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TACKLING GRAND CHALLENGES THROUGH THE NEW EUROPEAN BAUHAUS. INSIGHT FROM THE STEWARDSHIP THEORY

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ABSTRACT

Modern data-driven economies and societies are increasingly pressed by the rise of dynamism, complexity, and urging global issues that need to be addressed or could lead to detrimental effects over the next decades (Bresciani *et al.*, 2022; Rehman *et al.*, 2022). Examples include demographic imbalances, poverty, hunger, climate change, and disruptive labor market developments brought on by ICT, with the consequent necessity to afford accessible education to everyone. Scholars usually refer to these issues as grand challenges (Bertello *et al.*, 2022; Colquitt & George, 2011), highlighting the necessity of scientific and technological advancements, as well as fostering changes in people's behaviors and approaches.

In this context, many studies have examined the connections between entrepreneurship and societal issues adopting institutional theories (Ferraro *et al.*, 2015; Gümüşay & Amis, 2020), and in particular investigating institutional logics, institutional labor, and organizational fields. However, being fundamentally constructivist, the institutional theory is agnostic as to whether the institutions that businesses and organizations adhere to (or help create) are really successful at preserving the environment and advancing human welfare. Moreover, two competing approaches are usually considered when investigating how to orchestrate a collaborative, coordinated, and sustained effort from a variety of diverse stakeholders which can be characterized by different possible sets of values, beliefs, or expectations (i.e., what are usually called institutional logics). Numerous researchers have indeed explained how to handle competing logics by analyzing the entrepreneurial orientation of hybrid organizations at the individual or organizational levels (Eiselein & Dentchev, 2020). In this sense, interesting insights could be provided by adopting the lens of the stewardship theory (Davis *et al.*, 2018), which assumes that individuals can recognize higher-order needs through pro-organizational behavior and thus will naturally align their interests with those of the organization and the institutional pressures to which it needs to adapt. In this sense, stewards are guided more by collective interests than personal ones and are therefore likely to favor long-term over short-term objectives (Hernandez, 2008).

Considering the above, in this study we aim to shed light on how to manage and mitigate possible paradoxical tensions when logics multiplicity is at stake by reconciling individuals' entrepreneurial orientation and the necessity of building a more beautiful, inclusive, and sustainable society. To do so,

we particularly investigate how the New European Bauhaus (NEB) has translated the European Green Deal into a tangible, positive experience in which everyone interested can participate and ask for collaborative action toward addressing the grand societal challenges of our times (European Commission, 2020). The NEB is indeed a creative and interdisciplinary initiative that connects the European Green Deal to our living spaces and experiences along three inseparable values (i.e., sustainability, aesthetics, and inclusiveness). Moreover, to do so, it invokes new innovative and entrepreneurial initiatives to be developed on multi-level, multidisciplinary, and participatory approaches. Indeed, because of their complexity, accomplishing these wicked problems necessarily requires collective and continuous efforts from various heterogeneous actors, such as policymakers, public institutions, companies, academia, and the broader civil society. Hence, by investigating secondary data (i.e., companies' websites and archival material), we focused our analysis on the 2022 NEB Prize winners as reflected by the four thematic axes of transformation identified during the NEB co-design phase (reconnecting with nature, regaining a sense of belonging, prioritizing the places and people that need it the most, shaping a circular industrial ecosystem and supporting life-cycle thinking). Moreover, we further considered how they were: (a) exemplary in terms of the three core values of the NEB (sustainability, inclusion, aesthetics); (b) exemplary in terms of the three main working principles of the NEB (i.e., participatory process, multi-level engagement, transdisciplinary approach); (c) innovative as compared to mainstream practices; (d) having high potential for transferability and replicability (e.g. of the methodology) to different contexts.

Based on the four thematic axes of transformation and on the criteria described above, the resulted prize winners are the following: (1) Reconnecting with the Nature strand: citizen driven ecological transition projects (bitches in Barcelona area, rural hubs in Paris area); protection and increasing of urban wildlife projects, using open source 3D printing technology and local materials in Berlin; Modular shutter gardens allowing everyone to have a garden at their windows in Poland; Biophotovoltaics for the use of people living in "innovative green" areas increasing local biodiversity, while producing energy in Spain.

(2) Regaining a sense of belonging strand: Polish rural architecture research project for the seek of sustainable renovation and cultural heritage; in Czech Republic there is a project that intends to convert vacant municipal property into a living network that includes shared spaces and is based on cooperative management; in Vienna (Austria) there is 10-cities district acting as a collectively own neighborhood, that operate and manage this co-housing-project that emphasizes affordability, inclusion, community and solidarity;

(3) Prioritizing the places and people that need it the most strand - the "care campus" in Belgium is designed for people with early-onset dementia, stroke-related disabilities, and somatic symptom

disorder; in Athens the academy promotes professional integration for vulnerable people, such as migrants, young locals with low income and marginalized women; in the north of Italy (Udine) there is a model to revive rural areas, unused spaces in villages can be converted into communal facilities, which establish a strong sense of community and could attract new residents; in Budapest small modular structures made from wood, fabric and steel contain various plants and flowers to reduce the impact of heat waves in urban areas; in Milan has been tested a tool for designers to support the decision making processes to enhance inclusive and accessible environments for everyone's diversities and disabilities.

(4) Shaping a circular industrial ecosystem and supporting life-cycle thinking strand - in Lisbon (Portugal) the awarded project aims to reduce the waste generated by toys, by promoting municipal community-driven circular networks, to collect and either repair and donate toys or recycle their materials; in Bucarest (Romania) the initiative donates refurbished computers to help reduce the educational gap that disadvantages children from poor backgrounds; in Helsinki (Finland) to increase circularity and a positive impact in the fashion industry, the awarded project proposed an innovative textile material, a "bio-leather" made from flower petals; in Italy (Treia) the project intends to create a line of cardboard-based recyclable products for daily use; is borned in Amsterdam (Netherlands) a soap made out of human activity waste materials like wood ashes, used cooking oil and urine.

In this sense, we pinpoint how adhering to the NEB has fostered different stewardship dimensions (i.e., alignment of values within the organization and their broader ecosystem, refining the communication strategies, designing and shaping the organizational structure). Hence, we contribute to the literature on institutional theory and stewardship theory by showing how adhering to the NEB values and principles can greatly contribute to managing and aligning potentially conflictual objectives and logics, while holding managerial implications for organizations involved in addressing grand challenges at both the operational as well as strategic levels.

Keywords: grand challenges; sustainable entrepreneurship; stewardship theory; New European Bauhaus

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