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KNOWLEDGE SHARING BETWEEN THE NON-PROFIT SECTOR AND THE FOR-PROFIT SECTOR

A case study of a food bank and its donors

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ABSTRACT

Roosa Purmonen: Knowledge sharing between the non-profit sector and the for-profit sector – A case study of a food bank and its donors
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Food poverty, food insecurity, and increase in food waste are challenges both in developing and developed countries. Food security can be improved and the amount of food waste can be reduced by means of circular economy. Circular economy suggests that adding new factors, such as food banks, to the food system, would be beneficial from a sustainability perspective to the food system. Food banks are responding to social and ecological problems of food insecurity and food poverty as well as food waste generation. However, food banks are scarce in resources, as non-profit organizations typically are. In addition, non-profit organizations are dependent on external factors, such as volunteers and donations. Non-profit organizations are knowledge-intensive organizations where knowledge is typically fragmented. The purpose of this research is to study factors related to knowledge sharing between the non-profit sector and the for-profit sector, and therefore the research question is formulated as follows: what are the drivers and barriers of knowledge sharing at the individual, intra-organizational, and inter-organizational levels between the non-profit sector and the for-profit sector?

The theoretical framework combines organizational knowledge, knowledge sharing, and knowledge management in different organizations. Organizational knowledge is examined through knowledge related matters, such as knowledge types, knowledge creation, and knowledge management. Knowledge sharing is one of the phases of knowledge management and in this research the focus is on its influential factors. The influential factors are divided into individual, organizational, and technical factors and they are examined at different levels of knowledge sharing: individual, intra-organizational, and inter-organizational.

As this study is focused on one specific organization, Tampere Lutheran Parishes food bank, and to its donor organizations, the case study method was chosen to be suitable for this research. The research is qualitative in nature and the data has been generated by conducting ten semi-structured interviews. The data has been analyzed by using an inductive content analysis.

The findings of the study examine knowledge sharing within the food bank, donor organizations, and between the food bank and its donor organizations. Through conducting this research drivers and barriers of knowledge sharing were identified at the individual, intra-organizational, and inter-organizational levels. Drivers are related to an individual's understanding of their own role, motivation, and reasons to donate. At the organizational level, the practices that support knowledge sharing in organizations and at the intra-organizational level, a well-established and jointly defined donation process was found to be a driver. Barriers are identified to be individual's lack of understanding of their own responsibilities in knowledge sharing, information breaks within the organization, and how lack of understanding of the food bank operations reduces motivation. Ambiguities in the inter-organizational collaboration were found to be a barrier to knowledge sharing.

The theoretical contribution of this study was formed around five empirical observation themes: 1) management 2) operations 3) development 4) interaction, and 5) motivation. Managing knowledge sharing enhances operational efficiency and resource usage. Better operational establishment can be achieved with knowledge management, but operational establishment can also reduce the need for knowledge management which is more resource efficient. Knowledge management has an essential role in development and its role needs to be identified. In the non-profit sector, most knowledge occurs in interpersonal interaction, and thereafter interaction between individuals should be supported. With knowledge sharing motivation can be increased which improves the quality of donations, as well as commitment. Managerial implications highlighted that as the non-profit sector suffers from lack of resources with knowledge sharing, resources can be better utilized where they are needed. Also, non-profit organizations follow a social mission and knowledge sharing has a role in strengthening the social mission and gluing members of an organization together. Lastly, knowledge sharing in the non-profit sector differs from the for-profit sector in the form of knowledge. In non-profit organizations, most knowledge is tacit and this creates its own challenges and opportunities.

Key words: knowledge management, knowledge sharing, non-profit sector, food bank, surplus food, food waste, case study

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FPO – For-profit organization
NPO – Non-profit organization
SME – Small and medium enterprise

1. INTRODUCTION

1.1. Food waste as an issue of our society

Food waste is a current issue since the population of the planet is rising and an increasing number of people suffer from hunger. Over 1.3 billion tons, which is roughly a third of the food that is produced for human consumption, is wasted yearly (Gruber et al., 2016; Jurcilevich et al., 2016), while a growing number of 821 million people suffer from hunger (FAO, 2018). This paradox is attracting increasing attention (Lähde, 2018; Sert et al., 2018). These issues can be recognized both in developed and developing countries (Filimonau & Gherbin, 2017; Gruber et al., 2016). Although food insecurity and food poverty are common problems of developing countries, developed countries, where the problem is not as visible, suffer from these as well.

In addition to the social issues, food waste has environmental and economic dimensions as well, making it a larger societal issue. Described by Jurgilevich et al. (2016, p. 69) "our current economic system uses the linear economic model take-produce-consume-discard". This assumes that economic growth is based on unlimited natural resources and unlimited waste disposal. This applies to the food system as well. According to Food and Agriculture Organization of the United Nations (2013), FAO, food loss and food waste is globally the third largest emitter of greenhouse gas emissions after the United States and China leading annually to the economic loss of approximately US$750 billion. The inefficiency of the system where productivity, energy, and natural resources are lost, creates pollution and greenhouse gasses (Jurgilevich et al., 2016). According to FAO (2013), the loss is worth as much as two trillion dollars a year. The way we currently produce, distribute, and consume supports the growth of the population, economic development, and urbanization. However, the current way of organizing the food system does not fit the long-term needs (Ellen MacArthur Foundation, 2019), as more natural resources are being used than the ecological carrying capacity of the earth can handle.

Controversial political and social issue, where more food is wasted while hunger grows, has led organizations to think how the issue could be tackled. Unsustainable food production and consumption habits have led us to look for more sustainable ways to organize food supply chains and to make waste management more sustainable (Jurgilevich et al., 2016; Sert et al.,

2018). Adapting circular economy to the food system creates economic, health, and environmental benefits in the food value chain and in society at large (Ellen MacArthur Foundation, 2019). Circular economy enhances and optimizes sustainability in the food system. On the one hand, according to Jurgilevich et al. (2016) the objective of the circular economy is that the circle of materials and substances is closed, and discharges into the environment as well as resource consumption are reduced. On the other hand, adapting the circular economy into the food system has its social benefits as it tackles food insecurity, food poverty, unemployment, and exclusion. The transition to a sustainable food system would require changes in infrastructures, technologies, people's competencies, practices, and world views. Education regarding food waste minimization would enhance better food waste and surplus food management. These would require institutional barriers to be reenvisioned to create new ways of reducing food waste and surplus food, such as redistributing unclaimed food to various new types of factors, for instance, food banks (Jurgilevich et al., 2016). The application of circular economy model to the food system is emphasized in literature to be a solution to tackle the issue (Ellen MacArthur Foundation, 2019; Jurgilevich et al., 2016).

1.2. Managerial perspective in food waste reduction and prevention

Food waste is an extensively studied phenomenon, yet the current research is focused on reducing food waste at the consumption level. Gruber et al. (2016) point out that there has not been much research of food waste in the retail and wholesale sector. The topic is recognized as facing commercial and ethical sensitivity. They furthermore state that only a fraction of the surplus food is used for human consumption. As current research has been focused on the operational side of food waste management in retail and wholesale context, the focus has been external. Yet, the management in retail and other kinds of organizations play a significant role in the operations of food waste management.

Consumers have a significant role in food waste reduction, but more recognition to the retailers' role in food waste reduction should be given as they act as gatekeepers between food producers and customers, and consequently, can prevent surplus food from becoming food waste. Retailers face sustainability related challenges at different stages of the food supply chain: from making their supply chains more transparent to the operational level, such as reducing food

waste. Food waste is a problem retailers cannot ignore anymore. It challenges retailers yet creates opportunities as well (Teller et al., 2018).

Papargyropoulou et al. (2014) emphasize that the best practice in avoiding food waste would be to prevent surplus food generation. Yet, there are different occasions which result in surplus food at the retail level: stores must have a certain level of on-shelf availability and retailers may for various reasons over-forecast the need of stock, resulting in surplus food. These occasions create a negative outcome in which stores have too much stock (Bierma et al., 2019; Teller et al., 2018), hence some surplus food in the retail operations is unavoidable. Surplus food turning into food waste has a significant economic impact. Food products have low overall margins and increasingly high operating costs. From the social perspective, it is problematic that a large proportion of the food products that are discarded are still fit for human consumption. This ethical dilemma puts retailers under pressure to respond to this issue (Teller et al., 2018).

According to Sert et al. (2016) as companies are recognizing the issue of unsustainability, they are adapting new solutions, such as sustainable waste management in the food supply chain. One of the solutions is extending the supply chain by adding new actors, such as non-profit organizations (NPO). Donating surplus food extends the life cycle of the product making it more sustainable. These kinds of actions give companies important leverage in making their waste management more sustainable. As retailers act as gatekeepers to the food supply chain, it gives them a crucial role in the pursuit of minimizing food waste. Stores are significant in food waste prevention as they are physical places for selling food and where food waste occurs (Sert et al., 2016).

The first food bank in Finland began operating in 1995 after the recession with the aim of tackling the social problem of food poverty and food insecurity. As food waste is an economic and environmental problem in addition to its social dimension, food waste management is part of solving the issue of unsustainability of the current food system (Martins et al., 2019; Tikka, 2019). In addition, Martins et al. (2019) state that food banks act as intermediaries which connect food resources and people in need. Food banks can help solve large societal problems, such as food poverty, food insecurity, and the environmental problems of food waste management. Although food banks can be part of solving the problem of an unsustainable food system, they also have a negative side. The way food banks currently operate in society creates

a paradigm where the surplus food is needed, and the food banks are dependent on that surplus food (Tikka, 2019).

Although food banks have their role in ensuring food security and tackling food poverty, they have bounding limiting factors. Food banks are NPOs which operations are highly dependent on irregular food donations and volunteer work (Galli et al., 2018; Martins et al., 2019). These aspects limit food banks and the resources they have. This causes operations to lack strategic planning and the sustainability performance is not used to its full potential. Food banks are balancing between the dimensions of sustainability – economic, environmental, and social – creating trade-offs between them. Food banks would benefit from better strategic planning and resource allocation, which would lead to minimizing the conflicts between the dimensions of sustainability, creating a well-functioning food bank supply chain network (Martins et al., 2019).

1.3. Research purpose

As part of the master's studies, the researcher of this study took a course in which the research group conducted a study for Tampere Lutheran Parishes food bank (hereafter referred as food bank). The study was conducted in the fall of 2019 with the purpose of studying the food donation process and how it could be improved from the food bank and the retailers' perspectives to better the food bank's operations. The researchers perceived that the food bank would benefit from deeper collaboration with its donors and communication between the food bank and its donors was identified as one of the most important factors for developing efficiency. During the study the coordinator of the food bank explained that currently one of their greatest challenges is the irregularity and the inconsistency in the food donation process between different donors. They wondered how the donation process could be better managed and what role knowledge has in managing the donor-donee-relationship.

The purpose of this research is to study factors related to knowledge sharing between the non-profit sector and the for-profit sector. The theoretical contribution aims to understand knowledge sharing in the context of NPOs. By answering the research question, the aim is to find the drivers and barriers that are influencing knowledge sharing and to understand

knowledge sharing between the non-profit sector and the for-profit sector. Therefore, the research question is formulated as follows:

> Research question: What are the drivers and barriers of knowledge sharing at the individual, intra-organizational, and inter-organizational levels between the non-profit sector and the for-profit sector?

Currently, the donors receive oral instructions or no instructions at all. Consequently, the donation process between different donors varies and this makes it more laborious and time consuming for the food bank. Also, some of the surplus food goes to waste during this process. The aim of identifying drivers and barriers is to find factors that influence knowledge sharing and thereby better knowledge management in the whole food donation process. This would reduce the amount of food waste, which would have a positive impact on both the food bank and its donors.

1.4. Key concepts and limitations

Surplus food – According to Garrone et al. (2014, p. 1464) surplus food is "the safe food that is produced, manufactured, retailed or ready to be served but for various reasons is not sold to or consumed by the intended customers". Surplus food is still fit for human consumption and is the most favorable option in preventing food into turning food waste (Papargyropoulou et al., 2014). When food becomes surplus food, it is no longer part of the commercial supply chain but typically moves to the non-commercial supply chain (Thapa Karki et al., 2021). At the same time, the value of food to the provider expands: for commercial provider the value of food is merely economic, whereas surplus food has also social and nutritional value (Blake, 2019).

Food waste – Papargyropoulou et al. (2014) describe food waste as edible material intended for human consumption, but at some point, at the food supply chain is discarded, lost or degraded. The distinguishing aspect from surplus food is that food waste is unfit for human consumption. Food waste can be divided into avoidable food waste and unavoidable food waste. Avoidable food waste includes food that is consumed by the majority of people but ends up in food waste due to, for instance, overstocking. Unavoidable food waste consists of food or food parts that were inevitable to become food waste, such as inedible parts of fruits, for instance,

banana peels. The most favorable option for food waste is to use it for animal feed, or compost if animal feed is not an option (Papargyropoulou et al., 2014).

Food bank – An NPO that redistributes donated surplus food to people in need (Rombach et al., 2018). Food banks are usually small local organizations whose activities depend heavily on volunteering and donations. The operation models vary in different countries. In some countries, for instance, Britain, the food bank system is regulated and funded by the government (Loopstra et al., 2019), whereas, for instance, in Germany there is an umbrella association with approximately 900 local food pantries nationwide (Rombach et al., 2018). In Finland, there is no established practice like many other countries. Some food banks are privately organized and some are part of a charity organization or a church. The operation model affects how the donated food reaches the customers: some food banks operate as warehouses where the customer can pick up the food for home consumption (Loopstra et al., 2019). This can either mean that the customer goes to the food bank's premises to collect the aid or the food bank distributes the food aid regionally. In both ways, the aim is to get the food aid to the people in need. Nowadays, the role of food banks has expanded from being a mere food aid provider to solving other social problems, such as loneliness and the risk of exclusion, as well as improving the sustainability of the food system through a circular economy.

Knowledge management – An information society era management paradigm which is specialized in knowledge related management issues with an aim to advance the fluency and efficiency of the organizations. It has two main disciplines: managerial and technical (Laihonen et al., 2013). Knowledge management as a field of research focuses on dealing with questions of business strategy, organization theory, and information making it an interdisciplinary field of research (Tuomi, 1999). Knowledge management is a cyclical process (Schumaker, 2011) and it generally has four phases: acquisition, storage, sharing, and application (Bharadwaj et al., 2015; Gold et al., 2001).

Knowledge sharing – As a phase of knowledge management, knowledge sharing is a process where knowledge is disseminated between the members and teams of an organization intra-organizationally or between two or more different organizations inter-organizationally. Knowledge sharing occurs both tacitly, between the employees in their conversations and meetings, and explicitly when knowledge is shared though web portals, intranets, chat rooms, bulletin boards, and through online communication tools or platforms (Bharadwaj et al., 2015).

Cäker (2009) emphasizes that knowledge sharing is an essential part of intra- and inter-organizational relationships as relationships are based on interaction and sharing information and knowledge.

In this study, several subject areas have been excluded as a master's thesis places limitations on the scope of the study. Firstly, the research considers both knowledge management and knowledge sharing. In the theoretical framework knowledge management as a concept is explained, however, the emphasis is on knowledge sharing as the whole process of knowledge management was seen to be too extensive subject in this context. Secondly, since knowledge management and knowledge sharing have not been studied much in the past in a non-profit context, a lot of potential topics were excluded from the study. When considering the research design, it was also considered that this study is a case study which sets limits on the generalizability of the research results and findings. The research focused on one NPO and its partner organizations. There were a total of four partner organizations, with six interviews. The scope of the interviews is not enough to generalize the results. Lastly, research focuses on factors related to knowledge sharing. Knowledge sharing is not studied from a process-oriented perspective and its effectiveness is not evaluated.

1.5. The research process and the structure of the thesis

As this research was conducted in collaboration with the food bank, the researcher wanted the topic of the study to meet their personal interests and be beneficial for the food bank and its donors as well. After finalizing the course in which the research group conducted the study for the food bank in the fall of 2019, the discussion between the researcher and the food bank continued. The researcher wanted to study food waste related issues, thus it felt natural to continue the collaboration with them. The research was started by forming an introduction to the research subject. The starting point of the study was to improve the cooperation between the food bank and its donors by means of knowledge management. Broadly, the research takes a stand on the problem of food waste and how food waste can be reduced by an organization through circular economy. These are both extensive concepts, hence to enhance the reduction of food waste in the food bank's operations it is more sensible to examine a precise and focused issue within the framework of circular economy.

After the introduction, the theoretical framework was formed from knowledge related matters: organizational knowledge, knowledge sharing, and knowledge management in different organizations. When there was enough understanding of the theoretical approach, methodology was explored and the empirical research was conducted. A qualitative case study was chosen as the method. Data was collected by conducting ten semi-structured interviews and content analysis was used as the method of analysis. In empirics, one case was investigated, the food bank and its donors. Thus, knowledge sharing within an organization, but also between organizations, was examined in intra-organizational and inter-organizational levels. All the phases happened somewhat simultaneously, however, the transition from theory to empiricism was not done until there was a sufficient understanding of the theory. The generated data was analyzed after the empirical part and the findings were formulated. Following that, the conclusions were drawn and an evaluation of the entire study was performed. These previously mentioned phases did not take place systematically, as throughout the process different sections required iteration and rewriting to fit the research purpose and the research question. However, the above-mentioned phases guided the progress of the study and they can be seen in Figure 1.

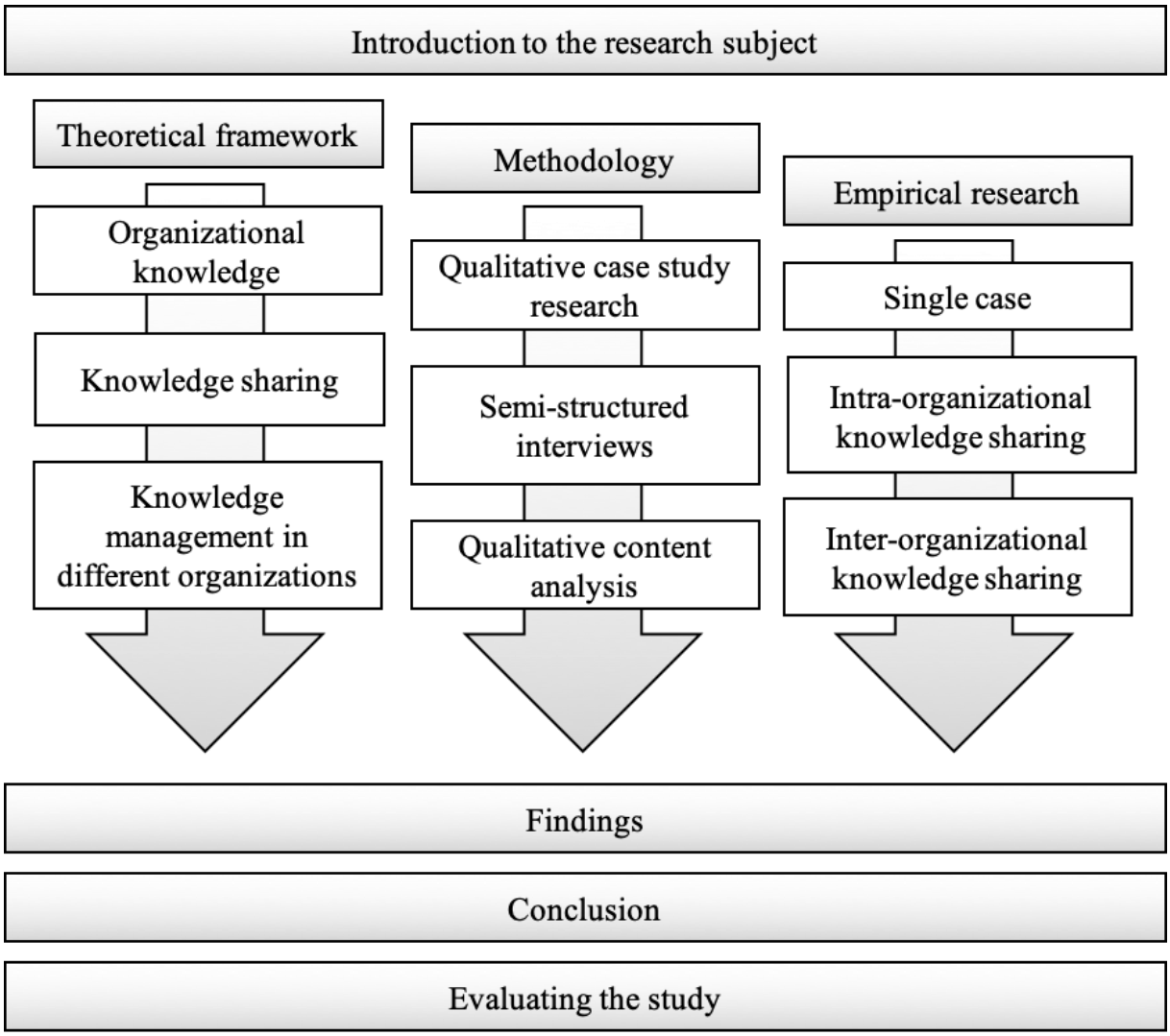

Figure 1. The research process

The structure of the thesis follows a similar order as the previously described phases of the study. Through the stages, the main chapters of the study were formed, which are as follows: first chapter is an introduction following that the theoretical framework is introduced. The subjects are related to organizational knowledge, knowledge management, and knowledge sharing, which are presented in the perspective of different kinds of organizations, and lastly the theoretical framework is synthetized. Thereafter, the methodological choices are introduced and justified, as well as the data generation, analysis methods, and the case organization are presented. Then, the findings are presented and summarized. In the final chapter, the conclusions, theoretical contribution, and managerial implications are discussed and lastly the study is evaluated and the future research paths are suggested.

2. KNOWLEDGE SHARING IN THE NON-PROFIT SECTOR

The aim of this chapter is to present the theoretical framework of the study, which consists of the organizational knowledge and knowledge management, which are discussed in the subsection 2.1., and knowledge sharing, which is discussed in the subsection 2.2. After this, the previously discussed topics are examined in different kinds of organizations. Finally, the synthesis of a theoretical framework is presented.

2.1. Organizational knowledge

2.1.1. Knowledge types

The way knowledge is understood is influenced by how knowledge is conceptualized. Knowledge is an intricate issue. Accordingly, integration and perceptions of knowledge affects how problems are identified and framed (Fazey et al., 2014). This is based on epistemological development and beliefs of a person's relation to knowledge: how a person comes to know, theories know they hold about knowing and how these influence the person's cognitive processes of thinking and reasoning (Hofer, 2000). Knowledge can be defined in many ways. Therefore, different scholars have tried to conceptualize knowledge by different taxonomies. One way to classify knowledge is by its nature; knowledge can be either declarative (know what), procedural (know how), or causal (know why) (Lettieri et al., 2004). Similarly, Ackoff's framework of data-information-knowledge-wisdom hierarchy (DIKW), which is widely used as a basis for knowledge management (Schumaker, 2011), aims to demonstrate different kinds of organizational knowledge and the process of knowledge transformation. DIKW succeeds to handle the process of how data elevates into wisdom. There are two basic principles in the DIKW hierarchy: while the data transforms to wisdom the quantity of it decreases and the value of it increases. Figure 2 demonstrates these two classifications (Schumaker, 2011).

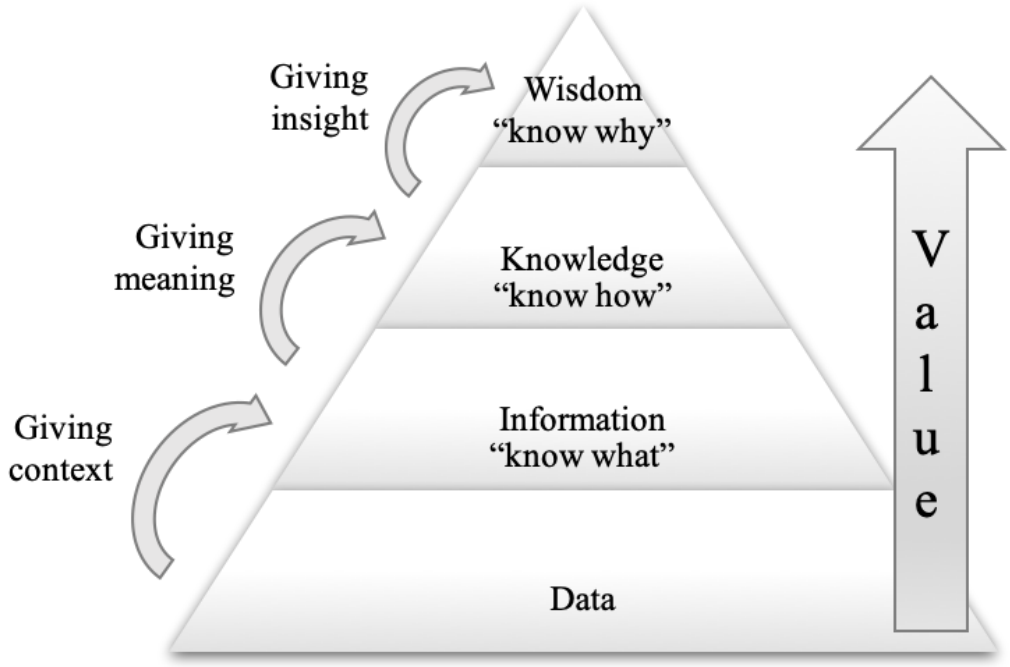

Figure 2. The nature of knowledge in the DIKW hierarchy

We gather a large volume of data by observing our surroundings. Data represents isolated facts that do not have contextual meaning (Batra, 2014), which makes data overwhelming and generally not usable (Schumaker, 2011). Large for-profit organizations (FPO) generally have ways to collect data whereas small organizations and NPOs lack ways to collect and analyze data. Data itself does not bring much value. Data must be processed and limited to only what is relevant in terms of the problem that is being handled. In this process data is sorted and what is irrelevant is excluded.

As data is processed, limited, and sorted it becomes information. In this process data is given a context as information requires contextual factors to create value. This reduces uncertainty and increases negentropy bringing order. This generally supports management's decision making (Batra, 2014). All organizations have a lot of information but to achieve the value of information it needs to be given meaning. In the context of this study, information refers to separate matters that are shared by, for instance, the food bank and its donors. The information itself does not bring much value in long-term development but it has some value for both parties. Such information can be, for example, holiday announcements when the food bank does not collect donations. Information is a one-sided notice with no meanings attached.

Based on Lettieri et al. (2004) knowledge is a spectrum of information through which the most adequate actions are selected intending to respond to external pressures (see also Davenport & Prusak, 1998; Zack, 1999). The actions the individual chooses to take, are strongly influenced by the culture and values they hold, when the information is given meaning (Schumaker, 2011). Knowledge is achieved when information can be adapted and utilized by individuals in the longer-term perspective. The next entity of the hierarchy is wisdom. Wisdom is characterized by a longer time dimension compared to the other entities. It requires personal insight since experiences shape how we process knowledge and how we can utilize knowledge and harness it into wisdom (Batra, 2014). To achieve the wisdom level in the context of food donation process, it would require that knowledge is shared between the individuals or the organizations and the knowledge could be utilized to develop or better the food donation process.

Another way to classify knowledge is by the form of how knowledge exists and is formalized. Nonaka and Takeuchi (1995) classify knowledge into two categories: tacit knowledge and explicit knowledge. Tacit knowledge is conceptualized as personal, context-specific knowledge which is difficult to formalize and communicate to others. Tacit knowledge has cognitive elements which include mental modes, such as schemata, paradigms, perspectives, beliefs, and viewpoints which help individuals to perceive and define their world. In addition to cognitive elements, tacit knowledge has technical elements which include concrete know-how and skills. Explicit knowledge is transmittable in formal, systematic language. It can be recorded, formalized as rules and procedures, and shared from an individual to another or from an organization to another (Loebbecke et al., 2016; Nonaka & Takeuchi, 1995; Tuomi, 1999) in accessible, storable, and transferable way in corporate documents and information systems (Loebbecke et al., 2016).

2.1.2. Knowledge creation

Many of current knowledge management studies and theories are based on Nonaka and Takeuchi's knowledge creation model. The model addresses how knowledge occurs in organizations, how it is transformed into concepts, models, artifacts, and structures that influence organizational behavior. The knowledge creation model is based on dynamic interaction between two types of knowledge: tacit and explicit. In Nonaka and Takeuchi's model new knowledge is created when tacit mental modes are articulated and converted into explicit knowledge. They emphasize that even though new knowledge is created tacitly by

individuals, knowledge creation happens through social interaction when there is an interaction between tacit and explicit knowledge. In interaction, tacit knowledge becomes explicit but also explicit knowledge becomes tacit. In this bidirectional process, new knowledge is created (Tuomi, 1999; Nonaka & Takeuchi, 1995). This knowledge creation model is called SECI model, because of its four conversion modes: socialization, externalization, combination, and internalization. From this model Nonaka et al. (2000) created the SECI process which is a derived version of Nonaka and Takeuchi's (1995) learning cycle. The model, where the four conversion modes can be seen, is shown in figure 3.

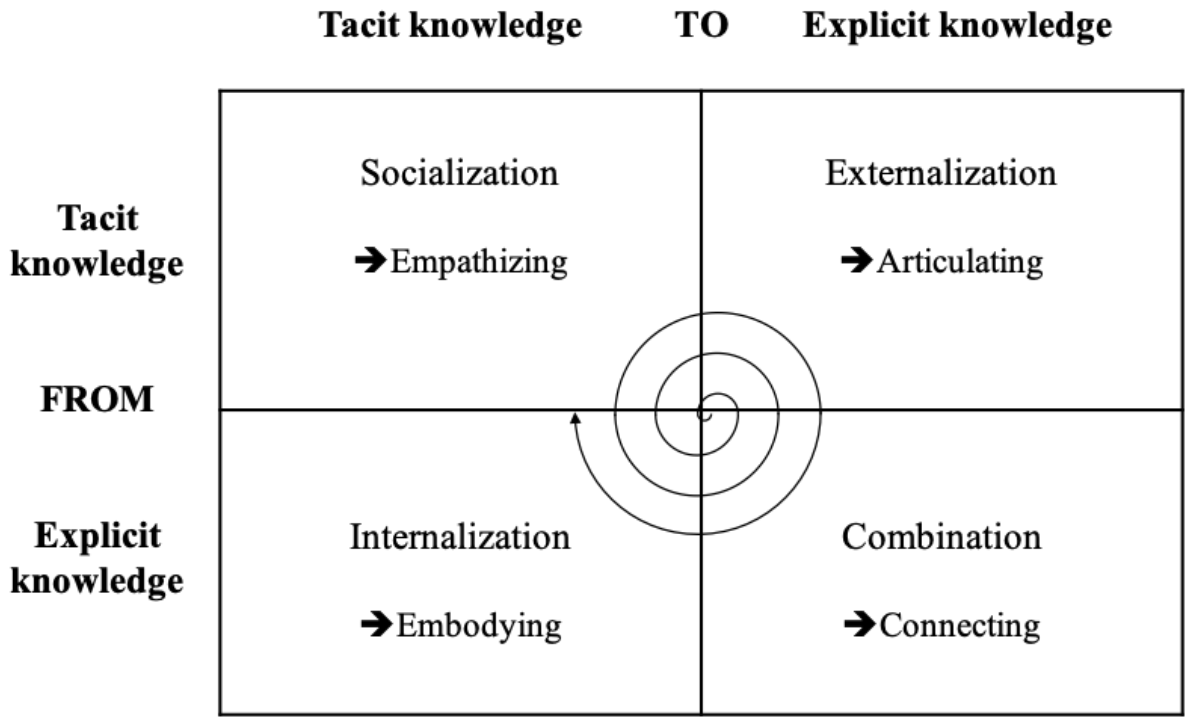

Figure 3. The SECI process (adapted and modified from Nonaka et al., 2000; Nonaka & Takeuchi, 1995)

Socialization is a process where new tacit knowledge is converted to tacit knowledge through shared experiences. Tacit knowledge is difficult to formalize since it does not require language and is often time-specific and space-specific. Socialization can happen through observation, imitation, practice, and through shared experience, such as working or living together when individuals are empathizing others. In externalization, tacit knowledge transforms into explicit knowledge. During this process, tacit knowledge is articulated into a transferrable mode and takes linguistic forms, such as metaphors, analogies, concepts, and hypotheses (Nonaka et al., 2000). In the context of this study, socialization is one of the most essential phases as most of

the learning and knowledge sharing between the organizations occur in interaction where the individuals communicate, but the shared knowledge is tacit.

Externalization is essential to knowledge creation since it creates a new explicit form of knowledge based on tacit knowledge (Nonaka et al., 2000; Tuomi, 1999). Knowledge can be seen to be crystallized after tacit knowledge is made explicit (Nonaka et al., 2000). Combination is a third mode of the knowledge conversion. In this mode, explicit knowledge is converted to explicit knowledge. Explicit knowledge is systematically edited, categorized, combined, and processed to form new knowledge. Then this new knowledge can be used within an organization or shared between organizations. Currently, the food bank and its donors mostly communicate and share knowledge in verbal interaction. Therefore, knowledge creation is incomplete.

Combination is most commonly used in education and training. In business context, it is described to be one of the most important tasks of middle management. The fourth mode of knowledge creation is internalization, in which explicit knowledge is embodied as tacit knowledge. This mode is closely related to 'learning by doing' when an individual internalizes, for example, manuals of documents in work and formulates new knowledge tacitly (Nonaka et al., 2000; Tuomi, 1999). These phases of knowledge creation require explicit knowledge to be shared and as mentioned the food bank and its donors rely on tacit knowledge. Thus, knowledge creation is deficient in the context of the food bank operations.

Knowledge is created when different conversions of knowledge interact. The movement between them is spiral; movement in the process is dynamic, continual, and never-ending, expanding horizontally and vertically. It starts from the individual level moving to interact intra- and inter-organizationally beyond organizational boundaries. Other organizations and stakeholders are great assets in knowledge creation, which enhances new spirals in SECI process enabling new knowledge creation and innovation in the organization (Nonaka et al., 2000).

2.1.3. Knowledge management

Society is constantly changing and simultaneously organizations are changing and developing. The changes in society and people require new kinds of management causing management

theories to evolve (Laihonen et al., 2013; Lewitt & March, 1988). Organizational knowledge has always occurred and even before knowledge management was recognized as a managerial tool, knowledge was managed informally. However, as markets have developed to be more demanding and competitive pressure has increased, knowledge as a resource on its own is not productive but requires cooperation and coordination of the resources.

Many of the current management theories are based on industrialization. New kinds of systematic ways of managing personnel and operations where needed when the industrial mass production was invented. The post-industrialization followed the era of industrialization. Significant number of jobs shifted to the service sector, when the importance of tacit knowledge and other immaterial matters were highlighted. The significance of knowledge in management and growing the competitiveness of the company were recognized (Laihonen et al., 2013; Loebbecke et al., 2016).

Knowledge management is the information society era management paradigm specialized in knowledge related management issues. It offers new models of thinking and tools how to utilize the knowledge perspective in knowledge-intensive organizations. Knowledge management aims to advance the fluency and efficiency of the organizations. It has two main disciplines: managerial and technical. Managerial knowledge management considers knowledge as an asset for an organization's success and tries to develop instruments related to how knowledge can better management. The techno-centric stream highlights the importance of information systems in knowledge management. These streams are overlapping and separating them is an artificial way of making sense of the phenomenon (Laihonen et al., 2013).

Knowledge management occurs in different fields of research dealing with questions of business strategy, organization theory, and information making it an interdisciplinary field of research (Tuomi, 1999). As it is still a new area of research and it is based on immaterial matters, the concepts of it are still somewhat unestablished which leads the researchers and practitioners to use them inconsistently (Laihonen et al., 2013). This also leads research to lack consistent perception on how organizations create and manage knowledge (Nonaka et al., 2000).

Knowledge management is a cyclical process, where each step must be considered and managed. The aim of it is to transfer the data into wisdom to create value for the company (Schumaker, 2011). Generally, knowledge management has four phases or some scholars call

them a life cycle of knowledge management, since in the beginning knowledge is born and in the end, it achieves its purpose when organizational benefits are achieved. Based on the process the phases are acquisition, storage, sharing, and application (Bharadwaj et al., 2015; Gold et al., 2001). The figure 4 below demonstrates the phases of knowledge management and how each phase follows each other creating the life cycle.

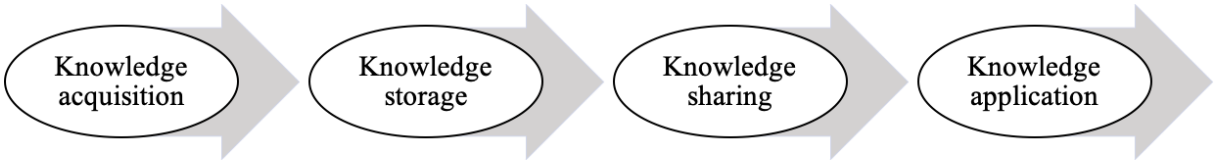

Figure 4. The phases of knowledge management

"Acquisition" is mostly based on human interaction within individuals, departments, and other organizations. According to Inkpen and Dinur (1998) acquisition requires human interaction and collaboration, and Nonaka and Takeuchi (1995) state that collaboration is the basis for the socialization process. Acquisition is about obtaining knowledge. Every organization holds knowledge, but in order for it to be utilized, it must first be recognized. This sub-process is called knowledge audit. Once the organization recognizes its knowledge and knowledge gaps, it can acquire knowledge and enable new knowledge creation. The main purpose of this process is knowledge accumulation both with the existing knowledge and new knowledge (Bharadwaj et al., 2015).

In order for the existing knowledge to be usable for more people, it must be stored somehow. "Storage" captures the created knowledge and formulates it into explicit form. In this externalization process, where tacit knowledge becomes explicit, knowledge is articulated (Nonaka et al., 2000; Nonaka & Takeuchi, 1995). One of the key elements of storage is that the process is consistent. Knowledge needs to be available for many and it needs to be accessible for those who benefit from it. Both capturing tacit knowledge and storage of explicit knowledge should be systematic and planned. Thus, it is ensured that the stored knowledge is right and usable (Bharadwaj et al., 2015).

"Sharing" refers to a process where knowledge is disseminated between the employees or the members of an organization. Sharing happens naturally but it also needs to be managed. Otherwise, it is random and there is no control over what knowledge people have. Both tacit

and explicit knowledge sharing should be managed. Tacit knowledge sharing happens between the employees in their conversations and meetings, but also organizations can hold seminars or gatherings which hold the purpose of knowledge sharing. The organizational structures should allow this to happen (Bharadwaj et al., 2015). Tacit knowledge is the most difficult to capture, as it is something the individuals hold, perspectives and beliefs, know-how and skills, (Nonaka and Takeuchi, 1995; Tuomi, 1999) and therefore it should not be diminished. Explicit knowledge is shared through web portals, intranets, chat rooms, bulletin boards, and through online communication tools or platforms (Bharadwaj et al., 2015).

"Application" is about the use of knowledge that organizations have. An organization needs to know what effect the knowledge management system has to its performance and operations. Otherwise, the knowledge management system is not used to its full potential or it can have a confusing or even weakening affect to the organization's effectiveness. Once the system is managed fully, including the application, an organization can also notice which knowledge is irrelevant, outdated, or incorrect (Bharadwaj et al., 2015). Application can be seen as the last phase of the knowledge management life cycle when employees are embodying knowledge (Nonaka et al., 2000) and utilizing it as wisdom in their work (Batra, 2014).

2.2. Knowledge sharing

Coordination between companies has attracted more attention (Cäker, 2009), whilst it is stated that knowledge sharing needs more studying as the competitive advantage and operational benefits it creates are not fully understood (Fazey et al., 2014; Loebbecke et al., 2015). Knowledge sharing is a basis for inter-organizational collaborations as the relationships are based on sharing information and sharing knowledge (Cäker, 2009). Knowledge sharing has been studied more within the academic world, for instance, between universities. However, the relationship between science and society is changing, yet more work to build bridges between research and practice is needed. Knowledge has different value to different groups. To ensure research is relevant, valid, and practical both local and scientific value needs to be recognized. This enables different voices to be heard and more innovative solutions to be found. Recent studies suggest that new research on knowledge sharing is needed as there are limited examples of process-oriented impact studies (Fazey et al., 2014). This subchapter examines knowledge

sharing between organizations focusing on SMEs rather than how large companies or organizations practice knowledge sharing.

Academic literature acknowledges different definitions to the process where two or more organizations collaborate and share knowledge. “Knowledge sharing”, “knowledge exchange”, and “knowledge transfer” are used in the literature simultaneously as synonyms to describe the phenomenon in which knowledge changes owner from one to another either intra-organizationally or inter-organizationally. In this study, knowledge sharing is used to describe this phenomenon. Explained by Barton and Srivastava (2002) knowledge sharing represents relevant information, ideas, propositions, and proficiency shared by individuals with each other. Of contrast knowledge sharing is also defined as the transfer of usable expertise and information between company lines (Appleyard, 1996). Furthermore, inter-organizational dimension is added to knowledge sharing when information assets are distributed across business partners (Chen, 2014).

Inter-organizational knowledge sharing is beneficial as it develops trust and builds long-term partnerships between the organizations. Shared goals, social relational embeddedness, and influence strategy are factors that support development of the trust leading to better inter-organizational collaboration and knowledge management (Chen et al., 2014). The environment that organizations operate in is changing rapidly. Therefore, organizations must have tools to manage their operations effectively during the change. During the change, strong inter-organizational collaborations and bonds support organizations’ resilience and efficiency.

Knowledge sharing research as a study field enhances the impact of research on policy and practice and it tries to understand the social processes that are involved in it. According to Fazey et al. (2013) events of creating, sharing, and utilizing knowledge via diverse methods with relevance to the context, purpose, and participants is defined as knowledge sharing. It is a complex, dynamic, and context specific process. Studying such phenomenon aims to understand the processes and mechanisms that are involved in it and also to understand conceptual and methodological development for evaluating knowledge sharing. This complex and multifaceted social process, which has an interdisciplinary and multi-stakeholder nature, answers to current environmental and societal challenges. The process creates solutions to make change, implement research, and leading novel approaches to thinking (Fazey et al., 2013). Managing knowledge requires attention and steering in the organization. As knowledge is often

created through socialization and in collegial bonds (Empson, 2001; Hume & Hume, 2016; Hutchinson & Quintas, 2008; Nonaka & Takeuchi, 1995) and knowledge sharing in organizations is based on human relationships, it is important to support them as they are one of the key enabling factors for knowledge sharing. Relationships boost knowledge dissemination and knowledge sharing within the organization. In SMEs and in smaller NPOs knowledge sharing between organizations is crucial.

Many researchers have argued that inter-organizational collaborations between two or more organizations have become more popular. This draws more attention to them as theorists and researchers show interest towards them (Lavie et al., 2012; Weber et al., 2017). However, Loebbecke et al. (2015, p. 4) state that there is a "strategic paradox of protecting versus sharing knowledge" and emphasize the importance of new paradigms to solve this defect of inter-organizational knowledge sharing. Relationships between social enterprises and their partners have advanced as an ever more popular system where multilateral coequal action problems are managed, and common challenges are addressed (Weber et al., 2017; see also Jamali et al., 2011; Koschmann et al., 2012). Thus, new knowledge sharing practices and procedures between organizations are needed.

Knowledge sharing is relevant in most areas of research due to its multifaceted nature. The form of it can vary from formal to informal, the scale of it from small to large, and the methods from simple transfer of information to complex computerized knowledge management systems. As knowledge sharing varies a lot, the evaluation methods require to be differently approached as well. Fazey et al. (2014) point out that the subject needs more studying, because the need of knowledge on how certain approaches deliver their intended outcomes is relevant. Before knowledge sharing this should be considered rather than the situation where the knowledge sharing meets the automatically expected outcomes. Studying the process and outcomes gives insight for more innovative and potentially more fruitful mechanisms of sharing of knowledge as well as cross-sectoral engagement and learning. In evaluation, it is relevant to understand the process since there are strong inter-dependencies among how knowledge sharing is conceptualized and delivered, and how approaches and methods are used to assess knowledge sharing (Fazey et al., 2014). Therefore, understanding the whole knowledge sharing process from the beginning to evaluation could better the quality of the knowledge sharing itself. Considering the evaluation compels to focus on how the knowledge sharing is expected to generate the desired results.

2.2.1. Levels of knowledge sharing

Knowledge sharing is a process that occurs in different levels, both horizontally – at individual and organizational levels – and vertically among the levels. Intra-organizational knowledge sharing happens between individuals, teams, and organizations. It requires at least two parties and at the smallest scale knowledge sharing happens between two individuals. This is a voluntary act in which knowledge is shared from one individual to another and the recipient reshapes and makes sense of the knowledge. Their experience and personal characteristics influence the interpretation of the shared knowledge. At the team level, knowledge sharing is more formal than between individuals (Lertpittayapoom et al., 2007). Knowledge sharing is often guided by team leaders; however, the basis of the knowledge sharing happens in informal encounters between individuals (Lertpittayapoom et al., 2007; Nooshinfard & Nemati-Anaraki, 2014). At an organizational level, the sharing is broader and often requires technological solutions. In figure 5, different levels of knowledge sharing are presented.

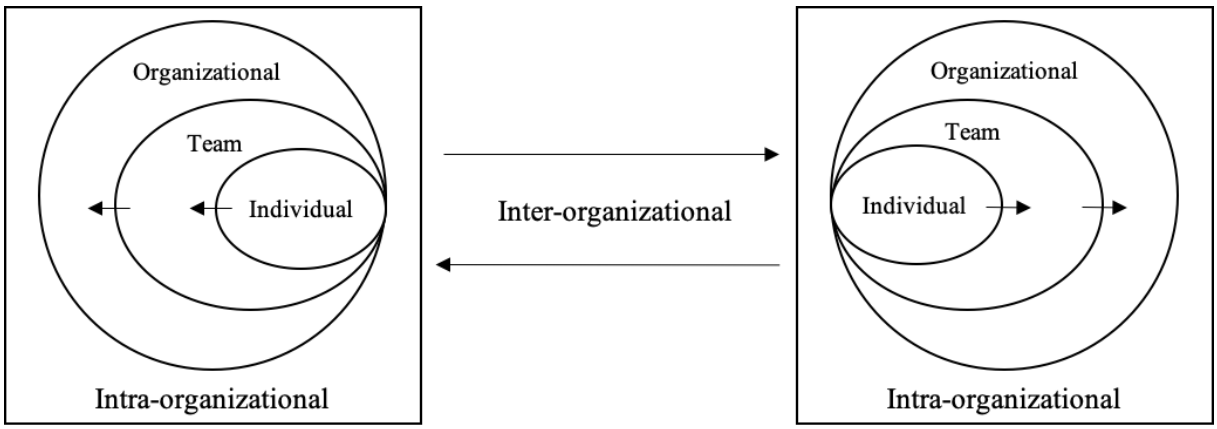

Figure 5. Levels of knowledge sharing (adapted and modified from Lertpittayapoom et al., 2007)

In addition to intra-organizational knowledge sharing, organizations share knowledge inter-organizationally. In intra-organizational knowledge sharing, knowledge flows within the organization, whereas in inter-organizational knowledge sharing it flows between different organizations. Inter-organizational knowledge sharing is described to be effective when the knowledge creation and knowledge sharing first occur intra-organizationally at different levels, first occurring in the individual level and them moving to the organizational levels (Lertpittayapoom et al., 2007; Nonaka & Takeuchi, 1995; Nooshinfard & Nemati-Anaraki, 2014). In this process, interaction between individuals has a crucial role. Developed infrastructure supports knowledge sharing and enables tacit knowledge to convert into explicit

knowledge effectively (Gold et al., 2001). Influential factors of knowledge sharing (individual, organizational, and technical), which are presented in the next subchapter, can either enable or hinder the process (Lertpittayapoom et al., 2007; Nooshinfard & Nemati-Anaraki, 2014).

2.2.2. Influential factors of knowledge sharing

The literature of knowledge sharing shows that it has a key role in improving organizational effectiveness, productivity, and competitiveness. The factors that influence knowledge sharing can be identified through different variables. One way to divide the factors is to categorize them into soft issues and hard issues. Soft issues are, for instance, motivation, communication environment, and trust. The hard issues are related to practical issues, such as technologies and tools that are being used. Another categorization is negative factors, such as barriers and positive factors, such as success factors (Nooshinfard & Nemati-Anaraki, 2014). Al-Alawi et al. (2007) recognize five critical success factors of knowledge sharing: trusted practices, communication between staff, information systems, reward system, and organizational structure. Knowledge sharing is influenced by "cultural factors, motivation to share knowledge, management support, trust, teamwork spirit, and a degree to which knowledge is considered as a source of power" (Chaudhry, 2005, as cited in Nooshinfard & Nemati-Anaraki, 2014, p. 245) and requires trust, good leadership, and organizational culture that promotes knowledge sharing (Nooshinfard & Nemati-Anaraki, 2014). Sharrat and Usoro (2003) state that knowledge sharing is influenced by organizational structure, technical infrastructure, trust, motivation, and communality. Nooshinfard and Nemati-Anaraki (2014) divide factors into three categories: individual, organizational, and technical factors.

Individual factors

Knowledge sharing between individuals is the basis for all knowledge sharing, as individual factors influence on all levels. Individual characteristics and attitudes influence knowledge sharing. Nooshinfard and Nemati-Anaraki (2014) argue that the subject has not been studied extensively. Xiong and Deng (2008) state that in knowledge sharing effective collaboration and cooperation between individuals are key factors. Most of the knowledge that an organization holds is in tacit form in the minds of individuals. Therefore, how the individuals process knowledge and disseminate it to others is crucial to organizations' success. Constant et al. (1996) and Lin (2007) discuss that individuals who have higher expertise and are confident in

their abilities are more likely to communicate and have a higher level of engagement in sharing knowledge.

Employees' attitudes towards the employer and work tasks enable as well as job satisfaction and organizational commitment to foster effective knowledge sharing (De Vries et al., 2006; Lin, 2007). Many studies emphasize the meaning of trust in knowledge sharing (see i.e. Al-Alawi et al., 2007; Cheng et al., 2008; Das & Teng, 1998; Kramer, 1999; Lucas, 2005; Wu et al., 2009; Zakaria et al., 2004). Trust among co-workers and between individuals in different organizations have seen to improve the quality of the shared knowledge. On the one hand, trust and good relations facilitate knowledge sharing. On the other hand, lack of trust hinders communication leading to situations where knowledge is protected rather than shared (Dulaimi, 2007; Loebbecke et al., 2015). Also, evaluation apprehension – employees' fear that they will have a negative evaluation – creates a cautious working atmosphere which hinders knowledge sharing (Bordia et al., 2006). Individual's ability to share knowledge can be affected by lack of facilities and how an individual can adapt to organizational, cultural, and economic infrastructures within the organization (Loebbecke et al., 2015).

Organizational factors

Structure influences how knowledge is created, shared, and disseminated in an organization. These are, for instance, rules, policies, procedures, and processes (Chen et al., 2014; Gold et al., 2001). Organizational structures that support employees' distancing from each other, for instance, how the working space is organized or how employees have access to certain information, causes hoarding of knowledge. Vice versa structures that support communication, openness, and trust building, promote and enable knowledge creating and learning. One of the key aspects of structures are that they should support organizational collectivism, such as teamwork. This causes organizational and individual boundaries to lower. This is crucial to effective knowledge sharing (Gold et al., 2001). On the one hand, smaller NPOs naturally have less organizational boundaries as working space is usually smaller and the daily tasks might vary which naturally increases communication. On the other hand, the members of NPOs tend to have heterogeneous knowledge and background (Lettieri et al., 2004). Also, the irregularity of the volunteers' working hours (Martins et al., 2019), brings structural challenge to knowledge sharing.

According to Gold et al. (2001) culture can be the most significant hurdle to effective knowledge sharing. Culture was defined already in 1871 as follows: "that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society" (Tyler, 1871 as cited in Bharadwaj et al., 2015, p. 425). Culture enables innovation as discussion and interaction between individuals is seen as a basis for the creation of new ideas and new knowledge. Culture influences the most how individuals share tacit knowledge and how tacit knowledge becomes explicit knowledge through externalization (Gold et al., 2001; Nonaka & Takeuchi, 1995). Culture is shaped by the vision and values the organization holds, and therefore it has influence on the organizational behaviors as well. Trust and openness are often cited as the most important values that support knowledge sharing (Gold et al., 2001). It is characteristic to NPOs to have strong values and missions that they follow (Lettieri et al., 2004). This supports the idea that members of NPOs have similar belief, morals, and that the shared mission guides them. However, it cannot be assumed that this would automatically create trust and openness in the organization, but the interaction and knowledge creation need to be supported and encouraged formally and informally (Gold et al., 2001; Bharadwaj et al., 2015).

Technical factors

Technology is a crucial part of an organization's knowledge management infrastructure, as it creates a platform on which organizations build their knowledge management solutions. Through technology organizations can mobilize social capital to create, capture and disseminate new knowledge (Gold et al., 2001 It enables data processing, formulating it into usable and valuable information, and finally into knowledge which an individual can turn into wisdom in their internal processes. Technology lowers natural time and space barriers that occur intra- and inter-organizationally (Bharadwaj et al., 2015), and thus, enhances communication and collaboration between individuals, parts of organizations and between different organizations. Since technology is multifaceted, organizations must invest in technical systems that support their knowledge management. Yeh et al. (2006, p. 28) describe that such systems can include "database, knowledge platforms, performance evaluation management systems, and integrated performance support systems". However, as SMEs and NPOs are limited by their resources, many times information and knowledge management systems are modest or non-existing. This causes organizations to develop systems that imitate and aim to gain the same benefits that modern systems would produce.

2.3. Knowledge management in different organizations

Researchers argue that organizations operate in knowledge-based economy. As specified by Nooshinfard and Nemati-Anaraki (2014) in this context products and services are based on knowledge and the competition related to them rests on the production and development of the afore-mentioned outputs. Therefore, how knowledge is acquired, used, and shared, has an influence on the organizations' success (Nooshinfard & Nemati-Anaraki, 2014). Robinson et al. (2006) state that nowadays knowledge management has a vital role in creating sustainable business as it facilitates innovation in business processes, embraces people's role in creating and capturing knowledge, and enhances stakeholder management. Knowledge occurs in every organization, and distinctively the most prominent source of a corporate's sustainable competitive advantage embodies knowledge and the capability to build and make use of it (Nonaka et al., 2000).

Many researchers (see, for instance, Hume & Hume, 2016; Lettieri et al., 2004) argue that only a few studies of knowledge management in non-profit SMEs have been done. The field needs more studying to understand how knowledge management is integrated and how it can be developed in the smaller NPOs. The approach to knowledge management is different between the for-profit sector and the non-profit sector. Most of the knowledge management research has been focusing on FPOs; large enterprises and SMEs (Hume & Hume, 2016; Hutchinson & Quintas, 2008; Lettieri et al., 2004). However, the aim is similar. In the for-profit sector with effective knowledge management organizations can create competitive advantages and it supports their profit maximization. Whereas, in the non-profit sector knowledge management maximizes organizations operational benefits. Both seek to improve and make the operations more efficient to gain better financial and operational results (Hume & Hume, 2016; Hutchinson & Quintas, 2008).

Knowledge creation, knowledge management, and knowledge sharing vary in organizations. Different factors influence how knowledge management is approached. One of these factors is the size of the organization. Large and SMEs have a different approach to it. Large NPOs see knowledge management as a practice that can support operations but is not the priority as an investment. Large enterprises understand knowledge management and its value to an organization (Desouza & Yukika, 2006; McAdam & Reid, 2001), whereas non-profit SMEs' approach is less advanced with little or no investment at all to knowledge management and its

potential. SMEs tend to rely on informal knowledge which is mostly created in the socialization process between employees (Hume & Hume, 2016; Hutchinson & Quintas, 2008).

SMEs have limitations in managing knowledge and knowledge management is developed to fit to their business constraints (Desouza & Yukika, 2006). Often in SMEs' knowledge identification, storage, and utilization is poorly understood (Durst & Runar Edvardsson, 2012). This leads organizations to develop practices that fit their operations considering the business constraints (Hume & Hume, 2016). Hume and Hume (2016) discovered that in non-profit SMEs on the one hand, knowledge was seen largely as technical and scientific-based information, and on the other hand, it had more as everyday matter as knowledge was seen as "anything that helps get the job done" (Hume & Hume, 2016, p. 109).

Lettieri et al. (2004) state that NPOs are knowledge-intensive organizations and that the knowledge is heterogeneous meaning that it is widespread, rarely formalized, and unstable. It is peculiar to non-profit SMEs that information and knowledge are not defined. Hume and Hume (2016) studied knowledge management in small homelessness service and noticed that knowledge management in the organization is accidental. This means that the staff and volunteers are not focused on capturing knowledge but rather task oriented fulfilling their primary objective; contributing to the mission. Information is collected if it is necessary for the operations, such as keeping records. The system for the recordkeeping is simple, which leads to limited information collation (Hume & Hume, 2016).

The heterogeneity of the non-profit sector (Lettieri et al., 2004) and matter of knowledge being too unwieldy to manage if the organization does not have strategy and dedicated resourcing (Hume and Hume, 2016), makes the knowledge management in NPOs a challenging matter. In NPOs expertise is often centered to a CEO, whereas socialization occurs in different levels of organization. Knowledge is often created through socialization through collegial bonds (Empson, 2001; Hume & Hume, 2016). As NPOs are limited by their resources, this influences the organization's ability to implement knowledge management strategies to their operations. NPOs are conscious of this matter prioritizing their work hours to core operations instead of knowledge management. Members of NPOs think knowledge related to the work is tacit and difficult to articulate into formal written form (Hume & Hume, 2016). With limited resources, companies should focus on fulfilling their organizational mission and core service delivery. However, Hume and Hume (2016) suggest that organizations operating in the non-profit sector

would benefit from generic knowledge management strategy and framework or from the definition of board guidelines (Lettieri et al., 2004). This would help them to reduce costly and resource-intensive approach to knowledge management (Hume & Hume, 2016) still benefiting from the competitive advantages it creates.

Lettieri et al. (2004, see also Quagli, 2001) describe the benefits that knowledge management strategies can address in the non-profit sector. They state that it has a gluing effect on the employees and members of the NPOs. This relates to increased identification and awareness of the objectives of the NPOs as they are need-driven and members are following a social mission. Knowledge management can strengthen the social mission as knowledge management enables people's knowledge to translate into practice in different experience levels. This leads to better operative performance and efficiency, because there is a deeper understanding of how the organization and its processes work. Knowledge management also enables one to visualize which level of performance could be achieved and helps to maintain the coherence between the long-term plans and the short-term programs. Overall, knowledge management clarifies the perception between the skill requirements and the skills available. This is essential in setting realistic development plans (Lettieri et al., 2004).

The knowledge management processes vary between the for-profit sector and the non-profit sector and between large enterprises and SMEs. It is not expedient that every organization has similar knowledge management processes or approach to them. Hume and Hume (2016, p. 117) emphasize that although the same knowledge management program does not fit all, "the core elements of knowledge identification, capture, documentation, socialization, leadership and leveraging basic IT are similar". Every organization customizes the approach and strategy to knowledge management considering the characteristics of their operations, such as "business models, social mission, internal structures, staff mix and operational capability-maturity" (Hume & Hume, 2016, p. 117). Knowledge within the organization is one of the assets that is evident in this matter. Organizational culture that supports knowledge creation, sharing, and exploitation is necessary for NPOs in order to them to become innovative, flexible, effective, and efficient. Knowledge should be shared and spread to the whole organization to ensure all the members have the right and timely knowledge to operate in their tasks (Lettieri et al., 2004).

2.4. Synthetizing the theoretical framework

Knowledge has common features for all organizations. Because we live in an information society where organizational knowledge is one of the most important and valuable resources for organizations, all organizations benefit from knowledge management. Private companies can achieve economic benefits as well as competitive advantage, and NPOs can better their operational efficiency (Hume & Hume, 2016; Hutchinson & Quintas, 2008). The types of knowledge: data, information, knowledge, and wisdom are fundamentally the same, but their emphasis in action varies between different types of organizations. Larger corporate companies collect data more systematically and lead the process where eventually data becomes wisdom, whereas in small NPOs, knowledge is usually divided into information and knowledge.

Compared to larger private sector companies, knowledge creation is also more accidental process which occurs mainly in socialization between individuals (Empson, 2001; Hume & Hume, 2016; Hutchinson & Quintas, 2008; Nonaka & Takeuchi, 1995). Knowledge management itself is more coincidental in the non-profit sector, and the different stages of knowledge management are not systematically identified or managed. The knowledge sharing in the non-profit sector is formed from different factors both in individual and organizational levels as well as from the larger perspective related to the field that NPOs operate in. Because knowledge management and knowledge sharing in the literature are typically viewed from the perspective of large FPOs (Hume & Hume, 2016; Lettieri et al., 2004), the themes of this research are brought into the context of this study. The influential factors of knowledge sharing are examined from the perspective of the individual, organization, and technology. These factors influence knowledge sharing in the individual, intra-organizational, and inter-organizational levels.

Factors influencing knowledge sharing can be divided into soft issues and hard issues (Nooshinfard & Nemati-Anaraki, 2014). Soft issues from an individual's perspective include attitude, individual characteristics and expertise, job satisfaction, motivation, organizational commitment, and trust (Al-Alawi, 2007; Cheng et al., 2008; Constant et al., 1996; Das & Teng, 1998; De Vries et al., 2006; Dulaimi, 2007; Kramer, 1999; Lin, 2007; Loebbecke et al., 2015; Lucas, 2005; Nooshinfard & Nemati-Anaraki, 2014; Sharrat & Usoro, 2003; Wu et al., 2009; Zakaria et al., 2004). The importance of these is especially emphasized in NPOs, where knowledge sharing has a gluing effect on members of the organization (Lettieri et al., 2004).

Knowledge sharing is also influenced by organizational factors, such as communality, communication environment, cultural factors, good leadership and management support, openness, organizational culture, shared mission, and team spirit (Al-Alawi, 2007; Bharadwaj et al., 2015; Gold et al., 2001; Lettieri et al., 2004; Nooshinfard & Nemati-Anaraki, 2014; Sharrat & Usoro, 2003). Factors are broader entities that influence day-to-day operations and practices of an organization. In a broader picture, a factor that hinders knowledge management in the non-profit sector is how knowledge and its value are understood (Durst & Runar Edvardsson, 2012; Hume & Hume, 2016). Knowledge is not seen as a resource, and therefore its value is not utilized.

On an organizational level, hard issues are related to processes, structures, and technical factors. Such issues are, for instance, the process of knowledge creation and knowledge management, organizational structure, and technical infrastructure (Al-Alawi, 2007; Bharadwaj et al., 2015; Chen et al., 2014; Gold et al., 2001; Lettieri et al., 2004; Nonaka et al., 2000; Nonaka & Takeuchi, 1995; Nooshinfard & Nemati-Anaraki, 2014; Sharrat & Usoro, 2003; Yeh et al., 2006). Although these issues are organizational level issues, they influence at the individual level. For instance, how organizational structure supports individuals' ability to share knowledge through technical systems or tools or how an individual is instructed to use them (Loebbecke et al., 2015). There are determining factors of knowledge sharing in the non-profit sector. As mentioned, NPOs operations are limited by resource scarcity (Desouza & Yukika, 2006; Hume & Hume, 2016). From the knowledge's perspective, it means that knowledge management is limited and there are little or no dedicated resources to it (Hume & Hume, 2016). This causes knowledge to be fragmented and generally heterogeneous (Hume & Hume, 2016; Lettieri et al., 2004), meaning that it takes various forms, such as data, information, and knowledge, which are not recognized or handled to create wanted outcomes. Information and knowledge are collected mainly when it is mandatory (Hume & Hume; 2016), for example, for accounting reasons. The role of knowledge in everyday activities or in the development of activities is not identified.

The synthesis of the theoretical framework aims to present the previously discussed research themes as a whole and to illustrate the connection between the themes in the context of this research. The theoretical framework introduces the research topics and the most relevant theoretical aspects, which are presented in figure 6. The first level of the figure visualizes organizational knowledge through knowledge types, knowledge creation, and knowledge

management phases. The most relevant of these have been taken to the next level, where the relevant aspects of knowledge sharing in this research are elevated.

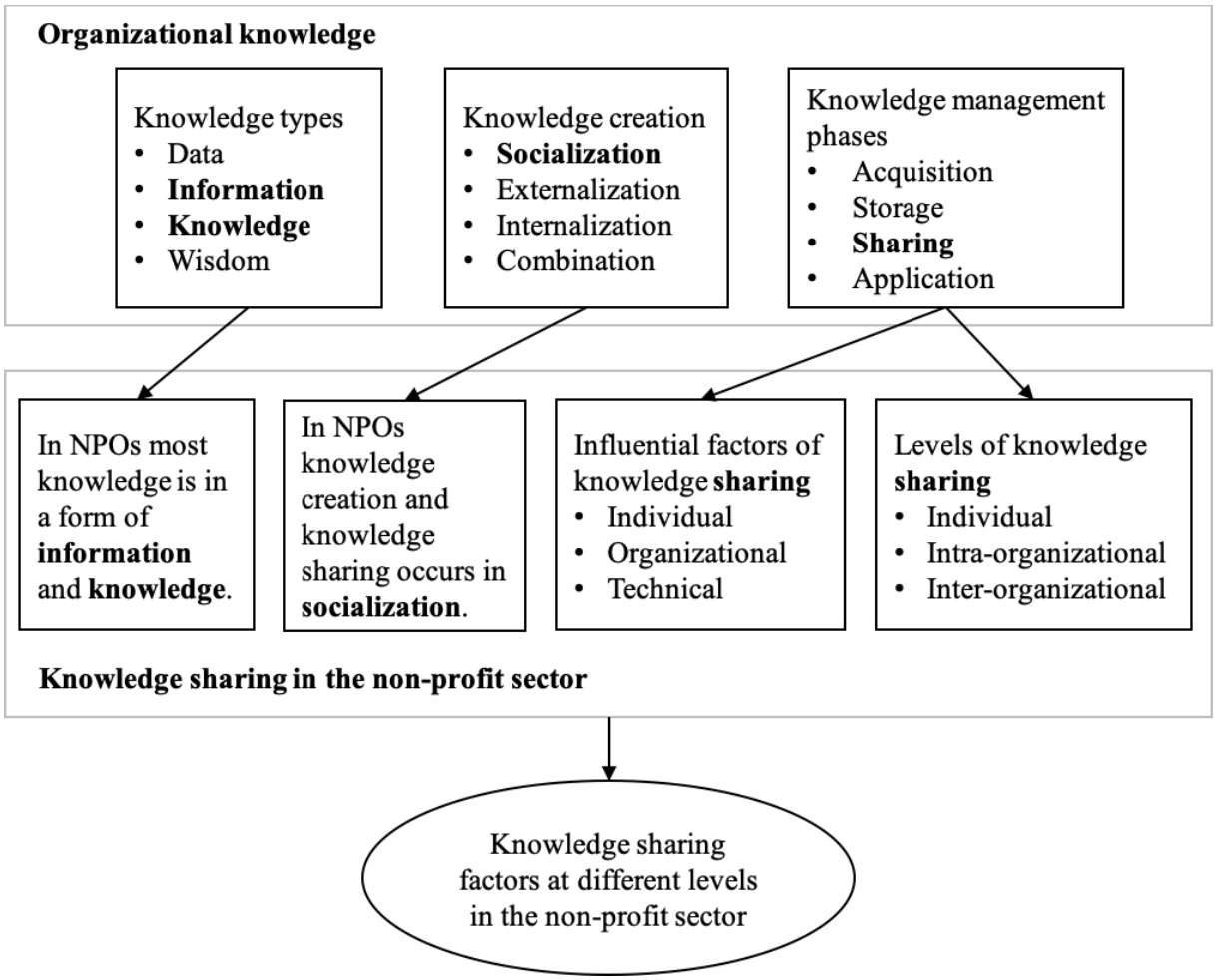

Figure 6. Synthesis of the theoretical framework

The theoretical framework has been formed by utilizing and combining previous research. In this study, knowledge management and knowledge sharing are examined in the light of themes visible at the second level of the figure, focusing on information and knowledge in the socialization between individuals. Examining the factors of knowledge sharing in the perspective of an individual, organization, and technical point of view at different levels of knowledge sharing are at the focus of this research. The factors of knowledge that influence knowledge sharing at different levels in the non-profit sector are examined in the empirical part of the research.

3. CONDUCTING EMPIRICAL RESEARCH

This section presents how the empirical part of the study has been conducted. The study is by nature a qualitative case study, which is presented in more detail in the subchapter 3.1. The subchapter 3.2. deals with the data generation which in this study has been collected through ten semi-structured interviews. After that the subchapter 3.3. presents the analyzing method, content analysis. Both choices are typical for a qualitative study and are considered to be best suited to the purpose of this study. The chosen methods of data collection and analysis are respecting the research problem and its specific features, so that the information produced with them answers the desired research questions. The last subchapter 3.4. introduces the case organization Tampere Lutheran Parishes food bank, as well as the donation process between the food bank and its donors. The chapter seeks to present the methods used in the study, how they have been utilized, and to justify the choices that have been made.

3.1. Qualitative case study

The research methods need to be adjusted to the requirements of the desired outcome (Eriksson & Kovalainen, 2018). During the research process, the researcher has many choices to make. These choices need to reflect the wanted outcome. In this study, the empirical part and the conclusions are qualitative in nature. Qualitative research shows the perspective of the people participating in the research and the meanings they give to the phenomenon under study (Koskinen et al., 2005). Qualitative research has been criticized for its lack of reliability. In this study, the issue has been considered and the researcher tries to meet this challenge by conducting research as transparently, objectively, and openly as possible.

In general, in qualitative research, it is more important to create a comprehensive understanding of the phenomenon that is being studied than to produce generalizable findings (Tuomi & Sarajärvi, 2018). As this study examines concepts that are difficult to measure, for instance, cooperation, knowledge sharing and the factors that influence those, qualitative research is a more justified approach than quantitative research. Qualitative research allows the modification and refinement of the research process as the research progresses (Eriksson & Kovalainen, 2008). The research question guides the researcher on their path when deciding what to analyze

and create (Elo & Kyngäs, 2008). In the beginning, the researcher had preliminary research questions, which were modified throughout the process.

Eriksson and Kovalainen (2018) argue that business research is often related to practical issues, such as the development of business activities. The case study method was chosen as it is suitable when the researcher studies a complex phenomenon within their context (Baxter & Jack, 2008). This research focuses on the food bank and its donors. The study combines knowledge sharing and inter-organizational relations between an NPO and the for-profit sector organizations. The aim of the empirical part was to understand the drivers and barriers of knowledge sharing between the food bank and its donors as well as understanding knowledge sharing between the for-profit sector and the non-profit sector holistically. Therefore, conducting a case study is the most suitable option.

3.2. Data collection methods

Doody and Noonan (2013) argue that interviews are likely to be the most used method to collect data as they are useful in uncovering the story behind the participant's experiences. The interview type needs to be selected to fit the purpose of the interview. In this study, the interviews were chosen to be semi-structured. While they have a pre-determined structure, which enables all the interviews to be consistent and make sure that the same themes are covered in all interviews, the interviewer is not bounded by the structure and can explore the issues that arise in interviews. Often more open wording and structure makes the interview more similar to conversation which could help the participant to answer more freely (Doody and Noonan, 2013).

A deductive approach was followed in formulating the interview questions. The interview questions were labeled under four categories: individual, organizational, technical, and questions regarding the information package. The first three themes were chosen based on the work of Nooshinfard and Nemati-Anaraki (2014), who in their research studied factors influencing inter-organizational knowledge sharing. Their theory was chosen to be most suitable when creating the structure of the interview and the interview questions. In the beginning of study, this study had a practical aim of creating an information package about the donation to the donors. However, during the process this aim was shifted to another researcher.

Due to the original aim of producing an information package, the last section's questions were focused on it.

The semi-structured interviews included the food bank's personnel as well as donors. The table 1 below, shows the conducted interviews. The columns include the following information: which organization the interviewee is representing, how the interviewee is referred in results, when the interview was conducted, the length, how the interview was conducted, and how many pages of transcribed data the interview produced. The data was recorded, transcribed, and analyzed through a qualitative content analysis which is explained more in detail in the next subchapter.

Table 1. Summary of the conducted interviews

Organization	**Interviewee referred as**	**Interview date**	**Length**	**Means of conduct**	**Pages**
Donees					
Food bank	Donee 1	3 June 2020	00:33	Microsoft Teams	9
Food bank	Donee 2	11 June 2020	00:48	Microsoft Teams	11
Food bank	Donee 3	7 August 2020	00:40	Phone call	13
Food bank	Donee 4	11 August 2020	00:24	Phone call	7
Donors					
Retailer 1	Donor 1	5 August 2020	00:27	Phone call	11
Retailer 1	Donor 2	30 September 2020	00:32	Microsoft Teams	8
Retailer 2	Donor 3	12 August 2020	00:20	Phone call	8
Retailer 3	Donor 4	14 August 2020	00:46	Phone call	12
Food business operator	Donor 5	14 August 2020	00:26	Microsoft Teams	8
Food business operator	Donor 6	29 September 2020	00:27	Phone call	9

The subjects of the interviews were selected in collaboration with the food bank. The interviewees can be divided into two categories based on their role in the donation process: the donees and the donors. The donees include the employees of the food bank. They were chosen based on their role in the organization: all the interviewed people work closely with the donation process from the beginning until the surplus food reaches the food bank where it is sorted and donated to its partners or customers. The interviewed people's work titles were, for instance, a

driver, a warehouse manager, and a food product distribution manager. The donor companies were recommended by the food bank. When selecting companies, emphasis was placed on the importance of their donation to the food bank, the quality of cooperation with the food bank, and how regular the donation is. The interviewees included representatives of various grocery stores and a food production company. To gain a broad understanding of knowledge sharing between the food bank and its donors, the interviewees from the donors included different level employees within the organizations. They were, for example, an area manager, a store manager, and a food product manager. Interviewing different level employees gave holistic understanding how the cooperation and knowledge sharing occurs in different levels within the donor organizations.

The data was collected between June and September 2020. A total of 10 interviewees were involved in the study: four employees of the food bank and six representatives of the donor companies from four different companies. The interviewed retailers included stores from S-group, K-group and Lidl. The stores were deliberately selected from different groups so that the group-specific practices would not influence the research findings. The length of the interviews varied from 20 minutes to 48 minutes. All the interviews were arranged remotely by using either Microsoft Teams or through a regular phone call, whichever the interviewee preferred. The interviews were recorded with the permission of the participants and transcribed after. The interviews were transcribed word for word, however word repetition, filler words and broken sentences were excluded. All in all, five hours and 23 minutes of the recorded audio files produced 96 pages of spelled text. After the transcribing process, all the transcribed interviews were checked and edited to ensure nothing was missed in the transcribing process and the content were accurate.

3.3. Data analysis

The data analysis is conducted by using qualitative content analysis. Content analysis can be used when the data is written, verbal, or in the form of visual communication messages. The purpose of content analysis is to provide knowledge, new insights, a representation of the facts and a practical guide to action, so that the researcher can gain a description of the phenomenon and to test the theoretical issues to understand the data. As determined by Alasuutari (1995) in qualitative analysis a phenomenon is explained and made understandable along with the aim of

formulating rules or structures of rules that can be found in the data. According to Elo and Kyngäs (2008) the objective of content analysis is to create a model for describing the phenomenon in a conceptual form. Content analysis is well suited for this research since the transcribed data from the interviews was rather extensive. Respectively Elo and Kyngäs (2008) state that large quantities of textual data and various textual sources can be processed and utilized as corroborating evidence which the researchers describe as an advantage of the method. In this study, an inductive approach of content analysis, in which the approach moves from the specific to the general, is used. This allows the researcher to observe matters or cases and then combine this to the general statement (figure 7). The inductive approach is formed of different phases: the preparation phase, the organizing phase and reporting the analyzing process, and reporting the results. (Elo & Kyngäs, 2008)

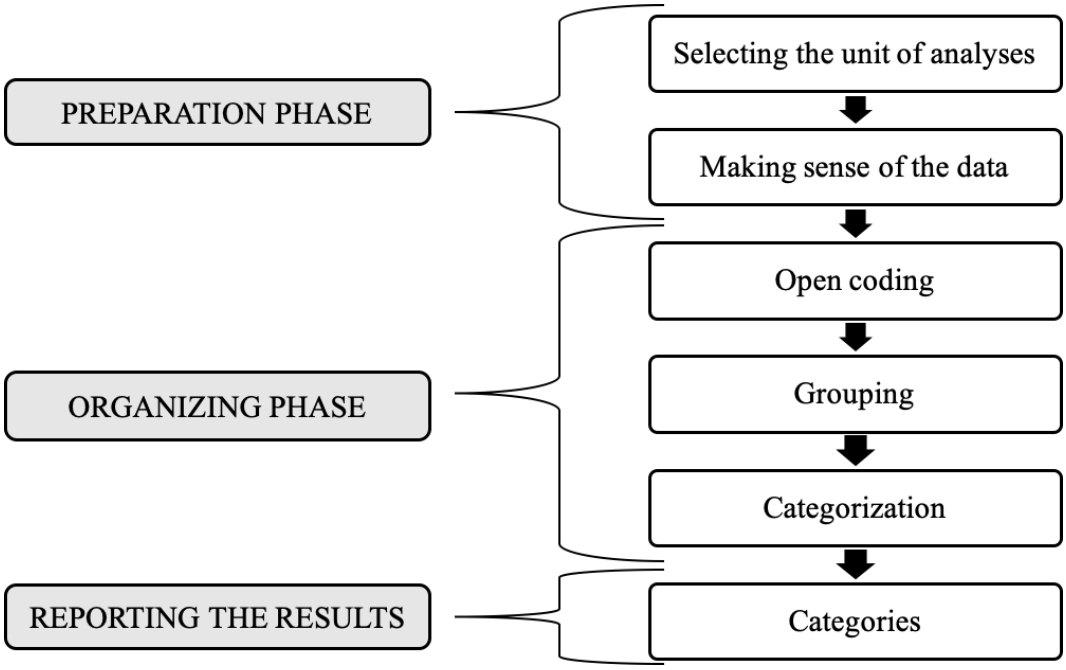

Figure 7. The content analysis process, using an inductive approach (adapted and modified from Elo & Kyngäs, 2008)

As stated by Alasuutari (1995), the material is viewed from a specific theoretical and methodological perspective in the preparation and organizing phases. The generated data can be viewed and observed from different angles. However, a researcher must decide what is essential regarding the study considering the theoretical framework and the questions asked, and be systematic throughout the process of analyzing data. First, the selected units that were part of the analysis were chosen. All the ten interviews were included as all of them were

successful and relevant to the study. No other data was considered relevant for the analysis and therefore the analysis was done based on the interviews that were conducted for this study. After transcribing, the written interviews were checked to make sure that they were accurate but also this allowed the researcher to get a holistic view of all the interviews. During this process, notes were taken to make sense of the data.

In the second phase, the organizing phase, a researcher aims to reduce the amount of data by combining raw observations. Separate observations are combined and grouped by finding a common denominator. First, the data was open coded by using Atlas.ti, a qualitative data analysis and research tool. Thereafter, Microsoft Excel was used to combine similar codes to create code groups which initially lead to categorization. This took multiple rounds and iteration before the final categories were selected. An example of how the organization phase was finally organized in the end can be seen at table 2.

Table 2. Example of coding and thematization of the data

Quotation	**Codes**	**Category**	**Theme**
All donations are, so to speak, accepted by me and some other colleague. In that sense donations go in part through me, but in that sense the food bank is contacted by someone else, not necessarily me directly. […] Usually we have something to offer and then we ask if the food bank would accept it. I act here a bit as such an intermediary, so to speak. (Donor 5)	• Role • Responsibility • Donation process • Practice • Communication	Individual's understanding of their role	Drivers
We collaborate with four different charities. In practice, I guide them when they come to pick up food, what is available and where. (Donor 2)	• Collaboration • Role • Responsibility • Donation process		

Lastly, the results are reported in the form of categories in chapter 4. Alasuutari (1995) compares data analysis to solving a riddle. Hereby, after the data is examined, combined, grouped, and categorized, it needs to be further scrutinized and the mystery to be solved, also often known as the interpretation of the findings. At this stage, based on the previous phases covering preparation phase and organizing phase the phenomenon that has been studied is given

an interpretative explanation by the researcher (Alasuutari, 1995). The aim is to find explanations that are not contradicting any of the observations. The researcher seeks for common rules from the data that they can use to argue to be proof of their interpretations. To add trustworthiness of solidity of the interpretations, researcher refers to other research and theoretical texts making the research more reliable.

3.4. Case presentation

Tampere Lutheran Parishes food bank is the oldest food bank in Finland, founded in 1995. The aim of the food bank was to tackle the social problem of food insecurity and food poverty. However, as food banks have become more common in the society and the operations are well established, the food bank promotes the circular economy through their activities and tackle social issues, such as employment of the unemployed and prevention of exclusion. The poverty working committee of the city of Tampere established a project which aims to improve the recovery of food waste, in 2018. In 2019, the food bank was approved to be part of the project, which shaped the operations of the food bank. Nowadays the food bank has one centralized warehouse where the donated surplus food is handled and sorted. The food bank has 30–40 donors and monthly 2 000–2 500 people receive food aid. The volume of the donated surplus food is approximately 30 000 kilos per month, however roughly 15 percent of the amount is ineligible for the food bank to donate to their customers. Although, the changes that occurred in 2019 due to joining the project steered by the poverty working committee of the city of Tampere intensified the operations of the food bank, there are still challenges in the donation process which causes a situation where the full amount of the donated surplus food cannot be donated by the food bank. The figure 8 demonstrates the donation process.

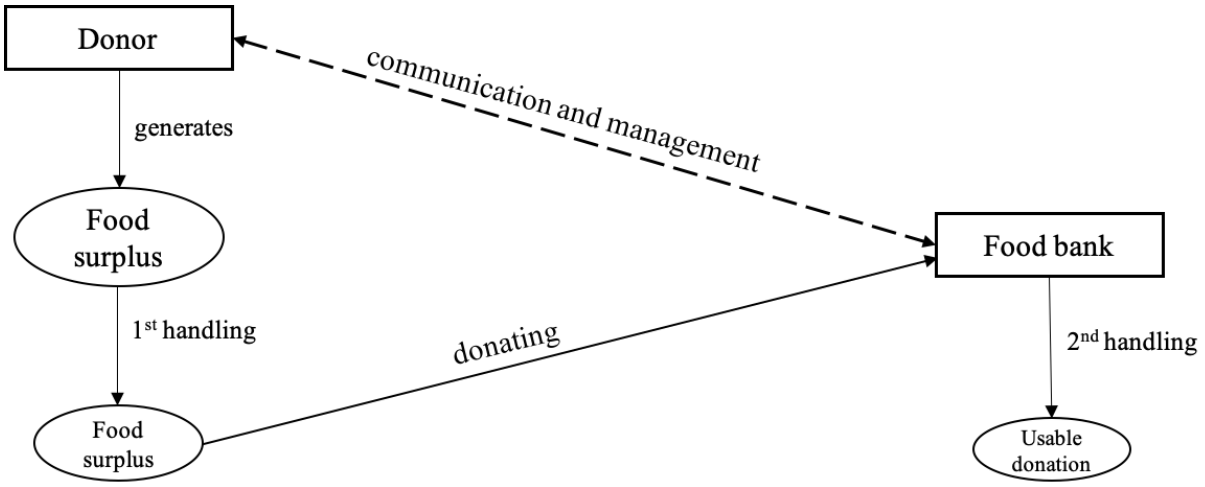

Figure 8. The donation process between the food bank and its donors

As mentioned, the food bank has many different donors, which have different ways of operating and handling the donations of surplus food. The donation process begins when the donors in their operations generate surplus food. Before donating the surplus food is handled by the donor. They choose what surplus food is donable based on their knowledge of what the food bank considers usable. These donations are roughly 30 000 kilos per month, as mentioned. After the donation, the donated surplus food is handled for the second time, this time by the food bank and what is left from this process can be donated to their customers. Generally, during this process, the surplus food is handled twice: once by the donor and once by the food bank. The food bank is dependent on donations and they emphasize that with better communication and management the amount that goes to waste could be reduced. At present, the communication and management between donors and the food bank is discontinuous and irregular.

4. FINDINGS

This chapter discusses the findings of the study, which answer the research questions: what are the drivers and barriers of knowledge sharing at the individual, intra-organizational, and inter-organizational levels between the non-profit sector and the for-profit sector? The focus of the research is knowledge sharing, which is examined in individual, intra-organizational, and inter-organizational levels. In this way, a holistic understanding of knowledge sharing and interdependencies at different levels are gained. The findings are viewed from two different perspectives: drivers and barriers of knowledge sharing. In total, four drivers and four barriers were identified, which are compiled in the table 3 below.

Table 3. The drivers and barriers of knowledge sharing

Drivers	Individual	A: Individual's understanding of their role B: Motivation and reasons to donate
	Intra-organizational	C: Internal practices of organizations
	Inter-organizational	D: Well-established and jointly defined donation process
Barriers	Individual	E: The lack of responsibility in knowledge sharing
	Intra-organizational	F: The lack of understanding of the food bank operations G: Internal information breaks
	Inter-organizational	H: Ambiguities in the donation process

4.1. Knowledge sharing drivers

A: Individual's understanding of their role

Individual factors related to knowledge sharing influence intra- and inter-organizational knowledge sharing. One of the main aspects of the food donation process is how the roles of the employees are divided. The first driver is related to the individual's view of their own role and responsibilities in the food donation process. The internal roles and responsibilities influence knowledge sharing in the organizations. In the organizations, there are agreed practices for employees how to operate regarding the donations. In general, the initiation

management of the donation, such as instructing employees on it are department managers' and unit managers' responsibilities. Practical work is described to be done by the employees. Currently the knowledge sharing is need-based. If a donor identifies a need, such as some change in the dispatch center where the food bank picks up the donations, knowledge sharing occurs. All the interviewees identified their roles and responsibilities regarding the food donation process. The raw data samples below illustrate how the representatives of the donor organizations describe their roles in the food donation process.

> *All donations are, so to speak, accepted by me and some other colleague. In that sense donations go in part through me, but in that sense the food bank is contacted by someone else, not necessarily me directly. […] Usually we have something to offer and then we ask if the food bank would accept it. I act here a bit as such an intermediary, so to speak.* (Donor 5)[1]

> *We collaborate with four different charities. In practice, I guide them when they come to pick up food, what is available and where.* (Donor 2)[2]

> *Maybe my role is to make sure the products go to the right places, where they [the employees of the food bank] can pick them up themselves.* (Donor 3)[3]

Individuals' understanding of their own role in the donation process influences the amount and quality of knowledge sharing. Having employees be aware of their own role streamlines the donation process, which reduces the need to communicate and improves its quality. Some of the employees described that part of their task is, for instance, to contact the food bank or to instruct the food bank when they are picking up the donation. Such situations support

[1] Kaikki lahjoitukset niin sanotusti hyväksytetään minulla ja jollain muulla kollegalla. Siinä mielessä lahjoitukset menevät osittain minun kautta. Mutta siinä mielessä ruokapankkia kontaktoi joku muu eli en välttämättä minä suoraan. […] Yleensä meillä on jotain tarjota ja kysytään sitten, että ottaisiko esimerkiksi tuo ruokapankki vastaan. Toimin tässä vähän sellaisena välikätenä niin sanotusti.

[2] Meillä käy neljä eri hyväntekeväisyysjärjestöä. Käytännössä ohjaan, kun he tulevat hakemaan ruokaa, että mitä ja mistä on saatavilla.

[3] Minun roolina on ehkä se, että katson, että tuotteet menevät oikeisiin paikkoihin, mistä he [ruokapankin työntekijät] osaavat sitten itse noutaa.

knowledge sharing and create situations where different messages, development ideas, or feedback can be shared on a regular basis when needed.

B: Motivation and reasons to donate

One of the questions in the interviews with the donors considered the donors' reasons for donating. Discarding food is recognized to create both moral and economic problems to store managers (Gruber et al., 2016). Therefore, the purpose of the question was to view why donor organizations want to donate and to identify whether the reasons for donating are related to the food donation process and knowledge sharing. Motivation and attitude were recognized by the literature to be influential factors of knowledge sharing in the individual level. Motivation in the donation process has a key role, as the donation is voluntary. However, tasks related to the donation process, might not be voluntary for the employees of the donor organizations. Individual's experience in donating influences the quality of the process. This has a connection to the knowledge sharing as the donation process requires communication, coordination, and knowledge sharing.

The reasons can be divided into two streams of motives: altruistic and strategic (Sert et al., 2018). The main reasons for donating are similar: a desire to help people in need or participate in charity, which are altruistic motives, whereas food waste reduction and financial benefits are strategic motives. Donor 4 and donor 5 explain why they want to donate, which shows both altruistic and strategic motives to donate.

> *It is one key thing when it comes to responsibility. Whether one hands over to the food bank or anyone else. We can't talk about just competitive advantage anymore, but it is a normal standard that our customers associate it to quality [of our organization]. That the retail group operates responsibly and donates to charity, and engages in charity in general. And there are such issues like climate issues and others that we are now trying to engage and do our part in responsibility to keep losses to a minimum.* (Donor 4)[4]

[4] Se on yksi keskeinen asia, jos puhutaan vastuullisuudesta. Luovutetaanpa sitten ruokapankille tai kenelle muulle. Ei oikeasti voi enää puhua mistään kilpailuedusta vaan se on normaali standardi, mitä asiakkaatkin yhdistävät [organisaatiomme] laatuun. Että kauppaketju toimii vastuullisesti ja luovuttaa hyväntekeväisyyteen, ja ylipäätään harjoittaa hyväntekeväisyyttä. Ja

> *Of course, we want to help those in need. After all, it's not a good thing if I throw away edible food that at worst ends up in a landfill or as bio waste. It's the right thing to do for us in the sense that we want to help. It brings some costs to me through waste. But the primary thing is that if one is able to help in any way, one should do it especially when one knows that there are many people in need. It feels weird that I would throw food into bio waste when it is needed elsewhere.* (Donor 5)[5]

As seen from the quotes above, some donors described deliberately why they want to donate. The reasons considered both issues related to doing good and strategic reasons. Some donors were a little hesitant to respond to the question about motivation, and the reasons were not as structured. For example, altruistic reasons were not visible from all the responses, as the quote below shows.

> *It is of course practical for us. If we didn't donate it [surplus food], then it would go to bio waste. It wouldn't be a good thing for anyone that the food that could be donated would end up in bio waste. It really is... Saving nature, being ecological, saving money at the same time. Everyone benefits.* (Donor 2)[6]

The accuracy of responses and the level of how deliberate the reasons for the donating are, vary. Organization's reasons for donating, how systematic the donation process is, and the quality of knowledge sharing, can be seen to have a connection. Some donors identified both altruistic motivations, such as doing good and strategic ones such as, generating savings with food waste

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onhan siinä kaikki tällaiset ilmastoasiat ja muut, että koitetaan nyt omalta osalta tekemässä se vastuumme siitä, että hävikkiä syntyisi mahdollisimman vähän.

[5] Toki halutaan auttaa niitä, jotka apua tarvitsevat. Eihän se ole hyvä asia, että minä heitän syömäkelpoista ruokaa pahimmassa tapauksessa tuonne kaatopaikalle tai biojätteeksi. Se on siinä mielessä meille oikein, että halutaan auttaa... Tuohan se jätteen kautta jotain kustannuksia minulle. Ensisijaisesti on se, että, jos pystyy jotenkin auttamaan, niin autetaan, kun tiedetään, että niitä avuntarvitsijoita on paljon. Tuntuu hassulta, että minä heitän ruokaa biojätteeksi, kun sille löytyisi tarvetta ihan muualta.

[6] Se on tietysti meille käytännöllistä. Jos me ei niitä [ylijäämäruokia] lahjoitettaisi eteenpäin, niin sittenhän se tarkoittaisi meillä, että ne menisi biojätteeseen. Ja sitten se ei olisi taas hyvä asia kenellekään, että ruokaa minkä voi lahjoittaa eteenpäin, päätyy biojätteen mukana pois. Se on tosiaan... Säästetään luontoa, ollaan ekologisia, säästetään rahaa samalla. Kaikki hyötyvät.

reduction. Based on the interviews, donors for whom the motivation to donate was clear and defined were more systematic in the donation process and knowledge sharing.

C: Internal practices of organizations

Donors were asked how information flows within the organization to understand how announcements, messages, or other ideas from the food bank are considered and communicated internally. The most common practice of how the announcements from the food bank reach the members of the donor organizations is that they are forwarded orally or, for example, on a bulletin board. However, this was also identified as problematic, as it would not be possible to ensure that the information reached all parties involved. Some of the donor organizations have tried to solve the problems of flow of information so that the information would reach all the people involved. The following quotations present internal practices that are supporting knowledge sharing. These practices support intra-organizational knowledge sharing and reduce the risk that information does not reach all the employees the information concerns.

> *We have an internal WhatsApp group including every staff member. It is our daily information channel. We use it to share [knowledge] when there is something that everyone should know. […] If there are periods when they [charitable organizations]do not pick up the donations, then they bring a note. Then we pin it to our bulletin board and take a picture to our WhatsApp.* (Donor 2)[7]

> *We systematically monitor quality here in the store. We have agreed on certain times when we go through certain products. And we have a separate space marked as a cold space for the surplus food that needs to be stored in cold. In there we have a note system both ways. Whether it is from the driver or from us, the information reaches them.* (Donor 1)[8]

[7] Meillä on henkilökunnan sisäinen WhatsApp-ryhmä, jossa on jokainen henkilökunnan työntekijä. Se on meidän päivittäinen tiedotuskanava. Me käytetään sitä sellaisiin, kun on jotain hyödyllistä [tietoa] saada jokaiselle. […] Tai sitten jos on ajanjaksoja, kun ei haeta hyväntekeväisyyteen, niin sitten he [hyväntekeväisyysjärjestöt] tuovat lapun. Sitten me kiinnitetään se meidän ilmoitustaululle. Ja otetaan kuva meidän WhatsAppiin.

[8] Meillä on systemaattista tämä laadun seuranta täällä kaupassa. Sovittu tietyt kellonajat, milloin käydään mitkäkin läpi. Ja meillä on erillinen tila, joka on merkattu kylmätilana.

Internal practices are relevant to the flow of information both within the organization and between organizations. Knowledge sharing is effective when it first occurs intra-organizationally, first occurring in individual level and then organizational level (Nooshinfard & Nemati-Anaraki, 2014). This requires that the internal practices support the flow of information and knowledge sharing. When the internal flow of information is well-functioning, it is a driver for both intra-organizational and inter-organizational knowledge sharing.

D: Well-established and jointly defined donation process

One of the most defining factors regarding the knowledge sharing is how defined and formed the donation process is. The interviews revealed that some of the donors have been cooperating with the food bank for a longer period of time, in which case the donation process has already developed and become well-functioning for both parties. However, the length of the cooperation is not the only determining factor, but what kind of common practices have formed or how the trust between actors has influenced the cooperation and donation process. One interviewee captures the idea of how the operational establishment is linked to the knowledge sharing. The following raw data sample shows how an interviewed retail representative sees it.

> *Both parties, [us and the food bank], can be in touch when needed and emails are exchanged when there is something to inform. Currently we are at a stage where in my opinion we don't really need much communication, as the cooperation is working so well. […] Probably it has been influenced by the fact that both sides have learned about each other's way of operating and the trust in cooperation is built on it. Of course, always if you take a new partner, you need to be a little more involved in the beginning and follow the development. But at the moment, I don't see anything in our cooperation* between us and the foodbank *that would terribly require extra effort.* (Donor 4)[9]

Kylmään menevät tavarat, ne ovat omassa paikassaan. Siellä on viestilappu samanlainen suuntaan ja toiseen. On se sitten hakijalta tai meiltä, että heille kulkee se tieto.

[9] Puolin ja toisin [meidän ja ruokapankin välillä] voidaan olla yhteyksissä, mikäli asiaa on ja mailia vaihdetaan se mitä asioita tarvitsee vaihtaa. Tällä hetkellä on siinä tilassa, miten minä näen tämän, hirveästi ei tarvitse yhteyttä tällä hetkellä pitää, kun yhteistyö toimii niin hyvin. […] Varmaan siihen on vaikuttanut se, että puolin ja toisin on opittu tuntemaan toimintatapamme ja yhteistyön luottamus on siihen rakentunut. Totta kai aina, jos otat uuden yhteistyökumppanin ja alat sen kanssa tekemään niin sinun tarvitsee vähän enemmän olla alussa

The interviews highlighted various factors that contribute to the operational establishment. One factor that emerged was the length of cooperation. All donors have been collaborating with the food bank for several years. As can be interpreted from the quote above, knowledge sharing is more necessary in the beginning than when the operations are already established. The second issue was the systematic operations. The more systematic the operations are, the less donors felt they needed any information from the food bank's direction.

The donation process is not the same for all donors. Some of the donors describe that the food bank may collect donations independently (donor 3, donor 1). This eases the workload of donors when they do not have to be present at the time of the donation collection. On the one hand, it shows that the cooperation is well-established and the donor trusts the food bank. On the other hand, it reduces face-to-face encounters and places to share knowledge, as the quotes below illustrate.

> *We have clear places where we will put those [donations]. After that, they [the food bank] independently pick them up. They have clothes that say food bank. It's easy for us because they come from the back door to pick them up. So, it's not like ... We may not even notice that they have visited, other than at the point when the goods are not there anymore. So, it is made very easy for our end. We just leave the donations and they pick them up.* (Donor 3)[10]

> *All [people from the charity organizations] have passes to access our store facilities, which they can use to access and pick up the donated surplus food and products. The products are in cardboard boxes and such and then they collect and load them to their cars.* (Donor 1)[11]

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siinä mukana ja seurata mihin tämä kehittyy. Mutta en näe tällä hetkellä meidän ja ruokapankin yhteistyössä mitään sellaista, mikä hirveästi aiheuttaisi ylimääräistä tai tarvitsisi ylimääräisiä ponnisteluja.

[10] Meillä on selkeät paikat, mihin me laitetaan ne [lahjoitukset]. Sen jälkeen he [ruokapankki] aika omatoimisesti hakee ne. Heillä on selkeät vaatteet, missä lukee, että ruokapankki. Se on meille helppo, koska se tulee takaovesta noutaa ne. Niin ei se niin kuin... Me ei välttämättä edes huomata, että he ovat käyneet, muuta kuin siinä vaiheessa, kun tavarat ovat hävinneet. Eli meidän päästä tehty erittäin helpoksi. Eli me vaan jätetään tavarat ja he noutavat.

[11] Sen jälkeen, kun he [hyväntekeväisyysjärjestöjen työntekijät] tulevat, heillä on kaikilla kulkuluvat meille, jokaisella omalla toimijalla on oma kulkulätkä, millä ne pääsevät meille ja

Another factor is agreed practices. Some donors said that so-called rules of the game have been discussed and agreed upon together, resulting in a smoother donation process and less need for knowledge sharing. The cooperation has started with dialogue when common rules have been agreed upon. This itself already reduces ambiguity in operations. At the beginning, knowledge sharing has created a good basis for cooperation, so-called rules of the game have been agreed together, and both parties have been able to make proposals regarding the food donation process and ask questions. One of the donors (donor 1) described how negotiations work in practice and how practices influence the food donation process. Once the negotiations have been handled well in the beginning, the procedures are clear. As a result, donating employs as little as possible making the donation process efficient.

> *All the annual contract negotiations that are done with those actors [charitable organizations] are then discussed with each other and the rules of the game are agreed upon. In other words, it is my responsibility to start the whole process and then the practice flows down to the departments. […] For us, the most important thing is that the less it employs us the better. It can be talking on the phone or using email… The less it burdens our staff at any stage the better. It is effective. I think this [the donation process] is pretty maximized in regard to efficiency.* (Donor 1)[12]

Agreed practices streamline operations. Donors discussed that donating is not part of their core business activities, which is why it should require as few resources as possible. Donors wanted to get the information when needed, but so that it would be as easy for them as possible. Overall, the interviews showed that the more closely the practices have been discussed, the better the donation process works at the moment. In addition, the practices created together at the beginning support knowledge sharing, but also reduce the need for communication. Both the

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osaa hakea niistä paikosta. Ja sitten pakkaa ne autoon ja on tosiaan pahvilaatikoita ja banaanilaatikoita, millä ne siirretään heidän omaan kyytiinsä.

[12] Kaikki vuosisopimusneuvottelut, jotka tehdään noiden toimijoiden [hyväntekeväisyysjärjestöjen] kanssa, niin käydään keskenään läpi ja sovitaan pelisäännöt. Eli on niin kuin minun vastuulla pääasiassa se koko prosessin aloitus ja sitten käytäntö valuu osastoille toimijoille sitten alas. […] Meillehän se on kaikkein tärkein, että mitä vähemmän se meitä työllistää. On se puhelimessa olo, on se sähköpostitse. Mitä vähemmän se kuormittaa meidän henkilökuntaa missään toimivaiheessa. Se on tehokasta. Minun mielestä tämä [lahjoitusprosessi] on aika maksimoitu tehokkuus tässä.

food bank and the donors feel that they want the cooperation to be as smooth as possible and that it does not strain the donors more than it has to.

4.2. Knowledge sharing barriers

E: The lack of responsibility in knowledge sharing

How the donors and the food bank communicate and are in contact vary. Some donors describe that it is the managers' responsibility to communicate with the food bank and some say that communication is more the employees' responsibility in the donation situations. When roles and responsibilities are unclear, it is difficult to share knowledge within the organization, but also between the donors and the food bank. Although both the food bank and the donors notice some issues they are not addressed as the process of sharing knowledge is not defined. The roles in communication and knowledge sharing are vague. Some of the interviewed people from the donor organizations describe to work closely with the donation process but they still might not have the food bank's contact information or any way to contact or share information with the food bank. The quotations below present the vagueness in answers when the representatives of the donor organizations are asked how they contact the food bank and do they have a specific contact person.

> *I do not know whether we have any specific person [who is responsible for being in contact with the food bank]. It may be that our boss has their contact information, but they are somewhere in their archives. If someone is in touch [with the food bank], it is mainly our boss...* (Donor 3)[13]

> *We have the supervisor of the canteen who has been agreed to coordinate those [donations]. […] I have that big picture and they [the supervisor of the canteen] know better about communication that happens in the moment. […] We have a contact there [in the food bank]. I do not know who that is, but the supervisor of the canteen knows*

[13] Minä en osaa tuohon vastata, että onko meidän päästä ketään [kuka on vastuussa ruokapankin kontaktoinnista]. Se voi olla, että meidän päälliköllä on heihin tiedot, mutta ne ovat jossain hänen arkistoissaan. Eli jos joku on yhteydessä [ruokapankkiin], niin pääsääntöisesti se on meidän päällikkö…

who it is. […] At least it [any messages from the food bank] hasn't come to me. Those may have come to another person. (Donor 5)[14]

The managers of the donor organizations and employees understand their role in the donation process, but not regarding knowledge sharing. Hence, the problems identified are not remedied and operational development is hampered. Similar findings can also be discovered in the food bank's operations. The donation process is clear to the food bank employees, and what tasks and duties belong to a certain employee. However, who is responsible for knowledge sharing is unclear.

The interviewed people from the food bank were chosen based on their role and work duties – all of them work closely with the donor organizations. Some of them are in charge of contacting potential new donors, establishing the donation process, and maintaining the operations on a managerial level. Some of them work as drivers whose one of the main roles is to pick up the donations and deliver the donated products to the agreed location. The common thing to the employees is that they all work with donors. Everyone communicates with the donors regarding their duties and work tasks. However, communication is not identified as knowledge sharing or as a part of work tasks. Because of this, when asked about communicating with the donors or who is responsible for it in the organization, no one recognizes that they are doing it or that it would be their responsibility. All the people interviewed from the food bank were unsure of who is responsible for communicating and the transfer of responsibility can also be seen in the quotations.

Q: How do you communicate with the donors

This is a better question for … [names of the food bank employees]. They [the donors] contact and vice versa. They are in touch with each other… (Donee 4)[15]

[14] Meillä on tuo ruokalan esimies, josta ollaan sovittu, että koordinoi noita [lahjoituksia]. […] Minulla on se iso kuva ja hän [ruokalan esimies] paremmin tietää sen just sen kommunikoinnin, mitä sitten tapahtuu siinä hetkessä. […] Meillä on siis [yhteys]henkilö sinne [ruokapankkiin]. Se ei ole minun tiedossa, mutta se on meidän ruokalan esimiehen [tiedossa]. […] Ei ole minulle asti ainakaan tullut [viestejä ruokapankilta]. On voinut tulla jollekin toiselle taholle.

[15] Tämä on parempi kysymys [työntekijöiden nimiä]. He [lahjoittajat] ottavat yhteyttä ja toisin päin. He ovat yhteydessä…

> *At least ... [name of a food bank employee] calls the stores. […] They keep in touch with donors.* (Donee 3)[16]

> *In my opinion, too little and there should be more [contact]. But it's not my decision to make.* (Donee 2)[17]

Employees recognize that they are communicating on necessary notices, such as holiday announcements, either by phone, via email, or face-to-face when collecting donations. Similarly, as in the case of donors, it is unclear to the food bank's employees who is responsible for developing activities or opening a discussion about the disadvantages of donating with donors.

All employees of the food bank describe the knowledge sharing and internal flow of information as working. A small and close-knit work community, a supervisor that encourages knowledge sharing, and technologies and practices that support knowledge sharing support the internal flow of information. From the food bank's perspective, they do not see issues with internal flow of information other than some cases related to individual human factors or errors. Donors were generally satisfied with the communication and knowledge sharing with the food bank. However, a few comments on how the information does not always seem to reach all the food bank's employees were also mentioned. In the quotations below, a food bank employee (donee 1) describes the internal flow of information and the donor 3 reflects on their view of how not all food bank employees seem to have the same information.

> *We all are almost always working in this same place. We're not terribly spread out there around the city. I think that is at least an advantage here within the food bank. Yes, it [internal flow of information] does not always work here perfectly either, but it works pretty well here, because we see and work here every day. […] It's probably just human error [if there are information breaks], and so on.* (Donee 1)[18]

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[16] Ainakin [työntekijän nimi] soittaa kauppoihin. […] Hän pitää enemmänkin yhteyttä lahjoittajiin.

[17] Tuota, minun mielestä vähän, että pitäisi pitää enemmän. Se ei ole taas minun päätettävissä.

[18] Me ollaan lähestulkoon kaikki aina tässä samassa yhdessä tilassa. Me ei ihan hirveästi olla levällään tuolla ympäri virastoa tai kaupunkia. Minä luulen, että se nyt ainakin on etu tässä

> *Not everyone [from the food bank] may have the same information. […] For example, if none of us [the employees] have not realized to mention, the donations are not always taken from cold storage. So there are those [employees of the food bank] who know how to take all the products and then there are a few who know how to take only the dry goods. But whenever we have noticed that they are not collecting them [the cold products] then of course we try to say "Remember to take those cold products."* (Donor 3)[19]

Food bank employees describe there is a possibility of using e-mail or other technical systems to share information internally, but often information is shared during working or in the meetings. Using e-mail is perceived as laborious and inconvenient in matters of a declaratory nature, as there is limited time to read it. Face-to-face shared information reduces the risk of misunderstandings, and in this way, it is also possible to ensure that the information has reached everyone. However, the risk of human error increases when information is not shared as soon as the need is identified, and it is also the individual's responsibility to ensure that each person is informed.

F: The lack of understanding of the food bank operations

One of the recognized barriers is the lack of understanding of the food bank operations, as five of the interviewees representing donors pointed out that they feel that they have limited understanding of what the food bank is and what it does. The knowledge of the food bank's operations did not only vary between the donors but also within the donor organizations. From the following quotation, it can be seen how management of a donor organization assumes that all the employees understand, at least to some extent, the operations of the food bank.

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ruokapankin sisällä. Kyllä se [sisäinen tiedonkulku] täälläkin välillä tökkii mutta kyllä se nyt melko hyvin täällä kumminkin toimii, kun päivittäin nähdään ja ollaan yhdessä. […] Se on varmaan ihan inhimilliset muistamattomuudet [jos on tietokatkoksia] ynnä muut tällaiset.

[19] Kaikilla [ruokapankin työntekijöillä] ei ehkä ole ihan samoja tietoja. […] Aina ei ole esimerkiksi pakasteesta otettu, jos ei kukaan meistä [työntekijöistä] ole tajunnut sanoa. Eli heillä [ruokapankilla] on ne tietyt, ketkä osaa hakea kaikki ja sitten on muutama ketkä osaavat hakea vaikka vaan kuivasta. Mutta aina, jos me bongataan niin totta kai yritetään sanoa: "Muista ottaa ne pakasteet".

> *After all, everyone [of the employees] knows that the food bank is part of the Church and who they help; low-income families, and like that. At least there has not been any discussion [that there is limited understanding of what the food bank does], but rather we have discussed that everyone knows that it [the donation] is going for a good purpose and it is great that we can donate. But I do not know whether the personnel need more information about that. At least there has been no talk of it.* (Donor 4)[20]

However, representatives of other donor organizations raised how little they ultimately know about the operations of the food bank and another interviewee pointed out that they are not familiar with the people who collect the donations.

> *It would be interesting to know how extensive [the food bank's] operations are. How many people are in need? In that sense, I do not know much about their [the food bank's] operations. […] Are they all [employees] volunteers? Are they part of the church? Regarding these, I do not have any knowledge of the food bank.* (Donor 6)[21]

> *We here sometimes wonder who these people [from the food bank] are. Maybe that too would be interesting to know.* (Donor 2)[22]

Limited understanding of the food bank's operations also influences the donation and knowledge sharing. On the one hand, the interviewees elaborate that if they would know where the donations go, it would be easier for them to contemplate what is suitable for donations. One the other hand, it is recognized that increased understanding could better the quality of the

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[20] Kaikkihan [työntekijämme] tietää tosiaan, että seurakuntien ja ketä siinä autetaan; pienituloisia perheitä, kaikkia tällaisia näin. Niin ei ainakaan puheissa ole ollut [että ymmärrys ruokapankin toiminnasta olisi rajallista], vaan enemmänkin niin, että ollaan vaan puhuttu siitä, että kaikki tietää, että hyvään tarkoitukseen se [lahjoitus] menee ja on mukana siinä, että hienoa, että päästään lahjoittamaan. Mutta en tiedä tarvitseeko henkilökuntakaan enempää informaatiota. Ei ole ainakaan ollut puhetta siitä.

[21] Olisihan se mielenkiintoista tietää kuinka laajaa sen [ruokapankin] toiminta on. Kuinka paljon avun tarvitsijoita on? Mutta en siinä mielessä tiedä heidän [ruokapankin] toiminnastaan paljoa. […] Onko heillä kaikki vapaaehtoistyöntekijöitä? Onko se ruokapankki seurakunnan? Minulla ei itsellä ole ruokapankista mitään tietoa.

[22] Mekin täällä välillä mietitään, että ketä tyyppejä [ruokapankilta] he ovat. Ehkä sekin olisi mielenkiintoista tietää.

donations and have an effect on the management of the donor organizations. The interviewed food business operator (donor 6) describes that they are not donating regularly but rather donate when they have some situations in production which creates larger amounts of surplus food. If they would have more knowledge, they feel that the donations could better meet the food bank's needs.

> *So the question of what kind of people it [donation] goes to, whether they are just families with children, whether they are elderly people. […] Then one could think a little bit about what is really good and suitable food for them [the people who receive the food aid].* (Donor 6)[23]

The food business operator has not received directions from the food bank on what can and cannot be donated and therefore they use their own judgement when deciding what to donate. The employee describes that more knowledge of the people who are in need and get the donations would facilitate deliberation of the donable products.

The representative of the food business operator (donor 6) elaborates that the knowledge on how many people are in need, shared in written form, could have a positive impact on the management. Another donor's representative (donor 5) wonders about similar kinds of issues. In many interviews, it was emphasized that the donors have a limited understanding and by increasing understanding and sharing knowledge externally, it would also enhance the intra-organizational knowledge sharing. The raw data samples below reflect, how donors have an interest toward the food bank and they would like to know more themselves but also if knowledge would be more accessible, it could be shared within the company:

> *Maybe it would be useful to have concrete evidence to show how much there are in need. Maybe then if this [concrete evidence] would be shown to the management [of the company], they would be even more willing to donate. They are already supportive but*

[23] Niin se suuntaus millaiselle väestölle se [lahjoitus] menee, onko ne just lapsiperheitä, onko vanhuksia. […] Että siinä mielessä osaa vähän miettiä mikä on tosi hyvää ja soveliasta ruokaa sinne [ihmisille, jotka vastaanottavat ruoka-apua].

maybe even more when we would know how many people in need there actually are. (Donor 6)[24]

It would be interesting to know what happens in the food bank when we donate. It would be good information for us to know and to communicate internally. Basically, what it actually means for the food bank if we donate. How does the donation process work in their end? That we do not know here. […] It would be interesting to know and to communicate [to the management of the company] that our donations matter. (Donor 5)[25]

The donors also believe that if they would have more knowledge and understanding of the food bank it could improve management's attitude towards donating. An understanding of the operations of the food bank would bring donating closer to the daily lives of employees, which could contribute to improving the quality of donations as well as knowledge sharing and communication when needed. Because donating is not the primary purpose of a business, it may suffer if the significance of the donating is not understood.

In addition to sharing knowledge internally, the effects could be broader than limited in the donor organization. One of the donors describes that they collaborate with other retailers in the same group. Retailers share knowledge and best practices. Information package or similar kinds of instructions containing written information would be easy to share internally, and it would be possible to extract information for distribution to partners, such as other stores. In addition, it would be possible to integrate the information into reporting. The representative describes in the quotation what they would like to know, how they would like to share that knowledge, and thus also spread the message about the activity.

[24] Ehkä tälleen kun on jotain konkreettista näyttöä kuinka paljon sille avuntarpeelle on. Niin ehkä vielä enemmän, kun tätä [konkreettista näyttöä] asiaa näyttäisi [yrityksen] ylemmälle taholle, niin ehkä heidän sydämensä heltyisi tähän lahjoituspuoleen. Aika hyvin he nyt ovat […] mutta jos vaikka vielä enemmän, kun tiedettäisiin, kuinka paljon niitä avun tarvitsijoita on.

[25] Ja kiinnostaa se, että mitä siellä sitten tapahtuu siellä ruokapankilla, kun me lahjoitamme. Ja se olisi ihan hyvää tietoa meille. Ja meillä hyvä asia viestittävä sisäisesti. Tavallaan mitä se konkreettisesti tarkoittaa ruokapankilla, että me lahjoitamme jotain. Miten se ketju toimii siellä. Sellaista käsitystä ei ole. […] Se olisi mielenkiintoista tietää, ja viestiä tuonne [johdolle], että meidän lahjoituksilla on merkitystä.

> *It could be reported how many servings of food have been distributed each year, how many are being employed, what kind of social responsibility it creates. It interests because then one can be sharing the so-called joyful news to others, when someone asks how you are handling this. Sort of an information set we can share that we do not throw it [surplus food] in the trash but that "through this service we have helped 2,000 households". [...] It is the positivity and responsibility that can be done and shared.* (Donor 1)[26]

All in all, lack of understanding regarding the food bank, its operations, and about the influence that the donations have on people are not clearly understood. More extensive knowledge sharing would not only lessen the ambiguity of the donation process but could also influence the donors' motivation as their understanding of the food bank and their mission would increase.

G: Internal information breaks

The internal flow of information within organizations can either enable or hinder the knowledge sharing between organizations. Donor 6 described that in their opinion there is no problem in information and knowledge sharing with the food bank, but internally there might be information breaks. The quote shows how the internal flow of information does not always work within the company. It is also problematic for the food bank, because in the worst case, the products that are being donated could expire or go bad, as could have happened in the case below.

> *Within us [the company], it may not always be that information flows so fast to me either. For example, this or last week there was a situation where some products were left to our dispatch center. It said donation [on it]. I was then asked where this donation is going. I said that I don't know. I have not received any information. I then had to figure it out. A couple of days went by before I found out it [donation] was meant for the food bank.*

[26] Vaikka vuosittain kerrotaan, kuinka monta ruoka-annosta on tänä vuonna jaettu, minkälaisen määrän se on työllistänyt porukkaa, millainen yhteiskunnallinen vastuu tässä on. Se kyllä kiinnostaa kyllä, koska sitten voi olla kertomassa eteenpäin sitä ns. ilotarinaa sitten kun joku kysyy, että miten teillä on hoidettu tämä. Sellainen tietopläjäys tavallaan, että emme heitä niitä [ylijäämäruokia] roskiin vaan, että "tämän palvelun kautta olemme saaneet 2 000 kotitaloudelle ruokakassin". […] Se on sitä positiivisuutta ja vastuullisuutta, mitä pystytään tekemään sitten.

There may be such information breaks inside the house at times, but with the food bank there are none. (Donor 6)[27]

Knowledge sharing starts from the individual level moving to the organizational level, after which knowledge can be shared between organizations. Thus, it is problematic if knowledge does not move smoothly at the individual level or within the organization. The above quote shows a clear connection on how information does not move within the organization, also causing harm to the knowledge sharing between organizations. In general, the internal practices of an organization also influence the organizations they collaborate with.

H: Ambiguities in the donation process

One of the main motivators for this study was to find ways to improve the quality of the donations. The food bank contemplated how the donors could be managed with knowledge to decrease the amount of food waste as roughly 15 percent of the donated surplus food is noticed to be already wasted when the donations are handled in the food bank facilities. In the interviews, the employees of the food bank raised various problems related to donated products, such as products that are too old, broken or poorly packaged, and products that are not suitable for donation. Donors were also generally uncertain about some of the issues related to the products being donated. The quotes below describe how donors act based on hearsay or their own judgment, which creates uncertainty.

A clear listing what can be donated and in what form. [...] Many [of our employees] have asked: "Can this be donated?" or "Do they accept this or that?". So that it would be clear. Based on hearsay we know that they cannot accept, for example, broken coffee

[27] Meidän [yrityksen] sisällä voi olla, ettei aina tieto kulje niin nopeasti minullekaan. Esimerkiksi tässä oli viime tai edellisviikolla sellainen tilanne, että oli tullut tuotteita, jotka olivat menneet lähettämöön. Siinä [päällä] luki, että lahjoitus. Sitten multa kysyttiin, että mihin tämä on menossa tämä lahjoitus. Sanoin etten tiedä. En ole saanut mitään tietoa. Siinä jouduin sitten vähän selvittelemään. Pari päivää siinä sitten meni, ennen kuin sain sitten tietää, että se [lahjoitus] oli tarkoitettu sinne ruokapankille. Talon sisällä voi olla tällaisia tietokatkoksia välillä, mutta ruokapankin kanssa ei.

packages. But it is not clear [what can be donated]. This information came to our attention from the food bank's driver at some point. (Donor 3)[28]

It is not clear [what can be donated]. I know the facilities there [at the food bank] are relatively limited. But I don't know exactly what they can accept or what they can't. But I don't think they've ever said no when we have offered something. But of course if there is something [that they cannot accept as a donation], it would be a good thing to discuss. (Donor 5)[29]

Donors' understanding of the food bank's operations and what can be donated vary. Some donors felt that they had independently made or had to make decisions on how to organize the donations or, for example, which products could be donated, because there had been no discussion or guidance from the food bank. Donors would like to receive more information from which can be concluded that some donors work with limited knowledge. All of the donors believe that more extensive knowledge sharing would have a beneficial effect in the donor organizations. Currently, when knowledge is only shared in daily encounters, the knowledge sharing is not managed and it becomes accidental. The knowledge is not conveyed to all which leads to different people in donor organizations to have different knowledge. Due to lack of resources, most knowledge sharing takes place face-to-face and without planning. Knowledge sharing in written form would not only extend the donors' understanding but donors also recognized it could have a direct effect on the donations.

[28] Ehkä selkeämmän listauksen, että mitä kaikkea he pystyvät ottamaan ja millaisessa muodossa esimerkiksi pystyvät. […] Moni [työntekijöistämme] on sitten kysynytkin: ”Voiko laittaa tämän?” tai ”Ottaako he tällaista?” Se että olisi sellainen selkeä. Ilmeisesti esimerkiksi kuulopuheiden perusteella tuli sellainen, että he eivät ota rikkinäisiä kahvipaketteja. Että siitä ei ole niin kuin selkeää [mitä voidaan lahjoitta], mutta sitten se tuli joskus ilmi kuskin kautta.

[29] Ei se ole selkeää [mitä voidaan lahjoittaa]. Minä tiedän, että siellä [ruokapankilla] tilat ovat suhteellisen rajalliset. Mutta en tiedä täysin tarkkaan, mitä he pystyvät ottamaan vastaan tai mitä ei. Mutta ei he ole käsittääkseni koskaan sanoneet ei, kun me ollaan jotain tarjottu. Mutta toki jos on jotain [mitä he eivät voi ottaa lahjoituksena], niin on hyvä tänne ottaa asiaa puheeksi.

4.3. Summarizing the findings

The purpose of this subchapter is to summarize the findings presented above, in the form of five propositions. The study looked at the knowledge sharing between the food bank and its donors, at the individual level, organizational level, and between organizations.

Proposition 1: Knowledge sharing is a process that requires management and planning.

NPOs are knowledge-intensive organizations. Information and knowledge are one of the most important resources of an organization that influences the operational activities of the organization. The challenge for NPOs is their limited resources and their reliance on enabling donations. In the case of a food bank, this means food donations. It was reasoned from the data that there is currently little derivation of knowledge sharing. There were indications in some organizations of an effort to manage knowledge sharing, but it remained at a light level. Donors stressed that the donation process from their perspective should burden their employees as little as possible. This has also been identified in the food bank. However, there is a perception in the food bank that donors should only be contacted on mandatory declaratory matters so that donors are not over-burdened. However, managing knowledge sharing does not mean major changes and investments, but guidelines for knowledge sharing, and clarification of responsibilities and roles for knowledge sharing.

Proposition 2: Systematic and well-established operations reduces the need for active knowledge sharing.

As mentioned earlier, food banks, like other NPOs, are struggling with resource scarcity. Donors want charitable actions to consume as few resources as possible from the core business. By utilizing knowledge sharing, it is possible to utilize the efficiency of cooperation and the entire donation process, which reduces the need for active knowledge sharing. This benefits both parties: food bank employees have more time for the main tasks, such as picking up food donations and sorting them, while employees of the donor organizations can spend even less time on the food donation process.

Proposition 3: Knowledge sharing has a key role in continuous development.

The food bank is dependent on donations, so it is practical to make the donation process as efficient as possible. Without knowledge sharing, development remains in the hands of the

individual, in other words, knowledge sharing makes it possible to develop activities considering the views of both parties. Some donors are more sensitive to bring ideas and development points to the food bank's awareness, which has made the donation process more efficient. Others described that there was room for improvement, but the right channel for this discussion has not been found.

Proposition 4: Knowledge sharing relies heavily on interpersonal interaction.

The food bank and their donors have no technical systems for knowledge management and knowledge sharing, apart from email or phone messaging applications. Both parties described these as difficult because it was perceived that email is an overused way of contacting and therefore email messages are easily left unnoticed. Currently and in the future, it was hoped that the main channel for information and knowledge sharing would be face-to-face. Thus, knowledge sharing relies now and will continue to heavily on interpersonal interaction. This is good to be aware of, because knowledge sharing is generally based on tacit information, in which case the information and knowledge may be unevenly distributed between different people, departments, and organizations. Indeed, donors highlighted how they felt that some of the food bank's employees have different knowledge how to operate than others.

Proposition 5: With knowledge sharing donors' understanding can be increased, which can motivate and improve the quality of the core operations.

Knowledge sharing can have a direct influence on the food donation process, for instance, if development ideas are being shared. Furthermore, knowledge sharing can have indirect effects, such as increasing donor engagement and increasing their motivation to act as part of the donation process and charity. The interviewees highlighted how individuals had a varying understanding of the food bank operations. Some even described how, through the interview, their interest increased and they wanted to understand what food bank does and who does it help. Some interviewees were even interested in the opportunity to volunteer and disseminate knowledge within the company. Increased understanding increases motivation for donation, thereby improving the quality of donation.

5. DISCUSSION AND CONCLUSIONS

5.1. Summary of the research

The purpose of this research is to study factors related to knowledge sharing between the non-profit sector and the for-profit sector. The theoretical framework focused on organizational knowledge, knowledge management, knowledge sharing, and how they occur in different kinds of organizations. The empirical part examined the subject through ten semi-structured interviews within the food bank and its donor organizations. The empirical study revealed four drivers and four barriers that either enhance or hinder knowledge sharing at different levels both within the organizations and between the NPO and FPOs. Hence, the empirical part answered the research question: what are the drivers and barriers of knowledge sharing at the individual, intra-organizational, and inter-organizational levels between the non-profit sector and the for-profit sector? Thereafter, five propositions, which were formed based on the understanding that the identified drivers and barrier created, were presented. The propositions gave a holistic view of knowledge sharing between the non-profit sector and the for-profit sector.

All in all, this study is based on the researcher's own interest in societal themes, such as sustainability, resource scarcity, and social well-being. In the broader picture, the study addresses these themes through the circular economy, food waste, food bank activities, and food donation. In the research problem, the topic was limited to consider knowledge sharing in an NPO and between it and its partner organizations. The starting point of the study was development-oriented. With the help of the findings of this study, the case organization seeks to develop the knowledge sharing and thus the entire food donation process. This research does not focus on development activities, but the findings can be utilized for development purposes in a practical sense. What made the research significant was its context, which combined knowledge management, NPOs and FPOs. In the future, the importance of social organizations will be emphasized, thus research will need more diverse studies also in small social organizations.

5.2. Research contribution

The purpose of this subchapter is to combine the empirical results of the research with the theoretical perspective of the topic. Five empirically observed themes are examined through previously studied theory and these are formed into proposals and applications. The table 4 below presents the themes, empirical observations based on the data, their relation to previous research, and how the ensemble of these can be applied.

Table 4. Application of conclusions in a theoretical framework

	Observation from the data	**Relation to theory**	**Proposals and applications**
Management (Proposition 1)	Knowledge sharing is not managed which hinders the effectiveness of the organizations' core business.	Non-profit SMEs have limitations in managing knowledge sharing, however they would benefit from generic knowledge management and knowledge sharing strategies. (Desouza & Yukika, 2006; Hume & Hume, 2016; Lettieri et al., 2004)	Knowledge sharing should be managed to get the full potential of it which would lead to better operational efficiency and resource usage.
Operations (Proposition 2)	Systematic operations, on the one hand, supports knowledge sharing, but on the other hand, it also reduces the need for it.	NPOs are knowledge-intensive organizations, which operations are strongly based on knowledge sharing and external resources. (Hume & Hume, 2016; Martins et al., 2019)	Knowledge sharing should be used to advance the operational establishment. Then the need for knowledge sharing reduces and the operations become more efficient.
Development (Proposition 3)	Knowledge sharing is a prerequisite for the development of activities. However, currently it is not used to its full potential in development.	Non-profit SMEs do not understand the value of knowledge sharing, however as knowledge sharing is essential in organizational development. (Desouza & Yukika, 2006; Lettieri et al., 2004; McAdam & Reid, 2001)	The importance of knowledge sharing needs to be understood as part of development and identified as an opportunity in organizations.
Interaction (Proposition 4)	Knowledge sharing happens mostly in face-to-face interaction.	SMEs rely on informal knowledge which is mostly created through socialization through collegial bonds. (Empson, 2001; Hume & Hume, 2016; Hutchinson & Quintas, 2008; Nonaka & Takeuchi, 1995)	Organizations should be aware that most knowledge sharing takes place in interpersonal interaction, in which case interaction between individuals should be supported.
Motivation (Proposition 5)	Understanding how a partner operates will increase motivation and improve the quality of knowledge sharing.	NPOs follow a social mission which has a gluing effect on the members of the community. The social mission can be strengthened with increasing the awareness which can be done by the means of knowledge sharing. (Hume & Hume, 2016; Lettieri et al., 2004; Quagli, 2001)	With knowledge sharing the motivation can be increased which improves the quality of donation, as well as commitment to the activities.

Knowledge sharing is part of knowledge management which validates that knowledge sharing needs to be managed as well. NPOs have limitations in managing knowledge (Desouza & Yukika, 2006) which hinders their operational effectiveness. Knowledge management and knowledge sharing in NPOs is developed to fit their operations (Desouza & Yukika, 2006), however the process needs to be planned and managed. Otherwise knowledge management is not used to its full potential. As NPOs do not have resources for extensive knowledge management strategies or they cannot invest in technical solutions, knowledge management and sharing may be accidental and the benefits of it are poorly understood. However, literature suggests that NPOs would benefit from generic knowledge management and knowledge sharing strategies and frameworks (Lettieri et al., 2004), which this study supports as well.

Hume and Hume (2016) suggest that all the organizations customize the approach considering the characteristics of their operations, such as business model, social mission, internal structures, staff mix, and operational capability-maturity. This study complements this by expanding the viewpoint to include inter-organizational level. Considering only internal aspects cause too narrow understanding and can even hamper internal operations. Knowledge management and knowledge sharing should be managed, however based on this research it can be suggested that as NPOs are dependent on their resources, such as donations, the knowledge sharing should be seen in a larger context meaning that the resources are better acknowledged and managed. With knowledge sharing deeper understanding of organizations and their operations and processes can be achieved (Lettieri et al., 2004).

One starting point for this study was development as the food bank was interested in knowing what role knowledge has in developing the donation activities. Currently knowledge and its role in development are not understood; it can be generalized that it is often difficult for small organizations to identify the value of knowledge (Desouza & Yukika, 2006; Lettieri et al., 2004; McAdam & Reid, 2001) and assess its relevance, for instance, in development. The study found that without knowledge sharing, the development of activities is random or does not occur. In order to develop activities together in a way that suits all parties, knowledge must be shared between individuals and organizations.

Knowledge management has two main disciplines: managerial and technical (Laihonen et al., 2013). In this study, the focus was in managerial knowledge management as the case study organization is not utilizing technical solutions or does not have the resources to advance them.

The study found that knowledge sharing between the NPO – the food bank – and the FPOs – the donors – rely heavily on interpersonal interactions, which the earlier research supports suggesting that SMEs rely on informal knowledge (Empson, 2001; Hume & Hume, 2016; Hutchinson & Quintas, 2008). In organizations where a significant part of knowledge sharing takes place informally between individuals, this should be considered and organizations should create practices that support this. For example, organization facilities and meeting practices can support tacit knowledge sharing that takes place face-to-face.

One important point that emerged from this study was how knowledge sharing can have direct effects, such as operational development, as well as indirect effects, such as donor engagement with the organization. NPOs differ from FPOs in what the organization is established for and what motivates the members of the organization (Hume & Hume, 2016; Lettieri et al., 2004; Quagli, 2001). NPOs have a social mission, which motivates their members and employees. This supports the operations of the NPO as the members are engaged and motivated to work for common good. However, the stakeholders of the NPO might not be familiar with the NPOs' way of operating or what their mission is. Therefore, with knowledge sharing the understanding can be increased and motivation and commitment strengthened.

5.3. Managerial implications

Non-profit SMEs are knowledge-intensive organizations (Lettieri et al., 2004) which are limited by their resources, such as volunteer work and donations (Galli et al., 2018; Martins et al., 2019). NPOs are following a social mission which drives the members of the organizations (Hume & Hume, 2016; Lettieri et al., 2004). These aspects should be considered when planning and managing an organization's operations. Because NPOs are knowledge-intensive organizations, knowledge is an important resource for them. If knowledge management and knowledge sharing are not seen as issues that should be managed, it creates a situation where knowledge is fragmented between different individuals, which hampers the functioning of the organization. The importance of knowledge sharing in an organization should be identified and supported, on an individual level, organizational level, and between organizations.

There should be ways to share both tacit knowledge and explicit knowledge. Tacit knowledge disseminates in interactions between individuals, such as in discussions, meetings, and workshops. Sharing tacit knowledge is also an important part of knowledge creation and

organizational learning. The knowledge sharing between the food bank and its donors is primarily done by sharing tacit knowledge from one individual to another. For this reason, the information is easily distributed unevenly. Externalization, the process in which tacit knowledge is articulated into explicit knowledge (Nonaka & Takeuchi, 1995; Tuomi, 1999) should be supported. This enables the information to reach all necessary parties and that the interpretation of the individual does not change the meaning of the information. Since it is typically not possible for NPOs to use different technical systems for explicit knowledge sharing due to resource scarcity, it is particularly significant that the articulation of tacit information into explicit information is derived.

One of the original aims of this study was to provide understanding both to the researcher and the food bank on knowledge sharing, and in particular on explicit knowledge. This specific aim included the idea of what kind of information could be included in the information package which would later be distributed by the food bank to its donors. The creation of the information package was transferred to another researcher, but the results of this study served as the basis for the creation of the information package. Similarly, the results of the study could be utilized in other food banks and more broadly, also applied in knowledge sharing between other NPOs and FPOs.

5.4. Assessing the quality of the study

In the research literature, the reliability of the research methods is often addressed through validity and reliability. Validity means that the study examines what has been promised, and reliability means the reproducibility of the research. The concepts have emerged to meet the needs of quantitative research and are therefore criticized in the context of qualitative research (Tuomi & Sarajärvi, 2018). There is no unambiguous way to assess validity and reliability in the evaluation of qualitative research, but the research is evaluated as a whole, in which case coherence is emphasized. In this study, the five principles: autonomy, beneficence, non-maleficence, confidentiality, and integrity, by The Association for Research Ethics, which are presented by Carpenter (2019), were followed:

1) Autonomy: “The participant must normally be as aware as possible of what the research is for and be free to take part in it without coercion or penalty for not taking part, and also free to

withdraw at any time without giving a reason and without a threat of any adverse effect." (Carpenter, 2019, p. 6). The empirical data for this study was interviews that were conducted to the employees of the food bank and their donors. When contacting the interviewees and before the interviews began, the interviewees were explained the purpose of the research to assure they were aware what the interview and research is for. Also, all of the interviewees' identities and their employer organizations names were kept anonymous. This way it was made sure that this study would not be harmful to the individuals nor to the organizations.

2) Beneficence: "The research must be worthwhile in itself and have beneficial effects that outweigh any risks; it follows that the methodology must be sound so that best results will be yielded." (Carpenter, 2019, p. 6). The starting point of the research was to find a topic that is an interest of the researcher, but also to benefit the object of the research: the food banks and its donors. The topic was formulated together with the food bank, ensuring that it was also useful for the food bank. In addition, the research takes a stand in current academic research and complements it. The theoretical framework of the study combines themes in a way not found in the previous literature. Knowledge sharing and its drivers and barriers support previous literary perspectives, but also contribute to bringing new ones into it. The research benefits both the academic field and, through empirics, the case study organization, the food bank, and its donors.

3) Non-maleficence: "Any possible harm must be avoided or at least mitigated by robust precautions." (Carpenter, 2019, p. 6). From the theoretical point of view, the researcher sought to comply with a good research practice. The most significant part of the references came from the peer-reviewed articles. In this way, the aim was to create a high-quality and correct perspective on the theoretical framework of the research topic. From the empirical perspective, it was ensured during the research that it would not be to the detriment of the parties of the study. Participation was voluntary and the participants and their employment organizations were considered anonymous.

4) Confidentiality. "Personal data must remain unknown to all but the research team (unless the participant agrees otherwise or in cases where there is an overriding public interest, or where participants wish their voices to be heard and identified)." (Carpenter, 2019, p. 6). Company representatives were interviewed and, thus, it was ensured that the interview recordings and transcriptions are in a safe place, so that other people apart from the researcher of this study and

other researcher who continued work with the generated data for the benefit of the food bank in their own study, had access to the research material. Permission to relinquish the material to another researcher was requested in advance from the interviewees. While conducting the interviews, it was made sure that the interviewees knew the conversation was confidential, in order for them to answer freely and truthfully. This was also considered because the individual's perspective might be conflicting with the company's perspective, and therefore it is important that the participants felt that they can answer freely.

5) Integrity: "The researcher must be open about any actual or potential conflicts of interest, and conduct their research in a way that meets recognized standards of research integrity." (Carpenter, 2019, p. 6). This last principle guided the researcher throughout the process. Any conflict of interest was not observed during the study and at each stage of the study, integrity was a guiding principle.

It should be noted that although the research has been written in English, some of the references for the theoretical framework and the whole data generation have been done in Finnish. It was decided to conduct the interviews in Finnish, as this was thought to improve the quality of the material, as Finnish was the mother tongue of all interviewees. Data analysis has been made in Finnish, after which the researcher translated the codes, categories, themes, and direct quotes into English. When the material is in Finnish, it is justified to perform the analysis in the original language. It should be noted, however, that the translation work has not been done by a professional and thus it is possible that certain nuances will be left out of the translations. To improve the validity of the analysis, direct quotations were used and the original Finnish versions of the quotations can be found in the footnotes.

5.5. Future research paths

In the future, the importance of knowledge and how it is managed in the organizations will be emphasized. Currently, knowledge management research is focused on large private sector companies. However, NPOs are knowledge-intensive organizations where knowledge management supports operational activities. To gain a broader understanding of knowledge management in NPOs and in particular the role of knowledge sharing between organizations, the topic should be explored more broadly in NPOs. The different stages of knowledge management should be studied in more detail to create a better understanding of the role of the

different stages. This study focused on knowledge sharing, but other knowledge management phases – acquisition, storage, and application – could be studied. Thus, it would be possible to examine, for instance, whether all the phases are equally important, how they are interconnected, and what characteristics are associated with them.

Within the framework of the research, it was also not possible to evaluate the knowledge sharing as a process nor its effectiveness. These were identified as one of the limitations of the research. As Fazey et al. (2014) state evaluation of knowledge sharing is relevant as understanding of how certain approaches deliver their intended outcomes influences the way the process is to be formed. In terms of evaluation, the dependencies between the different levels, the connection between the influencing factors, and the combination of these factors could be studied. Evaluating knowledge sharing and its effectiveness would increase the broader understanding of the knowledge sharing process which could lead to better the quality of the process. Before the research problem became clearer and more specific, evaluation was considered as a significant matter and was therefore considered as one aspect of the study. However, the study was unable to take evaluation as one aspect, but a process-driven perspective in addition to a factor perspective would broaden understanding.

Lastly, it would be interesting to explore how knowledge management relates to sustainability themes: what is sustainable knowledge management and how sustainability appears in knowledge management? The researcher is interested in sustainability broadly and therefore the connection between the themes of sustainability and knowledge management was examined at the beginning of the study, but due to the limitations of the scope of the research and previous literature on the subject being limited, they were not considered in this study. The importance of sustainability thinking in all areas of business is growing and will be emphasized more and more, while knowledge is seen as one of the most significant resources of organizations. Both are the cornerstones of business and their connection is worth exploring.

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APPENDICES

Appendix A: Interview questions to the employees of the food bank

Individual

- Describe in your own words what the food bank is and what it does?
- Could you tell me in what role you work at the food bank?
- How long have you been working for the food bank?
- What are your daily work tasks?
- What skills and knowledge do you need in your work?
- How do you keep in touch with other employees in the food bank?
- What information do you think is important to share with others?

Organizational

- Could you describe what kind of organization the food bank is? *For example, what kind of work spaces do you have, what kind of work group and what kind of organizational culture?*
- Who do you communicate with or connect in your daily work?
- If there is a new policy or other new information, how is it shared with everyone?
- How do you think it is ensured that all members of the organization have equal knowledge?
- What kind of meeting practices does the food bank have?
- Do you feel that communication and knowledge sharing are encouraged? *How?*
- Who is responsible for ensuring that all members of the food bank have relevant knowledge?
- What factors do you think support knowledge sharing in the food bank?
- What factors could potentially weaken knowledge sharing?
- How do you keep in touch with donors?
- What factors do you think support the knowledge sharing between the food bank and the donors?
- What factors are potentially detrimental?
- Has communication been fluent or could it be improved? *How?*
- Are there differences in the way you communicate between different donors?
- What kind of knowledge sharing would you like to have in the future?

Technical

- What written information does the organization have? *For example, written instructions*
- How do you store information?
- Are there any electronic or IT systems or communication channels?
- Are there any technical tools for this?

Information package

- What do you see as the biggest challenges in donations with the donors?
- How could this be improved?
- What do you think donors should know about the food bank?

Is there anything you would like to add?

Appendix B: Interview questions to the donors

Individual

- What is your role in the organization?
- How do you work with the donation process/food bank yourself?
- Could you describe the food donation process from your perspective?
- Why do you want to donate to a food bank?
- Do you donate to other charities?

Organizational

- How long have you been cooperating with the food bank?
- How did the cooperation start?
- Did you initially receive any instructions on donating?
- What things work well?
- What kind of challenges are there?
- Are there any ambiguities regarding the donation process? How have these been resolved?
- Do you have a specific contact person in the food bank?
- Can you describe how collaboration and communication work?
- Which things work particularly well?
- What are the challenges?
- In what matters are you in contact with the food bank?
- What knowledge does the food bank share with you?
- What kind of knowledge do you possibly share with the food bank?

Technical

- How do you communicate with the food bank through different channels? *For example, by phone, email, face-to-face or otherwise?*
- Would you like to have regular or occasional contact?
- How would you like to receive information? *For example, by phone, email or face-to-face?*

Information package

- Is it clear to you that if you need to contact the food bank, who will you contact?
- What kind of knowledge would you like to receive from the food bank?
- How much do you know about the operations of the food bank?
- Would you like to know more?
- What would you like to know?
- Would you like to have regular or occasional contact?
- What kind of knowledge sharing would you like to have in the future?

Is there anything you would like to add?

Do you think that I should interview someone else from your organization who is responsible for handling the surplus food and the donation process?