, I felt very unfortunate about that.(interviewee 1, p. 9)'*. The interviewee has the feeling that WHN wanted to move forward faster than member organizations were able to.

Problems mentioned by Municipality

Here, attention is paid to some new problems the municipality raises. A first problem interviewee 1 mentions is on the absence of a project plan which made that activities were quite ad hoc and the interviewee lost track of the implementation trajectory now and then (interviewee 1, p. 5). The interviewee thinks WHT would have benefited from a project plan because it would have contributed to coherence of activities, a clear division of tasks and responsibilities and a faster implementation. She explains that the absence of the project plan was also due to the reorganization within the municipality since the municipality could not give clarity when they could start with promotion and information activities (interviewee 1, p. 9).

A second problem is related to the large variety of websites available. This variety makes promotion complicated. Interviewee 1 struggled with the communication department of the municipality, since they didn't understand the differences between Wikiwijk, WeHelpen and JALP (interviewee 1, p. 3).

A third problem is about the collaboration with Wikiwijk. As explained later, CdT was part of the project group both as owner and stimulator of Wikiwijk and as deputy of CdT. Interviewee 1 explains that the alignment of activities with Wikiwijk was hard. This slowed down the implementation and resulted in resentment between the parties in WHT (interviewee 1, p. 9). The interviewee didn't explain the reasons behind the struggles between the project group and Wikiwijk.

A fourth problem, mentioned by both interviewees of the municipality, is the critical notes from within the organization about costs and safety of WeHelpen. Interviewee 1 notices that people within the municipality question what benefits WeHelpen provides for the activities of the municipality and whether the membership fee of 30.000 euros can be spent more effectively elsewhere (interviewee 1, p. 6). In addition, employees are worried about how the safety of citizens is guaranteed when they receive help from a stranger (interviewee 2, p. 2,8).

5.3 ContourdeTwern

5.3.1 Information about interviewees

Three interviewees of CdT are interviewed for this research. Interviewee 1 is an employee doing executive work and because of this, has knowledge about the implementation of WeHelpen in the field. She was actively involved in the project group in 2014 and still has some responsibilities for the implementation of WeHelpen within CdT. She is very positive about WeHelpen and she shares that she feels responsible for the success of WHT. Interviewee 2 was policy employee in 2014 and switched to a more executive job in 2015. She was involved in the project group last year both as representative of Wikiwijk and to support the implementation of WeHelpen within CdT by translating decisions from the projectgroup into policy. She is enthusiastic about WeHelpen, although from her talking it appears that she feels more involved with Wikiwijk (she answers most questions from the perspective of Wikwijk and less from the perspective of WeHelpen). She is a bit more skeptical about WeHelpen than interviewee 1 because she sees difficulties in implementing WeHelpen in large organizations such as CdT and she feels that the competition from other sites such as Facebook is very large. Despite the fact that interviewee 2 was involved in the project group in 2014, most activities on behalf of CdT were done by interviewee 1. Since 2015, interviewee 2 transferred her tasks related to WeHelpen and Wikiwijk to interviewee 3. Interviewee 3 is policy employee as well. Although she has little knowledge about the activities of the project group, she knows a lot about the transfer of the membership of WHN from the municipality to CdT. She is positive about WeHelpen and believes in the potential of WeHelpen to create a change in the way how informal care is organized.

5.3.2 Reason to start with an online marketplace for care

Before explaining why CdT chose to start with an online marketplace for care, it is important to give little background about the organization. Two years ago volunteer organization Contour and welfare organization de Twern merged into one organization CdT. Before this happened, both organizations independently were already involved in online marketplaces for care. De Twern was involved in an orientation trajectory since 2008, together with five care organizations and the municipality they developed a social map for Tilburg where all social services of organizations and municipality were collected. Together they developed Wikiwijk. This site has much more functionalities than WeHelpen, but the organizations wanted a marketplace for care on it as well. The organizations were interested in such a marketplace because it could be used as a tool to provide some extra services to the clients of De Twern and the care organizations.

Also Contour started with an orientation in 2011, together with the municipality to see which online marketplace for care they could use in their organization. Contour was interested in this marketplace because it could be used as an additional way to connect supply and demand of volunteers. The organization already provided a physical infrastructure of support centers in the different neighborhoods to connect supply and demand. However, they wanted a digital infrastructure as well. By providing a digital and physical infrastructure at the same time, the clients of Contour would have different ways to search for or to provide help. An online tool helped to reach a new group of people who felt more comfortable using the internet than visiting a support center. Contour also sees a role for their organization when the website is used by the citizens of Tilburg. The organization can step in to solve a question when a help request is not filled for a longer period of time. This way the organization makes sure everybody gets the help he/she needs. So, before the organizations merged, they both had their own reasons to start with an online marketplace for care.

5.3.3 Reasons to choose WeHelpen over other platforms

The reason to choose WeHelpen over other platforms, was for CdT a complex process. After Contour and de Twern merged, the organization was involved in two trajectories related to an online marketplace for care at the same time. Both the municipality as the other care organizations, decided to stop with Wikiwijk, but since de Twern spent a lot of time and money on the useful website, CdT decided to keep using Wikiwijk. Around the same time, the municipality asked CdT to contribute actively to the implementation of WeHelpen. Since Contour was already involved in the orientation on marketplaces for care together with the municipality, CdT agreed on being involved in WHT and contribute to the implementation of WeHelpen as well. The result was that CdT got involved in two websites which are in some respects comparable. In the project group of WHT, CdT both aimed to represent the interests of Wikiwijk as well as to support the implementation of WeHelpen. One of the results of this double role, was that Wikiwijk and WeHelpen are linked, such that information could be shared between the sites. Since January 2015, CdT agreed to take over the membership of WHN. In addition, CdT stopped with the active implementation of Wikiwijk (although the organization still supports the site). The reasons behind these choices didn't become clear from the interviews. Interviewee 1 shares that after a meeting between the director of CdT, the director of WeHelpen and somebody from the municipality, the choice to continue with WeHelpen was made (interviewee 1, p. 4).

5.3.4 Problems CdT

The problems here mentioned and experienced by CdT are based on all three interviews. Each interviewee emphasized different issues, although similar problems are mentioned as well. First, problems in line with both the interviewees of WeHelpen, the projectleader and the municipality are described. Second, the problems which are in accordance with one of these parties are outlined. Third, issues only mentioned by CdT are described.

Problems mentioned by WHN, Municipality & CdT

Interviewee 1, who was actively involved in all promotion activities, acknowledges the problems with the promotion activities. Although the municipality mentioned the absence of the municipality as a cause for the less successful matching event, interviewee 1 is not paying attention to this. She highlights that a part of the problem was caused by not setting clear targets to determine success or failure. She explains that opinions about the success of the promotion event were dispersed and a clear target would have prevented this (interviewee 1, p. 2).

The small number of organizations in the project group, a problem mentioned by WHN and the municipality is not mentioned by interviewees of CdT. Despite that CdT does not explicitly mention this as a problem, the organization recognizes the importance of a larger project group. Interviewee 1 for example says about the communication of Wehelpen: *'You shouldn't want to do this [promotion of WeHelpen] alone as Municipality or as CdT. However, it should be mentioned on the websites of Exfam and Amarant and the Rabobank and CZ, so I think in this way you should make it booming.'* (interviewee 1, p. 8).

All three interviewees of CdT recognize a combination of the lack of management support and the lack of priority in the member organizations as a problem for the network (interviewee 1, p. 1; interviewee 2, p. 7,11; interviewee 3, p. 3). Both the lack of priority within CdT is mentioned, as the lack of priority within the municipality. Interviewee 1 tells, in line with the story of WHN, that the lack of priority in the municipality delayed the implementation process a lot (interviewee 1, p. 4). But in addition to this, the interviewees also point to their own organization as a cause for the mall functioning activation in Tilburg. Interviewee 2 clearly describes a reason why WeHelpen is not getting priority in the organization, despite the fact that CdT is member of WeHelpen: *'You can say*

we think WeHelpen is important. But when I give you the program of requirements [in which the tasks of CdT are described] (...), then we think 100.000 other things are very important as well. (interviewee 2, p. 4). Of course you can wonder why the organization is not giving WeHelpen priority over other things. All three employees mention the same cause for this. Interviewee 2 says: *'The weak thing is that in our organization an employee who has no managerial qualifications, has the task to implement something [WeHelpen] in the organization.'* (interviewee 2, p. 7). The interviewees explain that without this managerial qualifications it becomes very hard to create priority for the issue. A possibility to create priority is that the policy employee places the issue on the agenda. Interviewee 2, who is involved in policy making, tells that this is not working. Even by pushing the management doesn't feel personally responsible to take up the issue and assign tasks (interviewee 2, p. 7). Besides the fact that interviewee 1 has no managerial qualifications, her role is unclear. She has the feeling she has many tasks which do not belong to her job. According to interviewee 3, this makes her feel uncomfortable in her role and even in the project group (interviewee 1, p. 7; interviewee 3, p. 6). As a result interviewee 1 decided to limit her activities related to the implementation of WeHelpen in CdT (interviewee 1, p. 7,8).

Problems mentioned by WHN & CdT

Besides the problems mentioned by all three organizations, there are also some problems which are only mentioned by CdT and WHN. The project leader explained that getting budget for promotion was difficult. Although the municipality doesn't mention this problem, interviewee 3 explains that this problem coincides with the ambiguities caused by the shift of membership from the municipality to CdT. According to her the municipality only paid the membership fee, while additional costs required for the implementation of WeHelpen were not covered by the municipality (interviewee 3, p. 5).

The replacement of many project group members was mentioned by WHN as a problem. Interviewee 1 also perceives this as a problem, especially because this made it hard for her to do her job. Nobody in the management supported her after the management employee of CdT left the project group (interviewee 1, p. 1). Besides the difficulties caused by replacements within CdT, Interviewee 3 mentions difficulties caused by the replacement in the municipality. She explains that interviewee 1 and 2 of the municipality have different tasks and for this reason they don't always agree on how things should be organized. CdT notices this since they have to face the different views of the municipality on how CdT should implement WeHelpen (interviewee 3, p. 7).

The problem that no one in the network feels responsible for making WeHelpen successful is completely underlined by interviewee 1. Despite the fact that the responsibility for activating WeHelpen is assigned to CdT, CdT doesn't really take up this role. Interviewee 1 explains: *'The role [to implement WeHelpen] isn't secured and no clear agreement has been made. And I feel responsible to help to make it work, so I did, until this year (...).'* (interviewee 1, p. 7). Interviewee 1 explains that because she has no official task and hours to help with the implementation, at this moment she is not taking responsibility anymore (interviewee 1, p. 7,8). Interviewee 3 agrees that nobody in CdT is really responsible for the implementation. She adds that it is necessary to assign the task officially to somebody in the organization (interviewee 3, p. 3).

The project leader mentions that there are so many other services and trajectories to take into account, that WeHelpen sometimes gets overshadowed. Interviewee 2 mentions this problem as well for the place of WeHelpen in the primary processes of CdT. She focuses on the many other services CdT offers and the complexity for the employees this gives rise to: *'So at a certain moment I said to an employee: "You should take a look at WeHelpen. That is nice and you can show it to your clients". And the first reaction I got was: "Do I really have to do that as well [name interviewee 2]?"* (interviewee 2, p. 7). For interviewee 2 this is a sign that her employees have a lot of work to do and too many tools they have to use during their work.

The last problem mentioned by WHN was about the shift in membership from the municipality to CdT. All three interviewees of CdT mention this issue extensively (interviewee 1, p. 5,8; interviewee 2, p. 5,6; interviewee 3, p. 1,2, 7,8,9). In a nutshell, the interviewees mention that the roles, responsibilities and tasks are not clear for CdT and the communication with the municipality has not been easy. An example of communication is given by interviewee 3: *'We received a scan of the signed membership form. Here you go. So that's when I think, it is more complex than this, do you recognize that? I think they don't.'* (interviewee 3, p. 8). Because the roles, responsibilities and tasks are not clear, the interviewees don't know how to continue with the activation process of WeHelpen. Despite the fact that CdT is responsible for implementing WeHelpen, interviewee 3 mentions that the municipality comes to CdT with completed plans. The interviewee misses space for input and expertise of CdT in these plans, a thing she would expect in partnership (interviewee 3, p. 1,9). Clear agreements between the organizations are required according to the interviewees (interviewee 1, p. 8; interviewee 3, p. 7,8).

Problems mentioned by Municipality & CdT

Besides problems raised both by WHN and CdT, there are some problems only raised by the municipality and CdT. The absence of a clear project plan, an issue raised by the interviewee of the municipality who was actively involved in the project group, is also raised by interviewee 1, who was also very active in WHT. Interviewee 1 says about this: *'In my opinion it was always quite ad hoc. In the enthusiasm of what happens next, than we will do this, this direction, or that one, who can contribute to this.'* (interviewee 1, p. 6). In line with the municipality, the interviewee also describes that a project plan could have contributed to a clearer overview and direction of the implementation process (interviewee 1, p. 2).

The second problem the municipality mentioned, the large variety of websites available, is underlined by Interviewee 1. She mentions that the project group had to discuss for a long time how to communicate WeHelpen, Wikiwijk and JALP in an understandable way to citizens (interviewee 1, p. 3). Although this discussion resulted in a communication plan, the promotion among citizens, planned for fall 2014, didn't take place. The interviewee points to the role of the municipality as cause for this delay. First the digital frontline of the municipality needed to be finished, before communication could take place. In addition, interviewee 1 mentions that CdT made things complicated by embracing two comparable platforms at the same time (interviewee 1, p. 3).

Also the third problem, about the collaboration with Wikiwijk, is mentioned by interviewee 1 and 2. It becomes clear that within CdT there are opposing views on this issue. Interviewee 1 mentions Wikiwijk as 'jammer' (translation in Dutch: 'stoorzender'), while interviewee 2 highlights the story from the view of Wikiwijk and mentions her frustration about the municipality who suddenly started with new initiatives (JALP and WeHelpen). Despite their contradictory feelings, both interviewees mention the different interests of CdT in the project group as cause for the difficulties (interviewee 1, p. 3; interviewee 2, p. 2). Interviewee 1 mentions that the struggles between Wikiwijk and WeHelpen did not only result in delays for the activities of WHT, but also gave rise to a lower support for WeHelpen within CdT. Interviewee 1 says about this: *'Very enthusiastic I went to colleagues, oooh we have WeHelpen! And then they all answered: 'Yes [name interviewee 1], and Wikiwijk, should we do something with that as well?''* (interviewee 1, p. 4). As mentioned above, the two websites linked last year and the management of CdT recently decided to continue with WeHelpen. According to interviewee 1 the issue is solved now (interviewee 1, p. 4).

The last problem mentioned by the municipality, about the critical notes from within the organization on the costs and safety of WeHelpen, are partly mentioned by interviewee 1 and 2. Interviewee 2 also raised the issue about how much you get for 30.000 euros, and whether hiring a new employee could be a cheaper way of making matches. She explains that CdT would never had

become a member if they had to pay the membership fees themselves (interviewee 2, p. 13). On the other hand, interviewee 1 recognizes that many employees and collaboration partners are critical about the safety of online marketplaces for care (interviewee 1, p. 3).

Problems mentioned by CdT

There is only one problem left which is only mentioned by CdT. The problem, mentioned by two interviewees of CdT, is about the complexity to implement WeHelpen in the processes of the organization. The complexity the interviewees of CdT talk about is different from the problem the interviewees of WHN talk about (where in the primary processes WeHelpen should be placed). The interviewees of CdT see a problem in how to make sure that everybody in the organization starts to work with WeHelpen (interviewee 1, p.10; interviewee 2, p. 4). The interviewees recognize that many persons in the organization are not aware of WeHelpen yet and only use it on an ad hoc basis instead of using it really as part of their work (interviewee 1, p. 10; interviewee 2, p. 4; interviewee 3, p. 3). Interviewee 1 would prefer to have a script with tools on how to implement WeHelpen in large organizations (interviewee 1, p. 10).

5.4 CZ

Although CZ was not actively involved in WHT, a short section about the company is included since they played a role in the network as well by financing the project leader. Due to this limited role in the project group, CZ only mentions a few problems.

5.4.1 Information about interviewee

For this section one interviewee has been interviewed. As mentioned before the project leader was hired by CZ, but since he is not an employee of CZ and he is involved in implementation processes of WeHelpen in several places in the Netherlands, he is assigned to the section about WHN. The employee interviewed for this section is the contact person of the project leader within CZ. She is working on the care innovation department of CZ and she is responsible for the agreement between the municipality and CZ. Since the establishment of an online marketplace for care is part of the agreement, she has become responsible for WeHelpen as well. The interviewee was not involved in the project group and the information she has seems to come mostly from the project leader. From the interviewee doesn't become very clear what her personal feelings are about WeHelpen. She seems to be quite neutral. A possible reason for this could be that she does not feel personally involved on the topic. She is optimistic though about the role WeHelpen could play in the care system of the future (interviewee 1, p. 9).

5.4.2 Reason to start with an online marketplace for care

The interviewee was not involved in the decision of CZ to start with an online marketplace for care. She mentions some reasons of CZ to start with such a marketplace though. A first reason is that CZ aims to be socially involved. Second, the interviewee mentions CZ stimulates the development of effective care, which includes stimulating a shift from first-line care to zero-line care (informal care). Often people experience medical problems as a result of social problems. When one can solve the social problems, the demand on the first-line care diminishes. This way, insurance companies can reduce costs. Since an online marketplace for care can contribute to the decrease of social problems, for instance by providing company or somebody who can help with the administration, the website contributes to the shift from first to zero-line care (interviewee 1, p. 2,3).

5.4.3 Reason to choose WeHelpen over other platforms

As said before, CZ is one of the founders of WeHelpen. When specifically focusing on Tilburg, the reason for CZ to stimulate WeHelpen in the city is the agreement with the municipality of Tilburg. This agreement includes the implementation of an online marketplace for care for Tilburg and since CZ is founder of WeHelpen this website was a logical choice. The reason CZ didn't finance the project leader in 2015 is that the agreement will be expired in August 2015, and first a new agreement should be reached. The interviewee explains that if WeHelpen specifically is included in this new agreement, which she expects, a project leader will be appointed again, to stimulate the implementation of the website (interviewee 1, p. 8)

5.4.4 Problems CZ

During the interview, the interviewee only mentioned two problems. First, in line with the other three parties, the interviewee also mentions the lack of priority and the lack of management involvement in the member organizations as a problem. She explains that the higher management layers should promote WeHelpen as well, which didn't happen in Tilburg. In addition, she gives an explanation on why WeHelpen also didn't receive priority within CZ, despite the enthusiasm in the organization: *'I think a reason [that Wehelpen didn't receive priority] is also that it [WeHelpen] is a bit too far from the health insurance world. I mean, it is not care, it is just informal care which doesn't belong to a health insurance company.'* (interviewee 1, p. 10).

Second, the interviewee also recognizes the problem, mentioned by CdT and WHN, that there are more informal services and trajectories besides WeHelpen, which overshadow the use and activation of WeHelpen. She mentions that during the implementation of WeHelpen an executive employee didn't want to promote WeHelpen because she had many other tools which she could promote as well and it didn't feel fair to her to only focus on the promotion of WeHelpen (interviewee 1, p. 3). As background she explains that the agreements CZ and the municipality reached, were made on a higher level in the organization. According to her, it is hard to implement these agreements in the lower levels of the organizations (interviewee 1, p.7).

5.5 Overview of the problems

In Table 3 an overview is given of the problems mentioned by the interviewees. The boxes are dark grey when (one of) the interviewees of an organization mentioned a problem. The boxes are light grey when they didn't. It is useful to keep in mind that since interviewees were not guided by an interviewer who raised each of the problems, it is possible that some of the parties do recognize the problem even though they didn't mention it themselves. In addition, although Table 3 gives a quick overview, it is important to stay sensible for the diversity of explanations the interviewees give for the existence of the problems.

Besides providing a quick overview of all the problems mentioned by the different organizations, Table 3 is also used in the next section to get insight in additional problems. When you look at Table 3, you can for instance immediately see that there is something notable about CZ, since they only mention two problems. The reason behind this is that CZ was not actively involved in the project group. When relevant, Table 3 is used in the next section to support the existence of a problem.

Table 3 Overview of the problems mentioned by different organizations

	WHN	Muni- cipality	CdT	CZ
Promotion was not always successful				
Large variety of websites made communication difficult				
Small number of organizations in project group				
Lack of management support and/or lack of priority				
Not clear which party is responsible for financial assets				
Replacement of group members				
No one in project group feels truly responsible for WeHelpen				
WeHelpen is overshadowed by other trajectories and services				
Shift in membership from municipality to CdT				
Absence of a clear project plan				
Collaboration with Wikiwijk was difficult				
Interviewee/Colleagues is/are critical about cost and safety of WeHelpen				
Several organizations WHT attempt to recruit were in the end not open for collaboration				
Organizations felt threatened by WeHelpen				
Complex to implement WeHelpen in large organization				

5.6 Additional problems identified by the researcher

Above, the problems of WHT were outlined from the perspective of the interviewees. An attempt is made to give as little as possible interpretation and to stay close to the story of the interviewees. Here, an interpretation of the problems in the network is given. Some of the problems mentioned before are linked to each other and in addition some new problems are raised.

The first problem identified is that the implementation of WeHelpen is complex due to the other interests and trajectories of the member organizations. This problem becomes most clear in the activities of the municipality, which is remarkably the only party that does not mention this problem. WeHelpen is only a small part of the digital social map the municipality wants to use to inform its citizens about the diversity of services in the social domain. What WeHelpen should look like, which linkages it should be able to make with other websites, what name will be used, when promotion can start. All of these things are dependent on the choices the municipality makes in relation to the social map. This means that the project group is not able to make independent choices, since each decision needs to be in accordance with the trajectory around the social map.

CdT in its turn, also has interests which should be taken into account. The organization decided as founder of Wikiwijk, to make sure the interests of Wikiwijk were represented in the project group. This resulted in that each decision, besides being in accordance with the social map, should also match with the plans of CdT around Wikiwijk.

To make things even more complex, the implementation of WeHelpen in Tilburg is also dependent on the agreements CZ and the municipality reach about the role of the website in their

agreement. In this agreement, CZ is for instance considering to make WeHelpen part of the toolkit used for the care model CZ developed for the future (ZoWel-model) (interviewee 1, p. 6).

So, instead of simply creating sufficient users for the website wehelpen.nl, which on the first sight seems to be the task of the project group, WHT is actually also busy with representing all the interest of the members. The result of this is that the project group is delayed in its activities. Last year the delay was due to the alignment with Wikiwijk which required a lot of time. At the moment WHT is slowed down because the social map of the municipality and the agreement between CZ and the municipality is not finished yet.

In addition to the delay, the interests of all member organizations into account also caused some of the problems mentioned by the interviewees. First, promotion of WeHelpen would have been more straight forward, when Wikiwijk needn't be promoted at the same time. Second, the feeling that WeHelpen is overshadowed by other trajectories, is a result of all the interests WHT has to deal with. Third, there would have been no difficulty collaborating with Wikiwijk, when CdT had made the decision to stop with the active implementation of Wikiwijk a bit sooner. In sum, the implementation of WeHelpen was complex because there were many different interest to take into account.

The second problem is that nobody seems to feel truly responsible for the success of WeHelpen in Tilburg or in other words, nobody feels ownership for the project. This interpretation results from several observations. First, all members in the project group point to others as being the one who is responsible. CZ explains that the project leader is responsible, on behalf of CZ, for the implementation process (interviewee 1, p. 9). But, interviewee 2 of WHN explains that the project leader can never be the 'owner' of WeHelpen since that person is only hired for a certain period (interviewee 2, p. 3). The people of WHN explain that in the end, the local partners are responsible for the implementation process. Making local partners responsible is part of the business model of WHN (interviewee 2, p. 1,3; interviewee 3, p. 2). The municipality points to CdT: *'And the remainder, the implementation itself so to speak, we [the municipality] really assigned to ContourdeTwern.'* (interviewee 2, p. 7). The municipality doesn't mention the responsibility for WeHelpen as a problem, it suggests that they have the feeling it is clear for all organizations that CdT should implement WeHelpen. The problems around the shift in membership, as mentioned by some interviewees, are the visible result of the municipality assigning responsibility to another organization. Interviewees from CdT feel some responsibility but explain that the municipality is not clear about what tasks belong to CdT and within their organization nobody is made formally responsible (interviewee 1, p. 7; interviewee 3, p. 1). So from the interviews it appears that organizations point to each other for being the one who should be responsible.

Second, the lack of ownership also becomes clear from the many changes of members in the project group, a problem also mentioned by the interviewees. From the seven persons who participated in the project group in 2014, at the moment only one is left. WHN decided to play a less prominent role, the project leader is not paid anymore, one person has retired and two others have been replaced. The changes might suggest that project members don't feel true ownership of WeHelpen since otherwise they would have insisted to keep on participating in the project group. In addition, changes in the project group cause a delay in acquiring feelings of ownership. Involving new people in a project group takes time and it takes even more time to make these people feel responsible for carrying out WeHelpen in their organization.

Third, it was striking that two of the interviewees looked at their laptop many times to check what one of the other members of the project group had written about the project. It seemed that they were not up to date about recent developments. It created the feeling that they were only involved from a distance, which is not a real sign of ownership. This feeling is also supported by the column of CZ in Table 3 since the interviewee was not aware of many problems. The two interviewees who

looked on their laptop, belonged to the four project group members left in 2015. This means that only two people are left in the project group of 2015, who know about the ins and outs of WeHelpen.

In sum, the notion that nobody feels ownership for WeHelpen in Tilburg is underpinned by the observations that the organizations in the project group assign the responsibility for the project to one of the other organizations, many people in the project group have been replaced and some of the interviewees, who are still involved in WHT this year, seem only involved from a distance. This conclusion is comparable to the problem mentioned by interviewees of WHN and CdT.

A third problem is that the formal organization of the network seems to be weak. With formal organization is meant the division of roles, tasks and responsibilities between the member organizations. A vision, goals, and project plan are part of the formal organization as well. This analysis is underpinned by some of the problems the interviewees mention. The municipality and CdT mention for instance that a clear project plan was lacking. An interesting note which appears from Table 3, is that the project leader (WHN), does not mention this as a problem. Apparently, he is not aware that other members in the project group have the need for more direction of the activities of WHT. In addition, WHN and CdT recognize the difficulties with obtaining finance for activities of the project group, which seems to be a sign that responsibilities were not clearly defined in the project group. The problems around the shift in membership have much to do with indistinctness about the division of roles, tasks and responsibilities between CdT and the municipality.

Next to the problems already raised by the interviewees, the weak formal organization also appears from the absence of an agreement about vision and goals. One of the interviewees of the municipality mentions there seems to be accordance between the organizations about the direction the project group was following (interviewee 1, p. 10). However, this direction is outlined nowhere. And from the statement of the interviewee – she had the feeling that there is accordance – it seems that the direction was not discussed extensively. In addition, one can question whether this direction is really so clear when you take into account that each party has its own interests (social map, agreement, Wikiwijk). Furthermore, when the researcher in the previous chapter tried to formulate the goals and vision of WHT, it became clear that these were not mentioned at all by the interviewees. Even in the project plan of 2014, the goals were not mentioned. This also gives doubts to whether goals actually have been set and discussed between the members. A possible explanation for the lack of goals is given by the project leader who explains that formulating goals is hard when you have no clue about what is realistic (interviewee 1, p. 4). In sum, it seems that more attention could have been given to the formal organization of the project group. The importance of this formal organizations is clearly explained by interviewee 1 of the municipality who says that a formal organization helps to create clarity, coherence and decisiveness in the project group (interviewee 1, p. 9).

A fourth problem is that there seems to be no clarity on which primary processes of member organizations WeHelpen should be implemented and how member organizations can contribute to the activation of WeHelpen. A reason for this is that the member organizations are all large organizations and offer several services in which WeHelpen could play a role. Two interviewees, both representatives of WHN, for example talked about the use of WeHelpen in the Rabobank. One of them paid attention to the service site of the Rabobank and said that when people visit the bank, employees can inform their clients that when they need help with online banking, they can use wehelpen.nl. The other interviewee drew attention to the role of the bank as money provider and said that when the Rabobank gives subsidy to sport teams for instance, that they can demand 200 hours of volunteer work via WeHelpen in return. Both examples of how WeHelpen can be implemented in the processes of the Rabobank. To avoid confusion and match expectations, the network members should discuss clearly in which of the processes WeHelpen is implemented.

One can wonder whether this discussion took place so far. Both interviewees of the municipality for instance expressed a completely opposite opinion about the role WeHelpen should play in the municipality (interviewee 1, p. 8; interviewee 2, p. 5,6). In addition, during an interview with CdT, as a result of the questions asked, the interviewee came up with new ideas how to link WeHelpen to primary processes (interviewee 3, p. 5). When this subject would have been discussed extensively in the project group, just asking the interviewee a few questions would probably not have resulted in that she developed new ideas on the topic.

Furthermore, when the link between WeHelpen and the primary processes of some organizations is not clear, specifically in the commercial organizations Rabobank and CZ, there is also ambiguity on how these organizations can contribute to the implementation of WeHelpen. The only clear role for CZ and the Rabobank in the activation of WeHelpen lies in promotion, since these organizations have many clients. However, interviewees of CdT, the municipality and CZ mention that they have difficulties with imagining how these organizations can contribute to the activation of WeHelpen, besides promotion (municipality interviewee 1, p. 6; CdT interviewee 2, p. 13; CZ interviewee 1, p. 4). Again, this seem to be a sign that the project group didn't discuss clearly how WeHelpen can be used in all member organizations.

In sum, there seems to be ambiguity about which role WeHelpen can and should play in the member organizations. For some organizations the role of WeHelpen in their processes is not clear which results in questions about how these organizations can contribute to the implementation of WeHelpen. Possibly, this ambiguity also caused part of the problems around extending the network with new members. Involving new members would have been much easier when WHT had known better what benefits WeHelpen could provide to organizations.

The fifth problem has to do with communication and trust in the network. The collaboration with Wikiwijk, the activities WHT organized without involving the municipality, the shift in membership between the municipality and CdT, all these factors disturbed trust between the members. This also appears from the language people use: Wikiwijk is called 'jammer' (in Dutch 'stoorzender') (CdT interviewee 1, p. 2), about the municipality it is said that they 'disgorge' (in Dutch 'uitstorten') plans (CdT interviewee 3, p. 7) and the municipality said there was sometimes 'resentment' (in Dutch 'wrevel') in the project group (municipality interviewee 1, p. 9). To be accurate, it must be said that many interviewees also mentioned positive things about their collaboration partners, so it is not the case that there is no trust left.

Probably the reduced trust between the project members is also caused by a lack of communication. It is for instance striking that from Table 3 it appears that the municipality is the only party which does not perceive the shift in membership as a problem. This means that none of the project members communicated clearly that there are large problems in this shift in membership (or it means the municipality is not taking the communication seriously). Another example is that WHN is the only party which doesn't mention the critical notes about the costs of the membership fee or the absence of a project plan. Again this might indicate that organizations do not communicate critical notes to each other clearly. Another observation is that after the interviews, many interviewees asked the interviewer questions about what the other organizations said. This seems to indicate that the parties don't communicate openly themselves.

5.6.1 Summary of all the problems

In Table 4 a summary is presented of all problems mentioned by the interviewees and the additional problems formulated by the researcher. In the previous section it becomes clear that many problems mentioned by the interviewees, can be interpreted being part of a larger problem. Therefore, from now on, the overarching problems are used. These 10 overarching problems are indicated with a number.

The problems with a letter are the sub-problems, mentioned by the interviewees, and are included in the overarching problem. In Table 4 for each row, on the left side the sub-problems are mentioned and on the right side the overarching problem in which the sub-problems are included. Problem 7 until 10 are the problems mentioned by the interviewees and which are not included in an overarching problem.

Problem six is not explained in the previous section since it is not an overarching problem, but a combination of three problems into one. Both the problem that possible new organizations had other priorities as the problem that other organizations felt threatened by WeHelpen, are reasons why it was hard to extend the network with new members. The problem that there was a small number of organizations in the project group was a consequence of this problem. These three problems are for the sake of clarity combined into one problem: it was hard to extend the network with new members.

Table 4 Overview of all the problems

Problem mentioned by interviewees	Interpretation of problems/new problems by researcher
a) large variety of websites b) WeHelpen was overshadowed by other trajectories/services c) difficult collaboration with Wikiwijk	1. many organizational interests have to be taken into account
d) replacement of group members e) no one in project group feels truly responsible for WeHelpen f) shift in membership from municipality to CdT	2. nobody in the network feels ownership
g) not clear which party is responsible for financial assets h) shift in membership from municipality to CdT i) absence of a clear project plan	3. weak formal structure
	4. ambiguity in which primary processes of organizations WeHelpen can be used and what organizations can contribute
	5. reduced trust between the member organizations
j) small number of organizations in project group k) possible new organizations had other priorities l) possible new organizations felt threatened	6. hard to extend the network with new members
7. promotion was not always succesful	
8. lack of priority and management support in the member organizations	
9. interviewees/colleagues of interviewees were critical about cost and safety	
10. complex to implement WeHelpen in a large organization	

Chapter 6 Resources

In order to answer the sub-questions 1 and 2, it is important to get an overview of several issues. First, an overview of the resources the network used for its activities is developed. From this overview it becomes clear which resources are already available in the network and on which level these resources lie. Second, the problems are linked, if applicable, to resources which are lacking. The result of linking the problems to resources, helps to get insight on which level, organizational, network or the network of WHN, the root of the problems lies.

6.1 Sub-question 1: Used resources

The used resources are the interpretation of the researcher based on the four strategies and accompanying activities. Few resources are also identified based on the positive points mentioned. In Table 5 an overview of these resources is given.

6.1.1 Used organizational resources

As one can see in Table 5, quite a lot of organizational resources are employed. First of all, tangible resources of the member organization are used. WHT for instance uses the existing communication channels of CdT, the municipality and the Rabobank such as their website, mailings and events. The use of these communication channels was both for promotion purposes to people/organizations outside the organization as for creating support within the organizations. Furthermore, WHT used the existing volunteer support centers of CdT to create a place where citizens can come when they need help with the use of WeHelpen.

Second, human resources of the organizations are used as well. Of course the network relies on the persons in the project group. These people are employed by the member organizations. In addition, in order to implement WeHelpen in the primary processes of the organization, the network relies on the employees of CZ, the municipality and CdT by training them to use WeHelpen in their work. These employees can help to get more active users on wehelpen.nl since they have close contacts with citizens. The employees of CZ are used as well to train employees of the municipality. Also a volunteer of CdT is made responsible for solving help requests which are not matched within three weeks. In addition, to recruit new members in the network, WHT secured an ambassador to promote WeHelpen whenever possible.

Third, some relational resources of the member organizations are used by WHT as well. In order to reach more citizens with their promotion activities, the project group also promotes WeHelpen via the network of their organizations. CdT for example shares a building with Tilburgs Overleg Gehandicapt en organisaties and WHT used this connection by promoting WeHelpen via the website of that organization. In addition they also use the network of their members to recruit new members in WHT. The network for instance uses the relations of Wikiwijk and somebody in the field of brain injury to get access to new organizations in the care and brain injury sector.

Table 5 Resources used by the network for its activities

Used resources			
	Organizational	Network	WeHelpen NL
Tangible	<p>Creating promotion and support via website, mailings, events of members of WHT</p> <p>Use of support centers CdT for WeHelpen counters</p>	<p>Joint artefacts to promote WeHelpen Tilburg: flyers, posters, Twitter</p>	<p>Promotion via Facebook and Twitter of WHN</p> <p>High ranking on Google</p> <p>Technical possibilities: WeHelpen Lokaal and linkage between sites</p> <p>Quarterly overview of activity on wehelpen.nl?</p>
Human	<p>Members of the project group</p> <p>Training of and by employees who have contacts with citizens</p> <p>Volunteer CdT responsible for follow up of help request</p> <p>Chairman of foundation plays the role of ambassador</p>	<p>Knowledge about implementing WeHelpen in Tilburg</p>	<p>Knowledge about successful promotion and marketing in other cities</p>
Structural		<p>Network governance:</p> <ul style="list-style-type: none"> - involving both management as executive teams (only applied for new members) - including policy officers to back activities of network in member organizations <p>Network culture: enthusiasm</p>	
Relational	<p>Promotion via partner organizations</p> <p>Network of other organizations is used to get access to new organizations</p>	<p>Visibility and name awareness of the network</p> <p>Developing good relations with: organizations, neighborhood councils and journalists</p>	<p>Draw on the name awareness/ visibility of WeHelpen</p> <p>Cooperative members are used for promotion and extension of WHT</p>

6.1.2 Used network resources

Besides organizational resources, WHT also develops and uses its own network resources. They developed a tangible resource by creating their own promotion material and channels (Twitter). They also developed a human resource in the form of knowledge. The project group learned much of their activities in 2014 and they can use this knowledge for the future implementation trajectory.

The network also developed two structural resource related to network governance. They learned that it is important to create/have support for WeHelpen in several layers of the organization. By involving both the executive teams and the management layer in information activities, this support can be achieved. In addition, the network can function more effectively if the activities they want to do are supported by policy of the member organizations. By including policy officers of the member organizations in their network, their activities can be fast and more easily converted to policy. The network was able to develop a resource related to the network culture as well. The members of the project group and the member organizations are enthusiastic about WeHelpen. The network can use this enthusiasm in all activities they organize.

Last, WHT was also able to create some relational resources. Their promotion activities resulted in an increase in the visibility and name awareness of WeHelpen in Tilburg. The network was also able to create connections with organizations/people which can be useful for future activities of the network. For instance, contact was established with care organization, neighborhood councils and journalists. These can be used to extend the network with new members and create publicity in the future.

6.1.3 Used resources of WHN

Third, the network also uses resources from WHN. They use several tangible resources of WHN; the promotion channels, the technical possibilities WHN offers and the quarterly overviews WHN publishes. The promotion channels of WHN and its high ranking on Google give WHT access to a much larger audience. In addition, the technological possibilities WHN offers are used to create more users on wehelpen.nl and help to involve new members in the network. The WeHelpen Lokaal for instance was used to recruit UurtjeBuurtje in the network and the websites JALP, Wikiwijk and WeHelpen were linked. Furthermore, the members also might use the quarterly reviews published by WHN to create support in the organizations by informing them about the success of wehelpen.nl so far. But as explained before, it is not clear whether the organizations really used these quarterly overviews.

Besides the tangible resources, WHT also uses a human resource. The employees of WHN have a lot of knowledge about promotion and marketing of WeHelpen. This knowledge is partly developed through their involvement in implementation processes in other cities. Since two employees of WHN were most of the times present at the meetings of the project group, WHT could use their knowledge for the benefit of the network.

The relational resources of WHN are also used. WHT benefits from the name awareness and visibility of WHN. If WeHelpen gets national publicity, citizens in Tilburg will also become more aware of the existence of WeHelpen. Last, WHT also used the cooperative members of WHN, which have a local division in Tilburg, to promote WeHelpen to a larger audience in Tilburg and to extend the network by recruiting these cooperative members in WHT.

In sum, the overview of the used resources enables us to answer sub-question 1: On which level are resources developed and deployed by the network of Tilburg? The results learn us that the network made a first attempt to develop its own (network) resources. Probably, these resources are fragile, since only one year was spent in making promotion material, gaining knowledge, developing structural assets, creating name awareness and creating connections with other parties. Since WHT

does not have access to many network resources yet, the network is largely relying on resources of the member organizations and WHN. Especially the existing infrastructure (promotion channels, volunteer support centers, technical possibilities) and the network of the member organizations and WHN are important resources. One might expect that the reliance on these resources reduces when WHT develops further. It makes sense though that the network will always partly rely on organizational resources, such as employees, and resources of WHN, such as name awareness, as well.

6.2 Sub-question 2: Lacking resources

In this section the problems which have been identified in WHT are interpreted as resources. The lack of these resources provide an explanation for why the problems occur. In this section only the overarching problems (the one with a number in Table 4) are translated into a resource. Here will become clear that a lot of interpretation is required to translate each problem into a resource. An attempt is made though to be transparent about why problems are assigned to a certain level - organizational, network or WHN – and to a certain type of resource – tangible, human, structural or relational.

6.2.1 Lacking organizational resources

In Table 6 an overview is given of the missing resources. As one can see, three resources on organizational-structural level are identified. The first of these resources is about problem 1; WHT has to take many interests of member organizations into account. Because of all these interests, operating efficiently becomes almost impossible. This problem is assigned to the organizational level since the organizations themselves give rise to the problem. The organizations decided to give priority to Wikiwijk, the social map, the agreement between CZ and the municipality and WeHelpen at the same time. If member organizations are more selective in what interests are really important for them, they would give the project group a better chance to succeed in its activities. For instance, now that CdT decided to stop with the active promotion of Wikiwijk, WHT has less interests to take into account and can move faster. The type of resource which is missing on organizational scale, is a structural resource. The organizations do not seem to have an efficient governance structure in which certain interest are prioritized over others. By promoting too many interest at the same time, the organizations harm themselves, since taking into account all the interests delay the possibility to act.

A second missing resource is about problem 8, the only problem mentioned by all organizations: the lack of priority and management support in the member organizations. Each organization has its own arguments on the problem. One might wonder whether this problem is caused on network level since the network would have suffered less from this problem if they had developed network resources such as a positive reputation or knowledge about how useful WeHelpen can be for the organizations. These resources would have helped to convince organizations about the importance of WeHelpen. However, since the interviewees explain that the cause of the lack of management support and priority originates mainly on organizational scale – the municipality was busy with reorganizing, CdT assigned the task to somebody without managerial qualifications - this problem is assigned to this level. The governance systems of the organizations apparently have no well-functioning structure which ensures that all projects the organizations choose to support, get sufficient attention and management support. Therefore the resource missing, seems to be a structural one.

A third missing resource on organizational level relates to problem 10, a problem mentioned by interviewees of CdT: it is difficult to implement WeHelpen in a large organization. Although one can argue that this is knowledge WHN or WHT should develop, the interviewees explain that the

problem is how to make everybody in the organization work with WeHelpen. This is a problem which is not specifically about the use and characteristics of WeHelpen, but more about how to implement an innovation/new service in an organization. Depending on the organization the way how to do this will differ, and therefore you might expect that each organization develops its own system for this. Apparently, CdT does not have a system which helps to efficiently implement a new innovation in the organization, so it seems a structural resource is missing.

Table 6 Resources which are missing in WHT

Lacking resources			
	Organizational	Network	WeHelpen NL
Tangible			9. Communication material to inform about cost and safety issues
Human		4. Knowledge about effective use of WeHelpen in primary processes of several organizations 7. Sufficient knowledge about promotion activities 6. Knowledge which helps to convince other parties about the benefits of WeHelpen?	
Structural	Organizational governance: - 1. system to prioritize interests - 8. structure which ensures sufficient support for all projects in the organization - 10. structure which supports implementing innovations in the organization	Network culture: - 2. everybody in WHT feels responsible for the success of WeHelpen - 5. trust between the members 2. + 3. Network governance: clear division of roles, responsibilities and tasks 3. Common vision and goals	
Relational		6. High reputation?	

6.2.2 Lacking network resources

A lot of problems are also due to lacking network resources. Several of these resources have to do with missing knowledge, a human resource. The first of these resources is related to problem 4: the ambiguity about the role of WeHelpen in the primary processes of member organizations. This ambiguity is probably caused because knowledge about successful use of WeHelpen is lacking in the project group. This knowledge would provide inside on which places in the primary processes

WeHelpen can contribute successfully to organizational goals. The assumption that the ambiguity about the role of WeHelpen in primary processes of organizations has to do with missing knowledge, is in line with the story of the project leader. He suggests to start this year with pilot projects in order to learn how WeHelpen can be successfully used in organizations (WHN interviewee 1, p. 2). Although this knowledge could be developed on organizational/WHN scale as well, it makes more sense to do this on network level. WHT can take into account the contextual circumstances in Tilburg and by developing the knowledge on network scale, the member organizations can learn more easily from each other.

Second, the reason that promotion activities were not always successful in Tilburg, problem 7, is probably because the project group lacked sufficient knowledge on this topic. Although the staff of WHN contributed knowledge on this topic, the project leader also explains that promoting this new initiative was pioneering for the project group (WHN interviewee 1, p. 4). The project group has to develop knowledge about promotion on network level, because promotion is most efficient when adapted to local circumstances. As explained in the section about used resources, WHT already started with developing this resource by doing and learning about promotion.

Third, problem 6, the reason that it was hard to extend the network with new members is a bit complex to translate into a resource. Since extending the network is really a task of WHT, it makes sense to assign this problem to the network level. From the interviews it is not exactly clear what type of network resource is missing though. One can imagine that the knowledge, success stories for instance, to convince other organizations about the added value of WeHelpen, is missing. This could be a reason why other organizations set different priorities or feel threatened. However, another explanation is that the reputation of the network is not so high which makes that other organizations don't feel they really want to belong to WHT. Since it is not clear why it is hard to extend the network with new members, for now both resources, knowledge and reputation, are mentioned in Table 6.

Besides human resources, there are also several structural network resources missing. First, problem 5 about the reduced trust between the members in the project group can be seen as a result of the lack of a network culture wherein trust is build, for example by communicating regularly and transparent. This network culture does not seem to exist in WHT right now since the trust between the members seems to be affected due to circumstances in the previous year. So far the network didn't develop mechanisms to recover this trust.

Second, problem 2 that no organization or person is feeling owner of WeHelpen seems to originate from the absence of two structural resources. Although the problem is partly caused by the individual organizations, it is on network level that this ownership should have been arranged since it is about agreements between the different organizations. The first missing resource is about network governance. If the network had made clear agreements about roles, responsibilities and tasks, it would have been clearer which organization should feel responsible. Even after the shift in membership of WHN, which was a new chance to make clear agreements between the parties, WHT didn't succeed to make a clear division. A second lacking resource is network culture. Although in the previous section it appeared that WHT created a culture with a lot of enthusiastic members, they didn't succeed in creating a culture in which everybody feels owner of WeHelpen. Probably, the development of this resource would reduce the number of replacements in the project group as well.

Third, problem 3 about the weak formal organization can be clearly traced back to the lack of two structural resources on network level. The resource about a clear division of roles, responsibilities and tasks plays a role in this problem. A network in which all these things are clear automatically has a stronger formal organization. In addition, the network also didn't seem to develop a resource related to common visions and goals. This resource is an important input for the previous resource, since you

need to know where you are heading before you can distribute tasks. In addition this resource makes sure that everybody in the project group is progressing in the same direction.

6.2.3 Lacking resource of WHN

Also on the level of WHN one resource is missing. Some interviewees shared that they themselves or their colleagues were critical about the safety and/or costs of WeHelpen, problem 9. As an interviewee of WHN explains, the criticism around safety can be easily reduced when they have time to explain that WeHelpen is, compared to other online peer-to-peer sites such as Facebook, extremely safe since the Rabobank is taking care of the security online. In addition, the doubts about the costs, can be removed easily according to the interviewee, when you can make municipalities understand that a large problem of the municipality WeHelpen, on how to keep care affordable, is solved when they adopt (WHN interviewee 2, p. 7,10). However, if WHN has the feeling it is so easy to inform organizations about safety and costs, it seems that this didn't happen thoroughly in Tilburg. The resource missing is not about knowledge, WHN already developed this knowledge, but seems to be more about communication material. If WHN develops this resource it will be easier to abate worries about cost and safety.

To conclude, sub-question 2 can be answered based on the previous results: On which level are resources lacking which cause the problems in the network of Tilburg? When looking at Table 6 the problems of WHT are mainly caused on network level. Several types of network resources are missing. It seems that the network lacks relevant knowledge about how WeHelpen can be beneficially used in organizations and for citizens. This knowledge might also be required to convince their own organizations and new organizations about the importance of WeHelpen. In addition the network governance and network culture cause several problems. That several network resources are missing and cause problems is not striking since from the section about used resources it appeared that the network just started with developing these resources and mainly relies on resources of the organizations and WHN. Besides the problems on network level, the organizations also have quite a large share in the problems. Because the organizations have many interests and priorities at the same time, WHT cannot implement WeHelpen efficiently. In addition a clear structure for implementing innovations in member organizations is missing. Last, the problems are only to a very limited extent caused by WHN. WHN could improve its information material to reduce the criticism in member organizations.

Chapter 7 The network in Groningen and the differences with the network in Tilburg

In this chapter the network in Groningen is described. There is examined whether the case is comparable with Tilburg. In addition, there is outlined which extra resources the network in Groningen has access to which might explain the difference in success between the networks. The chapter concludes with a section which answers sub-question 3: *Can additional resources explain the success of the network in Groningen and on which level are these resources located?* This question is answered by examining whether the missing resources of Tilburg, as formulated in the previous chapter, are available in Groningen (if this is the case, it might explain the differences between the successes of the networks). In addition, attention is paid to the level - organizational, network or WHN – Groningen developed additional resources compared to Tilburg.

7.1 Description of the network in Groningen

The network in Groningen was founded at the end of 2013, a bit earlier than the network in Tilburg. The aim of the network in Groningen is to make WeHelpen successful in Groningen by ensuring a lot of citizens know the website and use it. By stimulating the use of wehelpen.nl the network aims to increase the self-reliance and the social network of the citizens of Groningen (WeHelpen Groningen, 2015). The network was founded by the municipality of Groningen, the Rabobank, Menzis, TSN (home care), Noorderbrug (care organization), Humanitas (volunteer organization), BiblionedID (site comparable to WeHelpen) and WHN. Over time, Nijestee (housing corporation), De Zijlen (organization supporting disabled people), Municipality of Ten Boer, UMCG Beatrixoord (revalidation center) and UMCG (hospital) have become members as well. Three interviews with members of the project group have been conducted. One interview has been done with the chairperson of the project group, a policy employee of the municipality (interviewee 1). An employee responsible for corporate social responsibility in the Rabobank has been interviewed as well (interviewee 2). The last interview has been conducted with a former employee of Humanitas, who switched jobs and now works for WHN (interviewee 3).

One might wonder why and if the network in Groningen can be regarded as more successful than the one in Tilburg. The difference does not become very clear from the number of users. At the end of 2014, there were 500 users in Tilburg while Groningen reached 732 users. Since Groningen exists a bit longer the difference between the cities is not very large. A thing from which the relative success of Groningen becomes clearer is the number of members in the project group. Groningen already started with a few parties more, but also succeeded in involving five new organizations in the project group. In Tilburg recently one organization joined WHN, although this organization is not involved in the project group yet. The most important difference though, is about the number of problems the network experiences and how the project group evaluates the functioning of the network. In Groningen the interviewees don't experience so much problems and they are all three positive about the functioning of the network. This is in contrast with Tilburg, where interviewees mentioned many problems and almost unanimously agreed that the network was malfunctioning (only since 2015, in 2014 things went better).

7.2 Are the cases comparable?

Before using the case of Groningen to withdraw recommendations for the case of Tilburg, it is important to pay attention to the comparability of the cases, to ensure that recommendations can be developed that make sense. In this section the cases are compared by looking at the structure, the type of strategies and the problems of the network.

A first issue to take into account is the structure of the network. Similar to Tilburg, in Groningen a welfare organization, a volunteer organization, a health insurance company, a representative of another online marketplace for care website, the Rabobank and the municipality are part of the network. In addition, the municipality of Groningen also assigned the responsibility for the implementation of WeHelpen to a volunteer organization. So in this sense, the structure is quite comparable. The structure of the two networks also has differences, e.g. the network in Groningen is much larger and organizations such as a housing association and home care are involved as well. This means that in the recommendations one should take into account that the network is smaller in Tilburg, which might give different dynamics.

A second issue to consider is the similarity in strategies followed by the network. If the network in Groningen is following complete different strategies, probably a key to the success of the network in Groningen lies in the type of strategies followed. However, this is not the case since the four strategies derived from the interviews in Tilburg can be recognized in Groningen as well. For instance, activities the interviewees talk about such as informing employees (interviewee 3, p. 3) or linking different sites with wehelpen.nl (interviewee 1, p. 3) can be traced back to the same strategies as Tilburg used. Since the network in Groningen exists a bit longer and is larger than the one in Tilburg, the activities are more extensive than in Tilburg though. Therefore, the activities might provide input for Tilburg as well.

A third issue to examine is the comparability in problems the networks face. If the networks have to deal with similar problems, it will be easier to use the possible solutions found in Groningen for Tilburg as well. If the problems do not occur in Groningen it is also interesting to examine why Groningen does not experience these issues.

From the interviews appears that especially the problems related to the internal functioning of the network are not recognized by the interviewees in Groningen. Problem 2, nobody in the network feels ownership, is not occurring in Groningen since ownership is carried together by almost all members (interviewee 1, p. 6,7). Only two parties, Menzis and municipality Ten Boer, do probably not really feel ownership since they are often not present on meetings (interviewee 1, p. 9). The interviewees also don't recognize problem 3, the weak formal structure. Although the network in Groningen is not strictly organized as well, this is not causing problems. It is clear that the municipality takes care of the financial resources, a project plan is available with some basic goals and every member in the project group takes up issues whenever they like (interviewee 2, p. 10,11). The trust between the organizations, problem 6, is well developed in Groningen. The interviewees are mostly very positive about other organizations and people in the project group (interviewee 1, p.2,5; interviewee 2, p. 6). One critical note is made about the activities of one organization in the project group, but the interviewee mentions that this issue was discussed and solved during the last meeting (interviewee 3, p. 8).

Difficult circumstances which are external to the network are more often recognized by the interviewees, although many times these don't cause problems. For instance, the problem that, many organizational interests have to be taken into account (problem 1) are also existing also exist in Groningen. Similar to Tilburg in Groningen there is a website with some comparable functions part of

the project group. Instead of leading to competition, what happened a bit in Tilburg, in Groningen the websites collaborate (interviewee 1, p.1). Furthermore, comparable to Tilburg, the organization of the social service in Groningen is changing radically at the moment. Both the municipality and Humanitas are very busy with adapting their organizations to these changes. The employees working in the neighborhoods are overloaded with work. Although these dynamics are similar to Tilburg, it does not result in problem 1. And even though these changes result in other priorities for the organizations(problem 8) the project group is making sure they receive the attention they need to make WeHelpen successful (interviewee 1, p. 6,7). Furthermore, Groningen also had to deal with several organizations which felt threatened by WeHelpen (interviewee 3, p. 2). Despite this, Groningen was still able to overcome problem 6 and extend their network with many new members. Problem 4, that there is ambiguity in which primary processes of the organizations WeHelpen becomes part, is in Groningen mainly visible for new parties. However, the other group members provide examples which help new parties to develop ideas how to implement WeHelpen in their processes (interviewee 3, p. 2). Furthermore, promotion was in Groningen not always successful as well (problem 7). The project group used this as input for how to organize future promotion activities (interviewee 1, p. 4). A last problem, how to implement WeHelpen in large organizations (problem 10), is also experienced in Groningen. Even after two years they experience that employees who have a lot of contact with citizens and which should have been trained to inform people about WeHelpen still have never heard of the site (interviewee 3, p. 8). Groningen is still struggling how to overcome this problem. About problem 9, that organizations are critical about cost and safety, nothing is mentioned by the interviewees.

In summary, the structure and strategies of the network in Groningen are quite comparable to Tilburg. This means that the cases are probably more or less similar, which makes that recommendations based on the Groningen case can be useful for Tilburg as well. From the problems becomes clear that in Groningen many circumstances are similar to Tilburg. However, these circumstances do not automatically cause the same problems in Groningen. This provides a very interesting starting point for recommendations because one can examine how Groningen is handling difficult circumstances in a way that does not result in problems. In addition, there is a clear difference between the cases when you look at the problems which are related to the internal functioning of the network since the interviewees experience less internal problems in Groningen. Therefore, Groningen can serve as example how the network can be organized effectively internal. In the next section there is examined what Groningen is doing different compared to Tilburg. In order to do so, there is outlined which additional resources Groningen has developed.

7.3 Additional resources in Groningen

In this section attention is paid to resources which are available in Groningen but not in Tilburg. In Table 7 an overview of all these resources is given. There is explained how these resources can contribute to overcoming the problems experienced in Tilburg. If information is available, there is also described how the resources are developed. The description of these resources will automatically provide insight on the case in Groningen as well.

Table 7 Additional resources in Groningen compared to Tilburg

Additional resources			
	Organizational	Network	WeHelpen NL
Tangible	Budget of municipality for employee Humanitas		
Human	Individuals who have the flexibility and are willing to spend time and effort in WeHelpen Visionary and inspiring individuals	Joint knowledge development and product application Vision on the future of NL and role of WeHelpen therein	
Structural		Network governance: <ul style="list-style-type: none"> - Clear division roles, tasks and responsibilities - Common vision (on the direction of the network) and goals Network culture: <ul style="list-style-type: none"> - Enthusiastic, inspiring group - Everybody shows ownership - Resolute way of working - Trust between the members - Collaboration is valued - Learning from mistakes 	
Relational		Visibility of the network among citizens and organizations Reputation of the network	

The first resource which is additionally available in Groningen relates to joint product application and knowledge development. WeHelpen is applied, and knowledge about creating support and making WeHelpen part of primary processes is developed together, as a network. The network in Groningen contributed to the development of this resource in two ways.

First, the municipality made finance available to pay an employee of Humanitas who is responsible to implement WeHelpen in Groningen (interviewee 1, p. 1). Beside implementing WeHelpen within Humanitas, this employee is also available for other organizations in the network, for instance to provide training sessions (interviewee 1, p. 7,8). In this way, member organizations can use the knowledge of the employee to ease the implementation process in their organization. Furthermore, the coordination and continuity of the implementation process are secured by the employee (interviewee 3, p.4).

Second, the network shares experiences about the implementation processes between the members (interviewee 1, p. 8). In this way, knowledge about how to implement WeHelpen in organizations successfully is built within the network and members who struggle with the implementation can profit from this (interviewee 3, p. 2). So by giving someone in the network the

responsibility to implement WeHelpen and by sharing experiences of the implementation process in member organizations, knowledge about implementation is built within the network. In addition, the responsible employee gives direction to the implementation process.

This resource could partly solve the difficulties CdT has with implementing WeHelpen in their organization (problem 10) and the ambiguity around effective use of WeHelpen in primary processes (problem 4), since knowledge about these issues is developed in the network. So, in Groningen the resource 'joint knowledge development and product application' is to a larger extent available than in Tilburg. In order to develop this resource, the organizational resource 'finance' was required as well, since the municipality pays the salary of the employee of Humanitas who is responsible for the implementation.

Two other resources in Groningen relate to vision. From the interviews, especially with interviewee 1 and 2, became clear that the network in Groningen is able to look beyond just the next steps the network should make and really has a vision on the future of the Netherlands and the role of WeHelpen therein (interviewee 1, p. 6; interviewee 2, p. 1). This vision can contribute to several things. For instance, it makes it easier to prioritize WeHelpen over other issues in the organization, a problem, number 8, which Tilburg experienced a lot of difficulties with. As interviewee 1 explains: *'I recognize it, everything is moving. (...) But especially in this movement we should move towards the civil society which will have to do it. So we should especially bet on these things [initiatives such as WeHelpen].'* (interviewee 1, p. 6).

Furthermore, this vision can help to convince others, management of member organization or new members, of the importance of WeHelpen (problem 6). Interviewee 2 explains that this vision was also a reason for the Rabobank in Groningen to start with WeHelpen: *'That was, so to say, the motivation to start with WeHelpen. We felt and still feel that it is a very useful tool which can, in my opinion, contribute very well, to the culture change in the neighborhoods and to citizens who start to see and hear each other again.'* (interviewee 2, p. 1).

This vision is a result of several visionary people in the project group. Interviewee 3 explains the importance of such visionary, inspiring individuals for arousing curiosity among and convincing others of the importance of WeHelpen (interviewee 3, p. 4). The influence of such individuals was also noticed by the researcher, who felt really inspired about the importance of WeHelpen after the interviews were finished. Although these visionary individuals are a resource of the member organizations, the vision they developed can also be used on network level. It has for instance become part of the project plan and is therefore also 'owned' by the network. Therefore, in Table 7 both the organizational resource 'visionary and inspiring individuals' as the network resource 'vision on the future' is mentioned.

In addition to the organizational resource 'visionary and inspiring individuals', in Groningen the project group members also have certain other characteristics. First of all, the members have flexible positions. This makes that the individuals are able to spend quite a lot of time and effort in activities of the network (interviewee 3, p. 1). Second, the individuals are willing themselves to spend this time and effort in WeHelpen. As one of the interviewees says: *'(...) we are doing a bit volunteer work ourselves as well.'* (interviewee 1; p. 7). It becomes clear from the interviews that the project group members are very fanatical in creating support in their own organization by highlighting WeHelpen over and over among their colleagues (interviewee 1, p. 6; interviewee 2, p. 6,7). Interviewee 2 puts for instance help requests placed on WeHelpen in the elevator of the Rabobank and places success stories on the intranet. This helps to create support in the member organization, a thing interviewees in Tilburg found hard, problem 8. In addition, asking attention for the successes reached with WeHelpen might help to reduce critics about the safety and costs of WeHelpen, problem 9.

Another resource, which is to a larger extent available in Groningen than in Tilburg, is a clear division of roles, tasks and responsibilities. In Tilburg the absence of this resource causes the problems that nobody in the network feels truly responsible (problem 2) and a weak formal structure (problem 3). In Groningen the development of this resource was not officially secured, but took shape during the activities of the network. The municipality normally pays for the activities of the network (membership fee of WHN, salary of employee of Humanitas and some promotion material) and also provides a chairman for the network meetings. Humanitas is primarily responsible for the implementation of WeHelpen in Groningen, although all member organizations contribute to this as well. Depending on the kind of task, a specific (group of) person(s) in the project group takes up issues, a system which works well (interviewee 2, p. 10). In addition, each person in the project group is responsible for the implementation of WeHelpen in their own organization. In order to give direction to the activities of the persons in the project group and of the network, each year a project plan is written. This project plan includes the goals of each member organization and the overarching goals of the network (interviewee 3, p. 7). Evaluation of the activities and goals takes place as well, in order to make the functioning of network more effective. The result of this organization is that in Groningen the division of tasks comes quite naturally.

In relation to the former resource, Groningen also developed the network resource 'common vision and goals'. In Tilburg this vision and goals of the network seemed to be lacking (a part of problem 3). The vision is different from the vision resource mentioned before, because this vision relates more to the direction of the network in Groningen for the coming years and less to the role of WeHelpen in the future society. Of course these are closely related. When the network in Groningen was started, the project group discussed their vision on WeHelpen in Groningen (interviewee 3, p. 3). This vision is about: *'a translation of how they [the project group] think WeHelpen should be used in the city of Groningen and how to start that movement and what message they want to convey.'* (interviewee 3, p. 4). The vision helps to make sure everybody is heading towards the same direction (interviewee 3, p. 7). Since the goals of the member organizations and of the network are collected in a project plan, it is easy to monitor the progress of the network. In addition, the network sessions are used to brainstorm about the goals collectively which make that organizations can be inspired by each other. Linkages between activities of the members can also be immediately identified, which helps organizations to start working together to reach the goal (interviewee 1, p. 8).

A resource that entails many components, and very important for the success in Groningen, is the resource 'network culture'. Similar to Tilburg, in Groningen the network culture is dominated by enthusiasm among the project group members. What differs from Tilburg though is that in Groningen interviewees mention that they like the other persons in the project group so much that doing activities together is fun (interviewee 2, p. 6). In addition, several interviewees mention that they feel inspired by others in the group (interviewee 1, p. 2; interviewee 2, p. 6).

Besides the inspiring group, the network culture also causes that each person is feeling personally responsible for the success of WeHelpen and acts as ambassador. In Tilburg this was the opposite and nobody felt really ownership, problem 2. Despite the fact that Humanitas is officially responsible for the implementation of WeHelpen, Interviewee 1 explains that everybody in the group takes this responsibility as well (interviewee 1, p. 7). How this culture of ownership is created does not become exactly clear from the interviews. An option could be that the network has been lucky that each of the individuals in the project group is intrinsically motivated (interviewee 2, p.2). Another possibility is that new members are introduced in the culture in which everybody shows ownership

and get familiar with the manners, and therefore rapidly develop ownership as well (interviewee 1, p. 7).

Next to feelings of ownership, another part of the culture is the resolute way of working the project group developed. Part of this way of working is that the goal 'making WeHelpen successful' is most important to the interviewees. As interviewee 3 explains: *'They have searched for how to make it [WeHelpen in Groningen] work, instead of how does it fit in my organization and how can I justify it.'* (interviewee 3, p. 1). This way of working results in that, contrary to problem 1 in Tilburg, the project group acts very fast and is not waiting for organizational interests which have to be taken into account. When new or existing member organizations have other priorities, the network decides not to do business with these parties and is focusing its attention on other things (interviewee 3, p. 5). This is in order to, using the words of interviewee 3, *'Make sure the train keeps on going'* (interviewee 3, p. 5). In addition, interviewee 1 explains that this way of working also makes that the individuals in the project group are not waiting to receive priority within their own organization (problem 8), instead they just start implementing WeHelpen (interviewee 1, p. 7).

Another component of the network culture is that in contrast to problem 5 in Tilburg, in Groningen there appears to be more trust between the members. This trust becomes clear in interviewees being positive about the activities of the other organizations (interviewee 1, p.2, 5; interviewee 2, p. 5,6). Furthermore, problems, both during the activities as with other member organizations, are openly shared in the project group. This makes that problems do not result in conflicts or reduced trust between the organizations (interviewee 3, p. 8).

That members see the value of the collaboration between the organizations is another component of the network culture. In Tilburg the organizations have difficulties to see what (some of the) organizations can contribute to the project group, a part of problem 4. In Groningen they seem to have more grip on the value of each organization. Interviewee 2 for instance mentions that each organization has its own view, knowledge and networks, which results in a broader perspective on the implementation of WeHelpen (interviewee 2, p. 2). In addition, the network members try to reinforce each other in activities. The project group searches for linkages between the activities of the organizations. They are also collaborating by implementing WeHelpen in two neighborhoods; they promote the site with all organizations located in those neighborhoods (interviewee 1, p. 1). Last, they also value the collaboration because it helps to learn from each other what strategies one can follow in the implementation process (interviewee 3, p. 8).

A last component of the culture is that the network is willing and allows itself to make mistakes and learn from them. Since implementing WeHelpen is new, it is not clear yet what strategies and activities will work. Therefore, learning takes place by trial and error (interviewee 3, p. 7). That promotion is not always successful, problem 7 in Tilburg, is thus seen as normal by the interviewee.

The network in Groningen puts much effort in creating the resource 'visibility'. Tilburg also made the first attempts to increase the visibility of WHT, but the number of activities in Groningen seems to be more extended. The project group in Groningen is alert to existing initiatives, for instance Liberation day or the introduction period of the students, where they can raise awareness for WeHelpen. They focus both on initiatives for citizens as for businesses. Creating visibility among other organizations is important to get more organizations involved in the network (interviewee 2, p. 4), a thing WHT has difficulties with (problem 6). Similar to Tilburg, in Groningen they also raise awareness for WeHelpen by actively approaching organizations and ask if they want become part of the project group (interviewee 1, p. 6). In Groningen this method works effective, in contradiction to Tilburg. Interviewee 2 has the feeling that this is the result of the successes the network in Groningen reached

so far. He explains that if you can show with examples that WeHelpen can give rise to successes, organizations are more willing to join (interviewee 2, p. 4).

Groningen also developed a network resource 'reputation' which they can use to recruit new members in their network. Interviewee 2 explains that organizations such as the Rabobank help to convince other parties to become part of WeHelpen: *'You can use (...) that parties with a large name, Menzis was also such a party, say: 'We support this, we join'. And that helps to get more content and force.'* (interviewee 2, p. 4). Besides the name of the large organizations, the reputation is also strengthened by the enthusiasm and success of the network. This creates the feeling that being part is fun. In this way, instead of having to pull other organizations to become part of the network, it becomes more like a favor that you are allowed as new organization to join the project group (interviewee 1, p. 5; interviewee 2, p. 5,6). This works the same for organizations who are part of the project group in Groningen but are not so actively involved at the moment. Because the project group can show that they keep on going and successes are reached, organizations might attach renewed importance to WeHelpen (interviewee 3, p. 9).

Summarizing, Groningen developed quite a lot of additional resources compared to Tilburg. As showed in this section, these resources can help to overcome problems experienced in Tilburg. In the next paragraph an answer is given to whether these additional resources can also provide an explanation for the relative success of the network in Groningen.

7.4 Sub-question 3: Explanation for the success of the network in Groningen

In this section sub-question 3 is answered: can additional resources explain the success of the network in Groningen and on which level are these resources located? From the previous sections appeared that although Groningen is facing many similar issues as in Tilburg, the network is better able to cope with the circumstances. One can wonder if the additional resources available in Groningen can be seen as the reason for the difference in success between the networks. If the missing resources identified in the previous chapter are similar to the ones available in Groningen, it would be very likely that the relatively large number of problems in Tilburg is a result of the missing resources.

Some of the resources missing in Tilburg are exactly the resources which are available in Groningen. These are depicted in the first four, dark grey, rows of Table 8. For instance, in Tilburg the resource division of roles, responsibilities and tasks is missing. In Groningen, they were able to develop exactly this resource. Therefore, it is very likely that if the network in Tilburg would be able to develop these resources, the corresponding problems would be solved as well.

From the majority of the resources missing in Tilburg though, the light grey rows in Table 8, the interviewees didn't mention that these resources exist in Groningen. This means that these resources are probably not available in Groningen as well. However, the network in Groningen seems to overcome the missing resources by employing other resources. The result is that they face fewer problems from these missing resources. For each missing resource is indicated in Table 8 which resource Groningen employs to overcome this missing resource. For example, the missing resource in Tilburg, resource 8, 'structure which ensures sufficient support for all projects in member organizations' is not available in Groningen since the network also has difficulties with receiving priority in their member organizations where many changes take place. However, the network developed a vision on the future society of the Netherlands and the role of WeHelpen in that society, which they can use to convince their organizations that despite all the changes, it is important to focus on the future in which WeHelpen becomes important. In addition, they also developed a network

culture in which they act very resolute. This means that the network is not waiting to get priority, but is just acting in the hope that at one day they will get priority. Furthermore, they have access to individuals who are willing to spend a lot of effort in creating awareness for WeHelpen, which helps to receive priority. So in conclusion, the missing resource of Tilburg, the structure which ensures sufficient support for all project of an organization, is also not available in Groningen. However, the network developed other resources to make this lacking resource superfluous. One can follow this explanation for each of the resources in Table 8. One side note on the last row of Table 8: the enthusiastic, inspiring group is not connected to a specific missing resource, since this resource will influence almost all missing resources.

Table 8 Missing resources in Tilburg and resources which compensate for these resources in Groningen

Missing resources in Tilburg	Resources in Groningen which compensate for the missing resources
2. + 3. Network governance: clear division of roles, responsibilities and tasks	Exactly that resource
3. Common vision and goals	Exactly that resource
Network culture: - 2. everybody in WHT feels responsible for the success of WeHelpen - 5. trust between the members	Exactly that resource Learning from mistakes
6. Reputation of the network	Exactly that resource
1. system to prioritize interests	Resolute way of working
4. Knowledge about effective use WeHelpen in primary processes of several organizations	- Budget of municipality - Joint knowledge development and product application - Collaboration is valued
6. Knowledge which helps to convince other parties about the benefits of WeHelpen?	- Vision on the future of NL and role of WeHelpen therein - Visibility of the network among citizens and organizations
7. Sufficient knowledge about promotion activities	Learning from mistakes
8. structure which ensures sufficient support for all projects in the organization	- Individuals who have the flexibility and are willing to spend time and effort in WeHelpen - Vision on the future of NL and role of WeHelpen therein - Resolute way of working
9. Communication material to inform about cost and safety issues	- Individuals who have the flexibility and are willing to spend time and effort in WeHelpen - Visionary and inspiring individuals
10. structure which supports implementing innovations in the organization	- Budget of municipality - Joint knowledge development and product application
	Enthusiast, inspiring group

The previous analysis suggests that the relative success of the network in Groningen can be seen as a result of the additional resources the network developed. Some of the resources missing in Tilburg are available in Groningen. This is probably the reason that the network in Groningen does not experience problems caused by these resources. Most of the resources missing in Tilburg are also not available in Groningen though. However, Groningen developed many other resources which help to overcome problems caused by the missing resources. Therefore, Groningen experiences fewer problems, which explains the relative success of the network.

After concluding that the small number of problems in Groningen is probably caused by the additional resources the network developed, one can wonder on which level the network in Groningen developed these resources. This provides insight on what level Tilburg should develop additional resources. In Table 7 you can see that most resources Groningen developed, which Tilburg didn't, lie on network level. The network developed useful knowledge, visions and goals, network governance, network culture, visibility and a good reputation. All these network resources contribute to reducing the problems faced in Tilburg. This makes sense, since the previous chapter concludes that mainly network resources are missing in Tilburg. The relative large number of network resources in Groningen and the relative little number in Tilburg make it plausible that the additional network resources form an important reason for the larger success of WeHelpen in Groningen. The organizational resources play a role as well, since the characteristics of the individuals in the project group and the funding for the employee of Humanitas who has the responsibility for the implementation of WeHelpen appeared to be important for the network in Groningen. So, both on the additional organizational as the network level, resources seem to contribute to the differences in success between Tilburg and Groningen. When you look at the number, the availability of resources on network level plays a dominant role over resources on organizational level as explanation for the difference.

In sum, it seems plausible to conclude that the relative large number of problems experienced in Tilburg, are a result of the missing resources. Groningen has developed resources which directly compensate for some of the missing resources in Tilburg. In addition, Groningen also developed resources which indirectly (partly) overcome the problems caused by the missing resources. The result is that Groningen faces fewer problems than Tilburg. The resources which Groningen developed additional compared to Tilburg, are mainly located on network level. However, the resources on organizational level play a role as well.

Chapter 8 Sub-question 4 Recommendations

The previous chapter showed that the availability of additional resources in Groningen is a plausible explanation for the smaller number of problems in that network. These additional resources are mainly network resources, but also the development of organizational resources is important. Therefore, in this chapter sub-question 4 is answered by making suggestions how to develop the resources, which are available in Groningen, in Tilburg as well. Based on the resources mentioned above; on the recommendations of the interviewees (mainly in Groningen, but also suggestions from the interviewees in Tilburg are taken into account) and on the interpretation of the researcher, the recommendations are formulated. However, for some components of the resource network culture, for instance a group which likes to work with each other, it is hard to develop recommendations. WHT hopefully develops these resources themselves over time when other problems reduce. The formulated recommendations are showed and explained below.

1. *Develop a vision on the future society and the role of WeHelpen in this society and discuss the vision on and goals of the network.*

Explanation:

Formulating a vision on the future society and the role of WeHelpen in this society helps to provide insight in why it is important to put effort in the implementation of WeHelpen. Many member organizations and possible new organizations face radical changes at the moment. This vision can help to stay focused on the end point, and despite all these other changes, see the reasons why focusing on WeHelpen is important. In addition, this vision can be used to convince the management of new member organizations about the importance of WeHelpen. Besides a vision on the future society, it is also important to develop a vision on the network. What should WeHelpen be in Tilburg? This vision can help to formulate goals for the coming year(s). Discussing the vision and goals of the network makes sure everybody is moving in the same direction and progress can be monitored.

Suggestions:

- Formulation of a vision of the future society might sound vague. Just, think about the direction the Dutch government is moving; increasing self-reliance and participation of citizens. What role could WeHelpen play in this society? What will be the role of different organization in this society? In this role, is there a link with WeHelpen?
- In relation to the vision of the network, one can think about questions as how should WeHelpen be used in Tilburg? Is it only about care, or does it also include requests to borrow a trailer or to help with the computer? By whom should this site be used? How do you reach this people? How do you start this movement? Thus in short, formulate a mission and vision.
- Develop both goals for the network as for the individual organizations. In this way each organization is made responsible for the implementation. This is important since CdT cannot do the implementation alone. Be aware that it is normal that goals sometimes are not reached, this is part of an innovation processes.
- Collect the vision and goals in a project plan. Use this project plan to monitor the progress. Start each meeting with informing what goals have been reached and how. This can push other member organizations to become active and it provides inspiration in what ways you can implement WeHelpen. Evaluate the goals and activities to learn how you can improve them in the future.

- Develop the visions and goals together in a meeting. By doing it together you can inspire each other, learn from each other and find linkages between goals of different members. These linkages can be used to take up activities together and to create coherence in the activities of the member organizations. In addition, by formulating the visions and goals together, each individual in the project group will feel owner of vision and goals.

2. *Stimulate new organizations/member organizations to think carefully about the characteristics of the individual/successor they select for the project group.*

Explanation:

Innovation entails uncertainty, a direction which is not always clear and often a lot of failure. Since WeHelpen is an innovation as well, the implementation can be done best by individuals who have characteristics and positions in organizations which help them to cope with these innovation properties. These individuals will be better able to contribute to the success of WeHelpen.

Suggestions:

- Try to select some visionary people for the project group. They can help to sketch the future of WeHelpen for others, because many people have difficulties to see this future themselves. These people are important to inspire other persons in the project group and to convince other organizations to become member of WHT as well.
- Try to find people who intrinsically believe in the importance of WeHelpen. This makes it easier to develop feelings of ownership. In addition, they will be willing to spend more time and effort on WeHelpen. This is important, since all project groups experience that implementing WeHelpen requires much time and persistence.
- This one is maybe harder to determine on forehand, but try to find people who are able to cope with failure. The implementation is not a clear route which you can follow; learning will take place by trial and error. It is useful if individuals in the project group don't lose motivation by failures and are able to see that these failures are helpful for learning.
- Search for people with a flexible position in the organization. When people can sort their own agenda, it will be easier for them to find time to spend in WeHelpen. In addition, if they don't have strict goals they should meet, it will be easier for them to think out the box. They can focus on making WeHelpen successful instead of on how it will fit in their organization and how they can justify their activities.

3. *Discuss the formal organization of the network.*

Explanation:

This recommendation is often not necessary but becomes important when things get labored between member organizations. Therefore it is better to pay some attention to the issue in advance, just to make sure each organization has the same expectations. The formal organization is mostly about a division of roles and responsibilities of the organizations.

Suggestions:

- Discuss both the responsibilities of each organization for joint activities of the network as well as with regard to implementation in their own organization. Also discuss which organization will be responsible if costs have to be made and how high these costs can be.

This helps to get clarity about what each organization will contribute in time, effort and money.

- Appoint a chairperson for the meetings. This person can give direction to the meetings, can focus attention on the progress of the individual organizations on their goals, and can ensure that each organization stays involved.
- Give somebody in the project group the main responsibility for the implementation process and allocate time and budget for this task. This is a very important suggestion for WHT because it helps having a driving force for all the activities WHT will do. In addition, this person can take care of the direction, coherence and coordination of the implementation process. Furthermore, since this person has hours to be busy with the implementation, he/she can build expertise about successful implementation. This expertise can be used by all member organizations, for instance through providing trainings in different organizations. As illustration how this can be arranged: in Groningen the municipality pays 24.000 euro a year to a volunteer organization to do this job.

4. Focus on reaching the aim of the network 'to make WeHelpen successful'.

Explanation:

Since you work with many organizations, there will be always other priorities, trajectories or services which are more important than the implementation of WeHelpen. Therefore it is important as project group to stay focused on the aim of WHT 'to make WeHelpen successful'. Taking into account all these other issues is almost impossible and will give too much delay.

Suggestions:

- Clearly, as employee of an organization, one should also take into account organizational goals, which could conflict with WHT goals. However, the trick is to search for the flexibility you have to go beyond organizational goals and structures and give priority to the aim of the network. Make sure that you share experiences on this topic, such that other organizations can learn how to act flexible within organizational goals and structures.
- Do not wait to receive priority in member organizations, just start with doing activities which are possible already. This is a way of working WHT should develop in the project group. By acting on this you have the possibility to create success stories. These will help to receive priority later in the implementation process.
- Move on to other activities when you face too much resistance or when member organizations are not willing/don't have the possibility to act. It is a waste of time to wait (and get frustrated) for instance for the reorganization of the WMO desk. Search for other activities and come back to this specific task after a while. This also means that you sometimes have to continue without the involvement of one of the member organizations.

5. Value the collaboration and exploit the advantages of working together.

Explanation:

It is not without reason that the implementation of WeHelpen is done in a project group with several organizations. Creating a new movement in society requires a boost from several directions. In order to create this boost, it is important that each organization is to the maximum extent involved in the project group. In addition, you can do much more together than alone, so why not use that advantage? In order to work effectively and with pleasure as a group, it is also important that each organization is

valued and that there is some shared pride of implementing WeHelpen together. This pride and pleasure can also be inspiring to attract new organizations.

Suggestions:

- Use the knowledge, views and networks of each of the member organizations. This will help to give a broader perspective on the implementation of WeHelpen.
- Extending the network with new members can give new energy to the collaboration. When extending the network, think about which organization can give a new perspective on the implementation process. Especially organizations close to citizens are interesting to expand the network with, since they can help with creating new demand on wehelpen.nl. Also communities can be used to extend the network, for instance in a closed environment with a link to the city website. Examples include the church, a housing corporation and a soccer club.
- Try to reactivate member organizations which showed a reduced interest in WHT. Not only now, but also over time attention should be paid to this issue. It is important that each organization is physically represented in the project group. This representation helps to use the knowledge, views and networks of an organization to a larger extent. In addition, this individual can make sure WeHelpen is also really implemented in the organization. It is important to realize that even although CdT has the formal responsibility to implement WeHelpen, the effort of all other organizations is still required to make WeHelpen successful.
- Use the meetings to profit from all organizations. Share experiences, both success and failure, learn from each other, get inspired by examples, search for common activities and goals. These meetings are important to keep everybody involved and enthusiastic. In addition, these meetings can also provide assistance to new members who are still searching how to start implementing WeHelpen.
- Create an open culture. It is important to discuss problems, also when they exist between organizations, to increase trust, reduce friction and to learn. As mentioned before, problems can provide very important input for learning so it is important that people feel safe to share them.

6. Develop strategies to convince people in your own organization, citizens and new organizations of the importance of WeHelpen.

Explanation:

Since WeHelpen is a new movement, not everybody will be aware of it and even less people will be convinced of the importance. Therefore an important task of WHT is to increase this awareness and convince others. Vital in this role is to develop strategies for different groups. Convincing a new member will be different from convincing colleagues to start using WeHelpen in their work. In many of the strategies, making visible what WeHelpen could be in the future and what advantages it can have, are important components. Below for each of the groups some suggestions are given, sometimes the same tip is given for several groups.

Suggestions:

Convincing new organizations to become part of the network

- Make sure you are visible as network for other organizations, otherwise they cannot even consider to become a member. A good way to do this is to join existing initiatives, for instance celebration day, a day focused on corporate social responsibility. Another example is

the introduction time of the students, and promote WeHelpen there. This visibility should be created on regular basis.

- Use the reputation of the network to approach and convince interesting organizations actively. This reputation includes the name of large members, successes of the network so far and enthusiasm of being part of the project group. All these elements can help to convince an organization that is worthwhile to become member.
- Use the vision on the future, as mentioned at recommendation number 1, to show why WeHelpen could become very important for the organization in the future.
- Illustrate/make organizations think about how WeHelpen can contribute to reaching organizational goals. This helps to make WeHelpen less philanthropic and increase the urgency of becoming a member.
- Provide proof that WeHelpen is successful. WHT can use examples from organizations similar to the organization they try to convince (so an example from CZ to convince VGZ), to show that WeHelpen also worked in a similar organization. Another option is to show the results of a Social Return on Investment Analysis. WHN is busy with this topic, so probably the results are available within some months.

Convincing management in member organizations of the importance of WeHelpen

- Similar to the suggestions above, use the vision of the future, make them think how WeHelpen contributes to organizational goals and provide proof that WeHelpen is successful.
- Make sure you are visible in the organization. Place posters in the hallways, put a help request from WeHelpen in the elevator or share a success story on the intranet.

Convincing colleagues to use WeHelpen in their work

- Similar to the tip above, make sure you are visible in the organization.
- Make visible what WeHelpen could mean in their work. One option to do this is to let a colleague tell about how she used WeHelpen in her work and what the result was. A second option is to pay attention to how WeHelpen can contribute to their existing work. This helps to reduce the fear of becoming useless by using WeHelpen and helps to show what benefits WeHelpen can give for their clients.
- Have a clear message when colleagues are worried about safety. One meeting of the project group could be focused on this issue in order to develop a clear, thought-out answer to this worry. Member organizations can contribute to increasing this safety as well, for instance by letting the first meeting between people take place at one of the support centers of CdT.

Convincing citizens to start using WeHelpen

- Similar to the suggestions above, use existing initiatives to promote the network and have a clear message when people are worried about safety.
- Reduce the shyness of people to place a help request on WeHelpen. Also contribute one session in the project group to this question. An option could be to develop a strategy to show that asking a question can be fun, instead of only scary.

7. Start implementing WeHelpen in the primary processes of member organizations.

Explanation:

This recommendation is also part of the strategies mentioned in chapter 4. The reason that it is mentioned again is because from the interviews several suggestions appeared how to do this.

Suggestions:

- Create pilot projects to learn on which places in the organization WeHelpen can be implemented best and to create the first success stories (which can be used for recommendation 6). For instance, start with one social team of CdT and let them use WeHelpen in their work. Based on their experiences you can extend the implementation to other teams.
- Form project groups in the organizations themselves and develop ideas how WeHelpen can be implemented in these organizations. Be creative, for each organization there will be many options. For instance, a bank can ask hours on WeHelpen in return to funding. They can also let their mortgage advisors inform clients about the existence of WeHelpen in the neighbourhood the clients bought a house. Another possibility is to make the business consultants of the bank inform their clients about the possibility to do something social for the neighbourhood the business is located. Exploit the possibilities you have as organization to implement WeHelpen in the primary processes. The project group in the organization can help to coordinate and stimulate the implementation process.
- Stimulate the use of WeHelpen among colleagues. This can for instance be done by making WeHelpen part of the training employees receive when they start working. The experiences so far learn that this training should be repeated often, like twice a year. Another option is to make WeHelpen part of the case evaluations of social workers. The manager can ask the employee during evaluations if they thought about using WeHelpen for the case. In addition, it is important to coach employees in their work to learn them how they can organize their work when they leave more of their original work to volunteers. They should learn for instance how they can work with volunteers and what new task they get. All of these suggestions involve quite a lot of work. However, if you make an employee responsible for the implementation of WeHelpen, he/she can take care of much of this work.

Chapter 9 Conclusion

This chapter starts with an answer to the main-research question. Subsequently, the contributions of the research to transition theory are described by answering sub-question 5 to 7. The chapter ends with a short reflection on some of the choices made during the research.

9.1 Conclusion

At the end of 2012 WeHelpen was founded, a movement which aims to make helping each other the standard again. Several societal organizations, ranging from banks to welfare organizations, joined their forces to reach this aim together. They all see the reduced involvement of the Dutch government and the renewed importance of self-reliance and participation of citizens. In wehelpen.nl they have found a tool which responds to these changes. This online market place helps to connect the demand and supply of informal care.

As a result of the changes in the Wmo, in the near future many regions are expected to start with the implementation of an online market place for care. Wehelpen is locally implemented by several member organizations located in that region. Because implementing this kind of innovation is new to most of these organizations, knowledge about how to do this implementation effectively is very useful. A first step in developing this knowledge is getting insight in the kind of problems organizations face during the implementation. Tilburg is selected as case to develop insight in these problems, because the organizations in this city faced quite a lot of difficulties during the implementation. The network in the city of Groningen is used to develop ideas how problems in Tilburg can be overcome. This research aims to develop insight in the problems WHT faces during the implementation process of WeHelpen and to come up with recommendations how to improve the process. The theory of Musiolik et al. (2012) is introduced to analyze which resources are behind the problems and to provide insight on which level – organizational, network or WHN – the missing resources are located. The following questions are answered:

On which level – organizational, network or WHN - are the missing resources located that cause the problems the network in Tilburg faces during the implementation of WeHelpen?

On which level and how can additional resources be developed which help to overcome the missing resources?

From nine interviews with members of the network in Tilburg becomes clear that the network faces a variety of problems. Examples of these problems include that nobody in the network feels ownership and that it is hard to get priority for implementing WeHelpen in the organization. An interpretation was made which missing resources are behind the ten problems. Most of the missing resources are on the network level. The division of responsibilities, roles and tasks are for instance not clear to individuals in the project group. From an analysis of the used resources in Tilburg it appeared that the network just started with developing network resources and is still for a large part depending on organizational and WHN resources. Therefore, it is not strange that most problems are caused by missing network resources. The problems are not only caused by missing network resources though, some of the missing resources are located on the organizational level. For example the organizations don't have a system which ensures sufficient priority to all projects in the organization. Also one resource is missing on the WHN level because the national organization doesn't provide sufficient communication material to overcome critics about the cost and safety of WeHelpen.

In Groningen the interviewees don't recognize all of the problems experienced in Tilburg, but they provide a lot of information on how they organized the network. Interpreting and translating their stories to resources shows that Groningen developed mostly additional network resources compared to Tilburg. The positive network culture for instance plays a very important role in Groningen. The network in Groningen also has access to some extra organizational resources. There are for example financial resources available which make paying somebody for the implementation of WeHelpen possible. The analysis shows that it is plausible to conclude that the relative success of the network in Groningen can be explained by the additional resources the network has access to. Because of this, it makes sense to develop recommendations for Tilburg focusing on how Tilburg can develop these resources as well. Based on the interviews seven recommendations were formulated on varying subjects: how to develop additional network and organizational resources and suggestions how to take the most out of the recommendations. It is for instance important for the network in Tilburg to focus on the aim of the network, instead of focusing on how WeHelpen fits in the member organizations. Another important recommendation is to value and exploit the collaboration because each organization has its own views, knowledge and networks. Besides providing tools for the implementation of WeHelpen in Tilburg, the recommendations can be used by new members of WHN as well. Together with the strategies to make WeHelpen successful, as described in chapter 4, the recommendations provide a manual on how cities can implement WeHelpen. This manual can be found in Appendix C. The manual is written in Dutch to make sure Dutch organizations understand and are able to use the content. If you imagine that for each city the implementation is completely new, it is really useful to have this guide which describes what strategies organizations can follow and what kind of things organizations should think about.

9.2 Theoretical contributions

Besides the practical relevance of the outcome, the case also contributes to theory. Transition theory focuses increasingly on the role of actors in changing systems. Resources are important for this topic since these determine the innovating potential of actors. Besides resources, literature also recognizes the importance of joint action in the role of actors in transitions because collaboration enlarge their impact force. Musiolik et al. (2012) have combined resources and joint action into one theory which describes the relevance and development of resources on different levels. The case of WeHelpen contributes to this theory in several ways.

9.2.1 Sub-question 5: Network resources

Which network resources identified by Musiolik et al. (2012) are used by actors in the network of Tilburg and Groningen during the implementation of WeHelpen, how can these network resources be specified, and which new network resources are identified?

The case of WeHelpen could be used to test the network resources identified by Musiolik et al. (2012). These network resources were only identified based on a single case and therefore the reliability of these resources can be increased by adding other cases. Because Musiolik et al. did not clearly describe what the content of the resource exactly is, there is much room for interpretation of the researcher. The risk of this is that the meaning of the resources differs in this research from the meaning Musiolik et al. (2012) attaches to them. Anyway, based on the interpretation of the researcher, eight out of ten network resources are also identified in the case of WeHelpen. Only 'power of the network' and 'importance of the network in other networks' are not found in Tilburg or Groningen. This is probably due to the relative young age of the networks. So far, they didn't have time to get a seat in other networks or grow so large that the network can excess power easily. It is

also interesting to note that there are no new network resources identified in the case. This strengthens the presumption that Musiolik et al. (2012) already developed a good overview of the variety of network resources available.

This research extends the theory of Musiolik et al. (2012) by specifying the network resources. This helps to clarify the meaning of a certain resource and makes the theory easier and more precise in use. An example of a more specific resource is the network culture in Groningen. This resource appears to contain many elements. Part of the culture is the enthusiast, inspiring group, the fact that everybody shows ownership, the resolute way of working, trust between members, the fact that collaboration is valued, and that they are willing to learn from mistakes. Another example is that a common vision can be specified in a vision on the network and in a vision on the future in which the innovation will play a role. More examples can be found in Tables 5 and 7. Future research should indicate whether these more specific resources are also applicable to other cases.

9.2.2. Sub-question 6: network resources in ill-functioning and well-functioning networks

Does the ill-functioning network in Tilburg develop less network resources than the well-functioning network in Groningen and do actors have influence on the ability of their networks to develop network resources?

This research tested the assumption made by Musiolik et al. (2012) that ill-functioning networks will develop less network resources than well-functioning networks. From the analysis becomes clear that in Tilburg mostly network resources are lacking. Although in this research was not precisely analyzed how many network resources Tilburg and Groningen had access to, it was striking that many resources additionally available in Groningen compared to Tilburg, are network resources. This strengthens the idea that the better functioning network in Groningen was able to develop more network resources than the ill-functioning network in Tilburg. The network in Groningen also has access to additional organizational resources though. Therefore, one can wonder if the additional network resources are the result of the better functioning network, or that the additional organizational resources play a role in developing network resources. More research should be done on this issue before a conclusion can be made.

Regardless of what the conclusion will be, it is important to understand if actors can improve the ability of networks to develop network resources. This is important because according to Musiolik et al. (2012), the success of collective action for contributing to a transition depends on the ability of the network to establish network resources. From the comparison between the network in Tilburg and Groningen appears that actors have quite a lot of influence on the development of network resources. Circumstances in Tilburg and Groningen are quite similar, but the actors in Groningen were able to develop much more network resources. In the recommendations some clear suggestions are made how actors in Tilburg can contribute to developing these network resources as well. For instance, the only thing a network has to do to develop a vision is to select one meeting to discuss this vision. Of course communicating and living the vision requires some more effort, but still it is striking that the results of this research point to the fact that actors have quite a lot of agency in creating circumstances which are more favorable for transitions.

Whether actors really influence a transition in the health care system will depend on how well they are able to build system resources. It would be very interesting to do research in the future on how the organizational and network resources in the case of WeHelpen are used to develop these system resources. This topic is not covered in this research, but it is possible to give some ideas how this might happen. If WeHelpen will be implemented on many places in the Netherlands, it is possible that all these local networks together are able to influence the collective expectations and legitimate new practices, both system resources. For example, citizens are used to ask their neighbors for help

online before going to a professional care giver and care givers might come to see it as normal to refer their clients to a website. In this way, the system resources will help to build a new system in the end.

9.2.3. Sub-question 7: the importance of collaboration

Is collaboration important for innovating actors and if so, how does this appear from the implementation of WeHelpen in Tilburg and Groningen?

The used resources in Tilburg and Groningen provide insight in the wide variety of resources actors used during implementing an innovation. This research showed that besides structural-organizational and structural-WHN, all types of resources are used. This means that innovation is not only about the resources the innovating actor has, but also about the development of new resources in collaboration with others. In addition, an actor can use the resources which are made available by another party, in this case by WHN. This strengthens the idea that joint action can be of large importance for innovation. It gives access to resources otherwise would not accessible, which increases the innovating potential of an actor.

The idea that collaboration is important for innovation is also underlined by a new finding, not mentioned in the theory of Musiolik et al. (2012). From the comparison between the missing resources in Tilburg and the available resources in Groningen appears that problems caused by missing resources can be overcome by developing other types of resources. Striking in this observation is the presumption that missing organizational resources can sometimes be compensated by network resources. For instance, the organizational resources ‘a structure in organizations which ensures sufficient support for all projects in the organization’ was missing in Tilburg. In Groningen, the project group also didn’t receive priority in member organizations but their network resources ‘vision’ and ‘a resolute way of working’ helped to overcome the problems caused by the missing organizational resource. If this finding also holds in other cases, it means that a lack of organizational resources required for innovation, can be overcome by collaboration. If this is the case, it would increase the importance of joint action in strategies of actors in transitions further. Besides a larger impact force and a larger innovating potential, collaboration then also can help actors to overcome problems caused by the absence of certain organizational resources. More research should be done on this issue because the use of network resources to compensate for missing organizational resources was only observed for the three missing organizational resources in Tilburg. It is also worthwhile to investigate whether some resources are crucial for the implementation of innovations and are thus always required, or that missing resources can always be compensated by other resources.

9.3 Discussion

Three points in this research need some consideration, to explain how the research could have been improved, but also to explain why certain choices have been made.

The first point of discussion is the choice of the theory for this case. A theoretical framework should be a helpful way to look at the reality. However, by focusing on a quite strict division of resources, it was hard to capture the stories of the interviewees. Therefore, a framework which leaves some more room for narratives would probably have been a better fit for this case. Of course the results would have been different and some relevant insights about the micro-dynamics of system building would possibly be lost. For this research the solution to the quite strict framework was found in first outlining the problems of the interviewees by staying very close to their story. Afterwards the translation of these problems to resources was made. In this way there was tried to stay close to the stories of the interviewees and to visualize how these stories were translated into the sometimes abstract resources.

A second point of discussion is the delimitation of the case. The choice was made to focus on organizational and network resources, instead of also involving system resources. For transition studies, it is most relevant how the dynamics between all these levels are and how system resources can be developed through these dynamics. By excluding the system level, providing insight in these dynamics was not possible anymore. Therefore, explaining how these micro dynamics contribute to system change is lacking in this resource which detracts from the relevance of this study for the field of transition studies. However, it does not make this study irrelevant for transition studies. In order to understand how resources emerge on system level, it is of vital importance to understand what resources are used on organizational and network level, and how these resources can be developed. This research provided some insight in these topics. These insights can be used in future studies which can take into account the system level as well.

The last point of discussion is about the chosen method. Groningen was used to develop improvements for the implementation in Tilburg. In Tilburg an extensive interview was done which took into account many issues which helped to map the used and missing resources. The choice was made to ask the interviewees in Groningen only about whether they recognized the problems of Tilburg and how they coped with these issues. This made it impossible to make a clear analysis whether the network in Groningen developed more network resources than Tilburg. This is unfortunate since this comparison would allow a better answer to the assumption that ill-functioning networks develop less network resources than well-functioning networks. The choice to do it this way has been made for practical reasons. The network members in Groningen are often approached for interviews and therefore the request was to only conduct a short interview. Conducting the same interview as in Tilburg would have taken too much time.

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Access to unpublished sources:

Access to the interviews, the email of the Director of WHN and 'Plan van aanpak Kernteam WeHelpen 2015 Groningen' can be arranged by sending an email to: yvette_de_jong@hotmail.com

Appendix

Appendix A Interview Guide Tilburg

Thema's die aan bod moeten komen

- Rol respondent
- Belang wehelpen
- Visie op toekomst wehelpen in Tilburg
Hoe visie te bereiken
- Het implementatieproces wehelpen in Tilburg – heden
 - Activiteiten
 - Middelen
 - Sterke punten & Zwakke punten
 - Extern: positief & barrières
 - Redenen waarom het zo loopt
 - Essentieel voor implementatie
 - Verbetering van het proces
 - Stappen komend jaar
 - Samenwerking: rolverdeling; middelen; afspraken; communicatie

wat is er nodig om dit mogelijk te maken?
wat voegt de samenwerking toe?
- Het implementatieproces wehelpen in de organisatie
 - Belang: waarom samenwerking?
 - Plek in organisatie: rol in primaire processen; verhouding tot andere trajecten
 - Middelen
 - Activiteiten
 - Sterke punten
 - Zwakke punten: waarom is tot concrete afspraken komen moeilijk?
 - Essentieel voor implementatie
 - Verbetering van het proces
 - Stappen komend jaar: betrekken nieuwe medewerkers/hele organisatie;
onder aandacht houden van WeHelpen

- gezamenlijke visie
- gezamenlijke doelstellingen
- network governance
- network culture
- vertrouwen tussen leden
- gezamenlijke producten
- gezamenlijke kennis/product ontwikkeling
- rol wehelpen in ander netwerk
- reputatie van het netwerk
- power of the network

Appendix B Interview Guide Groningen

Algemeen

- Kun je kort jouw rol in de organisatie toelichten?
- Kun je kort beschrijven wat jouw rol in het netwerk is geweest?
- Wat is volgens jou de sleutel geweest tot het succes van WeHelpen in Groningen?

Problemen waar Tilburg mee kampt

Per probleem:

- Herken je dit? Zo nee, heb je een idee waarom dat niet gespeeld heeft?
 - Hoe zijn jullie hiermee omgegaan?
 - Kun je concrete acties noemen die bijdroegen aan de oplossing van dit probleem/ervoor zorgden dat dit probleem niet ontstaan is?
 - Wat heeft dat opgeleverd?
1. WeHelpen maakt onderdeel uit van andere trajecten. WeHelpen wordt bijvoorbeeld onderdeel van de sociale kaart van de Gemeente Tilburg, en daarom kan er pas over WeHelpen gecommuniceerd worden als deze gehele sociale kaart af is. Binnen ContourdeTwern hebben ze naast WeHelpen, ook een andere site met ongeveer dezelfde functies die ze ook willen gebruiken omdat ze die zelf mee ontwikkeld hebben.
 - a. Hoe is er in Groningen omgegaan met het feit dat WeHelpen onderdeel uitmaakt van andere trajecten binnen de individuele organisaties en dat er dus net verschillende belangen zijn?
 2. In Tilburg lijkt er onduidelijkheid te zijn over welke plek WeHelpen moet krijgen in primaire processen van organisaties en wat verschillende organisaties kunnen bijdragen. Dus over de rol in primaire processen: kies je er als welzijnsorganisatie voor om de hulpvragen die je binnen krijgt via WeHelpen uit te zetten, of stimuleer je de vrijwilligers die bij jouw organisatie ingeschreven staan om ook actief te worden op WeHelpen, of allebei? En welke rol pak je daarin als organisatie, help je mensen met een account creëren of kom je alleen in actie als hulpvragen lang openstaan? En dan over de rol van verschillende organisaties, hoe creëer je duidelijkheid in de rol van partijen die weinig klantcontact hebben zoals de Rabobank, wat wordt dan hun bijdrage?
 - a. Dus samenvattend: hoe ga je om met dat er nog weinig bekend is waar in organisaties WeHelpen het beste iets bij kan dragen?
 - b. Hoe zorg je dat verwachtingen op één lijn liggen?
 - c. Hoe bepaal je de rol van partijen met weinig klantcontact?
 3. Veel nieuwe partijen waar in Tilburg mee gepraat werd, waren erg enthousiast over WeHelpen, maar wilden daarna toch niet meteen aansluiten omdat ze andere prioriteiten hadden of zich bedreigd voelden (verlies van werk bijvoorbeeld).
 - a. Hoe hebben jullie andere leden in je netwerk betrokken?
 - b. Wat draagt het bij om veel partijen in je netwerk te hebben?
 - c. Hoe zorg je dat naast enthousiasme, ook actie bereidheid ontstaat?

4. Niemand voelt zich echt verantwoordelijk voor het succes van WeHelpen in Tilburg (informele structuur). De partijen wijzen naar elkaar als zijnde hoofdverantwoordelijke en er wisselen veel leden in de projectgroep wat er op duidt dat niemand zich echt eigenaar voelt.
 - a. Hoe is er in Groningen voor gezorgd dat organisaties zich eigenaar gingen voelen?
 - b. Hoe zorg je dat het eigenaarschap van de organisatie verder gaat dan alleen de persoon die in de projectgroep zit?
 - c. Hoe betrek je het management en tegelijkertijd de uitvoerende laag van de organisatie die het moet gaan gebruiken?
 - d. Hoe zorg je dat het prioriteit krijgt in de organisatie?

5. In Tilburg lijkt de formele organisatie van de samenwerking te ontbreken. Een projectplan met duidelijke acties ontbreekt, duidelijke doelen, verdeling van taken en verantwoordelijkheden is niet helder.
 - a. Hoe hebben jullie dit in Groningen aangepakt?
 - b. Hoe houdt je een projectplan werkzaam als je eigenlijk nog niet precies weet welke acties er nodig zijn en wanneer organisaties nog geen duidelijkheid kunnen geven over wat hun rol is?

6. (In Tilburg hoorde ik enige frustratie over de traagheid van de Gemeente, of dat ContourdeTwern samen met WeHelpen activiteiten onderneemt zonder de Gemeente daarin te betrekken, of over de slechte communicatie tussen de organisaties.
 - a. Hoe zorg je dat je op de hoogte blijft van elkaars activiteiten en dat je het vertrouwen in de verschillende partijen niet verliest?)

Handleiding voor het activeren van WeHelpen

Wat betekent het activeren van WeHelpen?

Activeren (of implementeren) gaat over verschillende zaken. Ten eerste is het doel om genoeg gebruikers op de website wehelpen.nl te krijgen. Ook moeten hulpvragen en hulpaanbod min of meer in evenwicht zijn om het marktplaats principe te laten werken. Ten tweede gaat WeHelpen ook over het creëren van een beweging die elkaar helpen weer normaal maakt. Een goede manier om die beweging vorm te geven (en tegelijkertijd het gebruik van de website te stimuleren) is om samen met een aantal organisaties een netwerk te vormen die de beweging ondersteunt en aanjaagt.

Hoe zou je dit kunnen doen?

Er zijn vier gebieden die bijdragen aan het activeren van WeHelpen.

1. Promotie onder burgers

Om voldoende gebruikers te creëren op wehelpen.nl, is het van belang dat burgers weten dat de website bestaat, daarom zijn promotieactiviteiten belangrijk.

- Maak promotiemateriaal plaats specifiek. Burgers kunnen zich beter identificeren met materiaal als het over hun stad/dorp gaat.
- Communiceer succesverhalen. Horen dat het bij iemand in stad gelukt is om iemand te helpen/hulp te krijgen creëert enthousiasme.
- Gebruik de communicatiekanalen van de aangesloten organisaties (en hun netwerk). Via deze kanalen kun je al heel veel burgers bereiken.
- Gebruik zowel social media zoals Facebook en Twitter als fysieke media zoals kranten en de lokale omroep. Op deze manier bereik je verschillende groepen.
- Organiseer bijeenkomsten in de wijken. Op deze bijeenkomsten kun je mensen een account aan laten maken en mogelijk een eerste match tot stand brengen.

2. Netwerk uitbreiden met nieuwe leden

Het uitbreiden van het netwerk met nieuwe organisaties is belangrijk om verschillende redenen. Het vormgeven van een nieuwe beweging vraagt dat deze vanuit verschillende hoeken in de samenleving wordt aangejaagd. Een projectgroep met verschillende type organisaties kan hieraan bijdragen. Daarnaast kunnen via de netwerken van de organisaties verschillende groepen burgers bereikt worden. Ook helpt een groter netwerk om de lasten op individuele organisaties te verlichten.

- Denk na welke organisaties een nieuw perspectief op WeHelpen kunnen geven en benader deze organisaties actief. Organisaties die dicht bij burgers staan zijn interessant. Bijv. woningbouwcorporaties, kerk, revalidatiecentrum.
- Benader lokale departementen van organisaties die aangesloten zijn bij de coöperatie van WeHelpen. Omdat hun overkoepelende organisatie aangesloten is, zullen zij zich eerder aangesproken voelen mee te doen.
- Benader vergelijkbare (burger)initiatieven/sites in de stad en kijk hoe je elkaar kunt versterken. Dit voorkomt dat je in een concurrentiestrijd terecht komt.

- Zorg voor zichtbaarheid van de projectgroep zodat organisaties weten van het bestaan. Gebruik bijv. bestaande evenementen om zichtbaarheid te creëren.
- Gebruik de reputatie van het netwerk om organisaties te overtuigen. Grote organisaties geven gewicht aan de beweging evenals succesverhalen.
- Maak zichtbaar waarom WeHelpen van belang is. Schets een visie van de toekomst waar WeHelpen een rol in speelt of leg uit hoe WeHelpen bij kan dragen aan organisatiedoelstellingen. Dit maakt het minder filantropisch.

3. Draagkracht creëren in de organisatie

Ondanks dat aangesloten organisaties lid zijn van WeHelpen, hoeft het niet zo te zijn dat alle medewerkers in deze organisaties op de hoogte zijn en positief staan tegenover het initiatief. Dit is echter wel noodzakelijk als je graag wilt dat organisaties een ambassadeur worden van WeHelpen. Daarom is het van belang aandacht te besteden aan het vergroten van de draagkracht in de organisaties.

- Vraag regelmatig aandacht voor WeHelpen. Bezoek teambijeenkomsten om te informeren, plaatst informatie op intranet, hang een poster op het prikbord.
- Creëer draagkracht op de juiste plekken in de organisatie. Belangrijk is dat het management positief is, maar ook de uitvoerende teams moeten erachter staan.

4. WeHelpen koppelen aan primaire processen

Er is grote vraagverlegenheid onder burgers. Een goede manier om toch voldoende vraag op wehelpen.nl te krijgen, is door als organisatie naar wehelpen.nl te verwijzen. Naast dat doorverwijzen extra vraag creëert, is het verwijzen een extra service die je als organisatie aan je cliënten/klanten kunt bieden. Op welke plekken in de processen verwijzen kan en bruikbaar is, zal voor iedere organisaties verschillend zijn. Daarom is het belangrijk dat organisaties nadenken over waar WeHelpen past in de processen.

- Vorm een projectgroep in de organisatie om de draagkracht te vergroten en het gebruik van WeHelpen te verankeren in de processen.
- Denk na op welke plekken in de organisatie WeHelpen gebruikt kan worden en test dit met behulp van pilot projectjes. Ben creatief in dit proces, WeHelpen kan op veel plekken ingezet worden, ook al zijn niet alle plekken altijd meteen vanzelfsprekend. Door het eerst klein, bijvoorbeeld met één team uit te proberen, kun je leren over waar WeHelpen het best ingezet kan worden.
- Veranker WeHelpen in de processen. Dit kan door het in het beleid op te nemen, door het onderdeel te maken van trainingen en evaluaties en door medewerkers te coachen in het gebruik van WeHelpen in hun werk.
- Train medewerkers om WeHelpen te gebruiken in hun werk. Maak inzichtelijk hoe WeHelpen aanvullend is op bestaande werkzaamheden en hoe de rol van medewerkers verandert als zij met vrijwilligers te maken krijgen.

Waar moet je verder aan denken?

Er zijn een aantal andere zaken die ook van belang zijn voor een succesvolle implementatie.

1. Het succesvol maken van WeHelpen doe je samen

Om WeHelpen goed aan te kunnen jagen is het van belang dat alle organisaties ook daadwerkelijk betrokken en aanwezig zijn in de projectgroep.

- Gebruik de kennis, perspectieven en netwerken van de aangesloten organisaties. Dit geeft een bredere blik op het activatieproces.
- Maak gebruik van het feit dat je een groep bent en gebruik de projectgroep bijeenkomsten nuttig. Leer van elkaars successen en mislukkingen, deel verhalen en inspireer elkaar. Dit helpt om iedereen enthousiast en betrokken te houden en nieuwe leden worden op weg geholpen.
- Houd het netwerk levend. Blijf minder actieve aangesloten organisaties betrekken en maak gebruik van de nieuwe energie van net aangesloten leden.

2. Maak iemand verantwoordelijk voor de implementatie en verdeel rollen

Het is belangrijk om een kartrekker te hebben, iemand die zich verantwoordelijk voelt en die het proces coördineert. Verder is het met name als het even niet soepel loopt in de projectgroep goed duidelijke afspraken gemaakt te hebben over taken en rollen zodat verwachting overeenkomen.

- Maak iemand in de projectgroep hoofverantwoordelijke voor de implementatie en maak tijd en budget vrij zodat deze persoon zijn taak kan uitvoeren. Zeker de eerste paar jaar is deze functie nodig.
- Benoem een voorzitter. Hij/zij kan richting geven aan de bijeenkomsten, de voortgang bijhouden en zorgen dat iedereen aangehaakt blijft.
- Bespreek welke verantwoordelijkheden (tijd, inspanning, geld) iedere partij heeft voor de gezamenlijke activatie en voor de activatie in de organisatie.

3. Zet het succesvol maken van WeHelpen voorop

Omdat je met veel verschillende organisaties te maken hebt, zullen er veel andere belangen en prioriteiten zijn. Het is belangrijk om als netwerk te focussen op het succesvol maken van WeHelpen omdat rekening houden met alle andere zaken te veel vertraging oplevert.

- Handel daadkrachtig. Wacht niet tot WeHelpen prioriteit krijgt in de organisaties, maar begin met activiteiten die al mogelijk zijn.
- Ga verder met andere dingen als je te veel weerstand ondervindt. Soms moet je verder zonder een organisatie of afdeling, hier kun je later bij terugkomen.
- Probeer flexibel om te gaan met organisatiedoelen en structuren zodat er ruimte ontstaat om het doel van het netwerk te bereiken.

4. Selecteer mensen voor de projectgroep op basis van bepaalde kenmerken

WeHelpen is een innovatie en innovaties gaan gepaard met een onzeker proces, soms zonder duidelijke richting en veel mislukkingen. Het is van belang mensen te selecteren die met deze kenmerken om kunnen gaan.

- Selecteer visionaire mensen. Zij kunnen helpen de toekomstige rol van WeHelpen te schetsen. Dit helpt anderen om dit ook voor zich te zien.
- Selecteer mensen die intrinsiek geloven in het belang van WeHelpen. Deze mensen zullen zich eerder eigenaar voelen en zijn bereid er tijd in te steken.
- Selecteer mensen die om kunnen gaan met mislukkingen en in staat zijn te zien dat deze mislukkingen ook nuttig zijn om van te leren.
- Selecteer mensen met flexibele posities in de organisatie. Zij kunnen focussen op WeHelpen en hoeven zich minder druk te maken over hoe ze hun activiteiten kunnen verantwoorden.

5. Ontwikkel een visie en stel doelen

Omdat WeHelpen een nieuwe beweging is en er veel veranderd in de manier waarop zorg georganiseerd wordt in Nederland, is het van belang een visie te ontwikkelen op welke rol WeHelpen speelt in de toekomst. Hiermee kun je organisatie laten inzien waarom het ondanks alle andere grote veranderingen, belangrijk is om op WeHelpen te focussen. Daarnaast is een visie op de ontwikkeling van het netwerk van belang. Dit helpt om doelen te stellen voor komend jaar.

- Voor het vormen van een visie: denk aan de richting die de Nederlandse overheid is ingeslagen; burgers moeten zelfredzaam zijn en participeren. Welke rol kan WeHelpen spelen in zo'n type maatschappij? En hoe linkt deze rol naar de nieuwe rollen van organisaties?
- Voor het vormen van een visie op het netwerk: denk na over welk type hulpvragen er op WeHelpen mogen staan, door wie de site gebruik moet worden en hoe je deze mensen kunt bereiken. Een missie en visie dus.
- Ontwikkel doelen voor zowel de aangesloten organisaties als voor het netwerk en neem deze samen met de visie op in een projectplan. Door de doelstellingen wordt iedere organisatie verantwoordelijk gemaakt en het helpt om de voortgang van het netwerk te monitoren. Evalueer de doelstellingen ook.
- Ontwikkel doelstellingen en de visie samen. Op deze manier voelt iedereen zich eigenaar, kun je elkaar inspireren en kun je dwarsverbanden zoeken tussen de verschillende organisatiedoelstellingen.