



HOW DOES MULTIPLICITY AND INSTITUTIONALIZATION INFLUENCE STRATEGIC OPPORTUNITIES IN FIELDS?



Master thesis Business Administration

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'Develop success from failures. Discouragement and failure are two of the surest stepping stones to success.'

Dale Carnegie

'To be successful, you have to have your heart in your business and your business in your heart.'

Thomas J. Watson

PREFACE

This master's thesis is the final phase of the study program Business Administration with the track Innovation and Entrepreneurship. The thesis gives another view on the influence of institutionalization on strategic opportunities in fields, where Porter's five-forces model, in the past was mostly used. Since I have done an internship at the ANWB last year, the ANWB and its four organizational fields are used as case study.

This report is more focused on the theoretical part, to improve my research skills. Over the last couple of months I have worked on this research. The continuation of this report had its ups and downs, but I am very satisfied with the result. During my internship I have learnt the 'normal working life' and had contact with people in the company. Furthermore it was interesting to see how a large association works and how their members have profit of everything they do. This internship and writing the thesis provided me with new experiences, a lot of knowledge and both a tear and a laugh.

Now this research is finished, I hope that these results can be valuable for the ANWB and other companies within the (sustainable) mobility sector.

This assignment has been conducted under the supervision of Raymond Loohuis as the first supervisor and Sandor Löwik as the second supervisor of the University Twente. Hans Hubers and Hans Bosch are the supervisors from the ANWB. I would like to thank all of the supervisors, and especially Raymond Loohuis for their support, supervision and discussions during the research. I have learnt a lot and hope to expand this knowledge in my further working life.

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MANAGEMENT SUMMARY

Radical innovation or doing different things than usual seems to be of key importance for organizations, to survive severe competition and crisis. Facing the financial and economic crisis in countries and companies, there is an urgent question on how or when to innovate or engage in strategic change (Christensen, 1997). The institutional perspective seems to be essential for the overall understanding of markets, industries and organizational fields and combine the inside-out and outside-in views to understand processes, and not take them for granted. Institutionalization is the process by which organizations acquire identity and legitimacy. Institutionalization involves more than building formal structures and processes (Eberlein, 2003). Dorado (2005) follows this institutional perspective and proposes in her paper, that processes of institutional change vary depending on the form, taken by the three factors that define them: agency, resource mobilization, and opportunity, and determine the organizational field which may result in opportunity conditions (opportunity hazy, opportunity transparent and opportunity opaque). The framework and theory of Dorado (2005), combined with the agency theory to innovate in a certain field, and different strategic opportunities, can reduce uncertainty in the organizational field and provide more opportunities within the organizational field and perhaps other fields. To understand this and try to formulate an answer, we should look at:

'How does the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field?'

To obtain data, we used four organizational fields within the mobility sector: sustainable mobility, traffic safety, recreation close to home and assistance en route. The collected data from these four fields are obtained through interviews and secondary data analysis. All collected data is analyzed by the use of coding specific words and sentences, in combination with the conducted literature in the literature review and framework. This data-analysis gave insight in the fields and provide data to answer the research question. There are a lot of here are a lot of similarities between the fields within the mobility sector.

The outcome of the research shows that when there is a high degree of institutionalization and a low degree of multiplicity, the actors operate in an opportunity opaque organizational field and strive for a routinized strategic opportunity (focused on the sustainable mobility, assistance en route and partly in the traffic safety field). The transparent field is visible in the recreation close to home field and partly in the traffic safety field. The outcome shows that when there is a moderate degree of institutionalization and multiplicity, the actors operate in an opportunity transparent field, and strive for routinized, strategic and sense making strategic opportunities. So when there is a low degree of institutionalization and a high degree of multiplicity, the organizations operate in an opportunity haze organizational field and strive for a routinized and sense making agentic strategy, which focuses on the past and present.

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1. PROBLEM STATEMENT

1.1 Problem

For companies, radical innovation or doing different things than usual seems to be of key importance to survive severe competition and crisis. Facing the financial and economic crisis in countries and companies, there is an urgent question on how or when to innovate or engage in strategic change (Christensen, 1997).

A lot of theory is available to understand markets, industries and organizational fields, and different strategic choices are available to obtain the right fit within these fields. For example, the five-forces framework of Porter (1979) describes the competitive rivalry within an industry with a framework for industry analysis and business strategy development. This framework has had an immense influence on the strategy field and is appealing to practitioners, but in most of the cases it is not applicable for single company business development. Most of the strategy models take a priori assumptions from the five-forces framework of characteristics of developed economies – the institutional context in which it was incubated (Narayanan and Fahey, 2005). These assumptions have become tacit, and less explicated and subjected to analysis when strategy models are applied in emerging economies. The ‘truth’ in business developments of a few years ago, is not the same in the developments nowadays.

Porter’s generic strategies of cost leadership, product differentiation and focus (1980) are more industry-based view. The focus is on competitive advantages and the strategies are available to analyze industries and competitors. The competitive advantages will result from a firm’s superior position (the best practices) within an industry. The industry-based view determines firm strategy and performance within an industry, and is outside-in focused (Peng, Wang and Jiang, 2008). The resource-based view is a basis for competitive advantage of bundling valuable resources, they do not deny the importance of the industry, but consider resource heterogeneity to be the primary driver of competitive advantage (Peteraf, 1993). In the resource-based view, firm specific differences drive strategy and performance, and are focused inside-out (Peng, Wang and Jiang, 2008). The industry- and resource-based views are reasonable in relative stable, market-based institutional fields. In developed economies, there are differences in terms of how competition, strategy and development are organized. The theories above, will not apply to the overall understanding of the markets, industries and organizational fields they perform in.

There is a fourth tool for analyzing the organizations task environment: Porter’s National Diamond (1990). Within this framework, other theories are taken into account and highlights that strategic choices should not only be a function of industry structure and firm’s resources, but also a function of the constraints of the institutional framework. The influence of the constraints of the institutional framework is a key aspect in highlighting strategic choices. Institutional analysis becomes increasingly important when firms enter new operating environments and operate within new institutional frameworks. The institutional perspective enables a good understanding of the process by which patterns of action develop, are higher embedded and become taken for granted as correct (Meyer, Boli and Thomas, 1987). Scott defines institutional theory as ‘the focus on deeper and more resilient aspects of social structure. It considers

the processes by which structures, including schemes, rules, norms and routines, become established as authoritative guidelines for social behavior (2004, p.408)'. Peng et al. (2009) considers an institutional perspective – as the third leading perspective (next to the industry-based and resource-based view) in strategic management.

The theories of Porter and the RBV provide frameworks which can be used to understand organizational field in an inside-out or outside-in view, but like the institutional perspective described above, this third perspective is essential for the overall understanding of markets, industries and organizational fields and combine the inside-out and outside-in views to understand processes, and not take them for granted, like in the five-forces framework of Porter (1979). Institutionalization is the process by which organizations acquire identity and legitimacy. Institutionalization involves more than building formal structures and processes (Eberlein, 2003).

In order to survive within the organizational field, organizations must conform to rules and belief systems prevailing in the environment (or field). Nowadays, where organizations want to innovate and find new opportunities to enter new markets or organizational fields, the institutional perspective is essential (Scott, 1995). During the years, the institutional theorist have offered more insights in the processes to explain institutions, but questions arose at Powell and DiMaggio: 'If institutions are, by definition, firmly rooted in taken-for-granted rules, norms, and routines, and if those institutions are so powerful that organizations and individuals are apt to automatically conform to them, then how are new institutions created or existing ones changed over time?' (1991, p. 184). A few years later, Holm questioned: 'How can actors change institutions if their actions, intentions, and rationality are all conditioned by the very institution they wish to change?' (1995, p.398). This paradox is one of the most important aspects in the institutional theory, and Seo and Creed (2002) found the paradox between institutional embedding and transformational agency: the paradox of embedded agency.

Dorado (2005) follows Seo and Creed, and proposes in her paper, that processes of institutional change vary depending on the form, taken by the three factors that define them: agency, resource mobilization, and opportunity. In this research, the focus will be upon the opportunity aspect. The institutional opportunity is defined as an objective condition of organizational fields. Next to the institutionalization, does the multiplicity also determine the organizational field which may result in the opportunity conditions 1) opportunity opaque; 2) opportunity transparent or 3) opportunity hazy. The left part of the framework in figure 1 (institutionalization vs. multiplicity and the determination to the organizational field) will be the focus aspect in this research. With the theory of Dorado (2005) we want to find out which kind of opportunities and strategic choices there are for actors given the organizational field structure. Since there are some variations in organizational fields, we want to find out what the strategic choices are for actors or organizations within these fields.

Since the definition of institutionalization is already given, it is important to understand what the definition of multiplicity is. According to several authors (Sewell, 1992; Whittington, 1992; Seo & Creed, 2002) 'multiplicity is the number and overlap of institutional referents available in an organizational field' (Dorado, 2005, p.386). But, multiplicity also refers to the extent to which organizational fields are uncoupled and

open to practices and resources from other fields (Dorado, 2005, p. 392). Multiplicity is used in this research, since multiplicity has traditionally been conceptualized as beneficial to processes of change in markets, industries and organizational fields (Dorado, 2005).

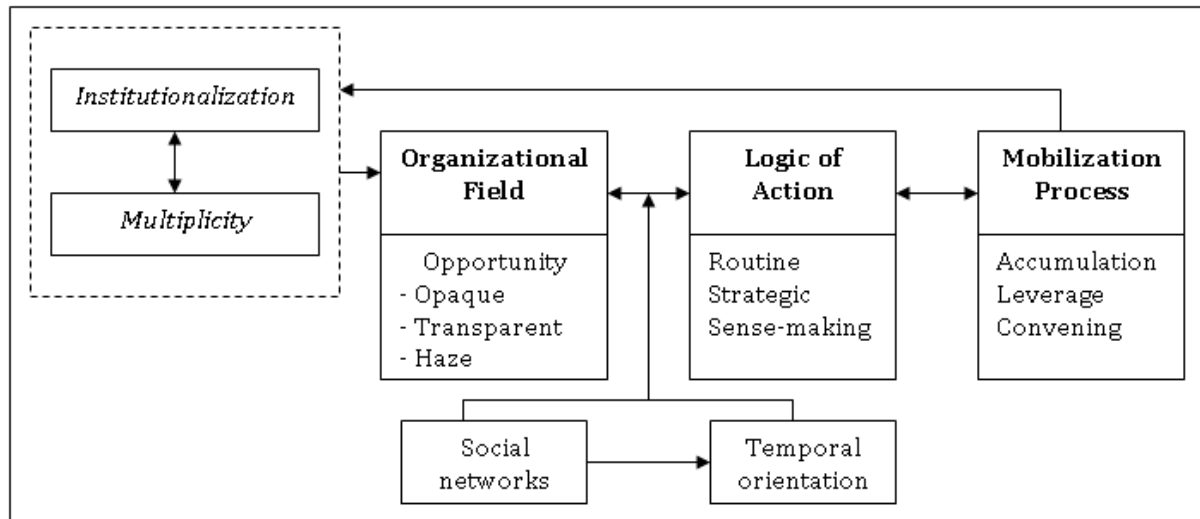


Figure 1: Institutional Change (Dorado, 2005)

Christensen (1997) argues that established firms perform well when innovative changes occur within their own market, because they have more money and knowledge, a better reputation, and a more established relationship with clients than the entrants. But when it comes to disruptive (radical) change, that opens a new market, with new products and within a new environment, established companies introduce the new innovation too late, and the entrants will be better positioned with this new innovation and gain a better market share.

Markides (1998) writes that companies should strive for self-renewal to succeed in the long term. He explains there are four obstacles to overcome to achieve strategic innovation: 1) inertia of success; 2) uncertainty about what to change into; 3) uncertainty surrounding new strategic positions and 4) the challenge of implementation. Especially the third and fourth obstacles are difficult in the institutionalized organizational field; how should they position strategically and which changes of their institution are necessary to provide innovation? According to Markides: 'Strong leadership from the top is the solution' (1998, p.41). But, the thing we want to know is what kind of opportunities and strategic choices there are for actors or organizations, given the structure of the organizational field. With the influence of multiplicity and institutionalization, innovation can be tough, and strategic choice should be adapted to the organizational field.

While there is growing importance of innovation for the competitive positions of companies (Porter, 1990) and especially now in the 21st century, it is important to see what the best way is to innovate for institutionalized companies. Though; major consequences of institutionalization are maintenance over time and are highly resistant to change (Christensen, 1997). There is increasing stability in institutionalized organizations and because of that, 'failure to growth' is high. This stability increases effectiveness when it is linked to the organization's goals by creating routines, but

decreases effectiveness if more efficient ways of organizing are ignored (Zucker 1977, 1987). This result in a difficult twofold of the importance of innovation and the failure of innovation. To understand this twofold and find a solution, we should look at the organizational field, where the organization is embedded. How do other companies in this field organize their innovations and what are their best strategic opportunities? The framework and theory of Dorado (2005), combined with the agency theory to innovate in a certain field, and different strategic opportunities, can reduce uncertainty in the organizational field and provide more opportunities within the organizational field and perhaps other fields. To understand this and try to formulate an answer, we should look at institutionalization and multiplicity of organizational fields, and what influence they have on the organizational field and which strategic opportunities they can apply at best.

1.2 Research question

The research question in this report is *'How does the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field?'*.

To support the research question above, the following sub-questions are formulated:

- 1) What is an organizational field?
- 2) What is institutionalization?
- 3) What is multiplicity?
- 4) How does strategic agency connect to the organizational fields?
- 5) How do institutionalization and multiplicity shape strategic agency?

1.3 Research objectives

The research objective of this research is divided in two parts. The first part is to create a framework of how institutionalization and multiplicity influences organizational fields and strategies, so that organizations can look at what point they can change their organization and which strategic opportunities they can apply at best, in their position. The second objective is to contribute to the existing organizational and institutionalization literature with among others the use of entrepreneurial insights.

1.4 Research approach

This report is written to find out how the organizational fields of the four new domains (sustainable mobility, traffic safety, recreation close to home and assistance en route) can be understood according to the framework of Dorado (2005) in terms of institutionalization and multiplicity, and which agentic strategies fits best at each field. At first, the research starts with an extensive literature research and from that point the organizational field (sub-question 1), the institutionalization (sub-question 2), the multiplicity (sub-question 3) and agentic strategies (sub-question 4) concepts are operationalized. According to this operationalization, interviews are taken. These interviews are taken actors, which are present within these four domains. Next to the interviews, a desk research is also performed. The outcomes of the interviews and desk research, will be compared to the theoretical outcomes and will form a contribution to the practical and theoretical literature. Data is collected through interviewing actors within the four domains and desk research, collecting secondary data sources within these domains. Finally the findings are reported and conclusions offered.

2. LITERATURE REVIEW

2.1 Introduction to key concepts

To answer the research question: *'How does the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field?'*, it is important to understand what the four main concepts mean and how they can be measured. As written in the introduction, the key concepts of this research are the organizational field, institutionalization, multiplicity and the possible strategies (strategic agencies/opportunities) within the organizational field. To understand what these concepts mean, relevant literature and scientific articles are used and analyzed. According to Dorado (2005), do institutionalization and multiplicity influence the organizational field and their opportunities. We first start with the organizational field, and then conceptualize institutionalization and multiplicity. The last paragraph will proceed with the strategic agencies that can be performed within an organizational field. At the end of each paragraph the concepts will be operationalized and out of this operationalization a questionnaire will be conducted. In this chapter the four key concepts will provide the basis for the research that will be conducted in this report.

2.2 Organizational field

The organizational field is a result of activities and homogeneity of organizations within the field. An organizational field exists to the extent that they are institutionally defined. Highly structured organizational fields provide a context where individual efforts deal rationally with uncertainty and where constraints often lead to homogeneity in structure, culture and output (DiMaggio and Powell, 1983). According to Hedmo et al. (2005) an organizational field is a frame of reference used by organizations that are directly or indirectly (like consultants) involved in a similar type of activity.

The 'organizational field'-concept has emerged as a "critical unit bridging the organizational and societal levels in the study of social and community change" (DiMaggio, 1986, p. 337). This concept made it possible to work in a more suitable way between the environments of material, competitive and institutional resources (DiMaggio & Powell, 1982; Scott, 2004). DiMaggio and Powell defined a field as "sets of organizations that, in the aggregate, constitute an area of institutional life; key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products." (1983, p.148-149). The idea that patterns of interaction between organizational communities become defined by shared systems of meaning is later added by Scott (1994). The concept of organizational field is central to institutional theory. It represents an intermediate level between organization and society and is instrumental to processes by which socially constructed expectations and practices become disseminated and reproduced. According to Scott (1994) organizational fields represent the totality of relevant actors, i.e. "a community of organizations that partakes of a common meaning system and whose participants interact more frequently and fatefully with one another than with actors outside of the field" (p. 207-208). A functional organizational field is a set of "similar and dissimilar interdependent organizations operating in a functionally specific arena together with their exchange partners, funding sources and regulators" (Scott, 2004, p. 9).

Shared understandings (or collective beliefs), can over time become reinforced by regulatory processes, which normatively and compulsory press consensus upon constituent communities. These regulatory processes both distribute and reproduce coded prescriptions of social reality. These meaning systems establish the boundaries of each community of organizations, the appropriate ways of behaving, and the appropriate relationships between organizational communities (Lawrence, 1999). Organizational fields are not isolated from other fields, but are part of a larger whole composed of multiple levels and sectors (Seo and Creed, 2002). Kenis and Knoke (2002) find the organizational field concept insufficiently attuned to the inter-organizational relations among member organizations. They defined the organizational field network as the configuration of inter-organizational relations among all the organizations that are members of an organizational field. It consists of a particular pattern of both present and absent links among the entire set of organizational dyads occurring in a specified organizational field. They state that organizational fields serve as significant environments for their member organizations.

DiMaggio and Powell (1983) think that highly structured organizational fields provide a context in which individuals need to deal rationally with uncertainty and constraints often lead to homogeneity in structure, culture and output. They state that a structured field corresponds to a complex of organizations responding to an environment of organizational responses in that they structurally represent their relations while they delimit the actions formulated in their relationships. They think that professionalization of management tends to proceed together with the structuration of organizational fields. The information transmission among professionals helps to contribute a commonly recognized hierarchy of status, of center and periphery, which becomes a matrix for information flows and personnel movement across organizations. Information transmission occurs in many forms, ranging from low-cost interactions as verbal and written messages to more intense commitments of time and resources (Kenis and Knoke, 2002).

Dorado (2005) unravel a field and argue that opportunities depends on at least two characteristics of the organizational field: 1) multiplicity, which refers to the extent to which organizational fields are uncoupled and open to practices and resources from other fields and; 2) the degree of institutionalization of the field, which defines the determining, constraining and enabling effect of institutions on actors.

According to Dorado (2005) there are three dominant forms of organizational fields in relation to their potential to expose strategic opportunities:

Table 1: Institutionalization vs. Multiplicity and the outcome in organizational field structure		
Multiplicity	Organizational field	Institutionalization
High →	Opportunity Hazy	← Low
Moderate →	Opportunity Transparent	← Moderate
Low →	Opportunity Opaque	← High

Opportunity 'opaqueness' will occur when the field is highly isolated and highly institutionalized; opportunities will be almost absent. The ability to identify and introduce new combinations and gain access to resources to support them will be almost impossible. The field can be *opportunity 'transparent'* when the field is

substantially institutionalized and several institutional referents are available; opportunities will be present in abundance when actors are able to define new institutional arrangements and gain support for these arrangements.

Opportunity 'haziness' will occur when the field is highly unpredictable because multiplicity of institutionalized schemes produces complexity and turbulent; opportunities are likely to be available in large scale, to make sense and bring order in a problematic environment (Dorado, 2005).

Thomond and Steffens (2006) found that managers who experienced their organizational field as transparent, are sensitive to both discontinuous threats and opportunities and are able to overcome resource¹ and routine² rigidities. When fields are experienced as transparent, managers are more sensitive to discontinuous threats than opportunities and could fail to overcome routine rigidities. The hazy field makes opportunities visible and no threats, which could lead to the failure to address resource rigidities.

Hoffman (2001) found that the organizational field comprises critical exchange partners, sources of funding, regulatory groups, professional and trade associations, special interest groups, the general public, and other sources of normative or cognitive influence that effect individual or organizational action. Within this collective of actors, concepts of corporate practice are formed, defined, and subsequently redefined. Lok (2010) states that over time, new organizations enter fields, bringing new ideas into these fields. Shifts in social circumstances can enable subordinated interests to successfully mobilize and install a new logic or reprioritize existing ones. Over the longer term, institutional complexity unfolds, unravels and re-forms, creating different circumstances to which organizations must respond (Greenwood et al. 2011).

As this chapter describes the concept organizational field is central to institutional theory. Institutional theory represents a mediate level between organization and society and is instrumental to processes by which socially constructed expectations and practices become disseminated and reproduced (Scott and Meyer, 1994). This will be further elaborated in §2.3. The definition of DiMaggio and Powell (1983), who defined an organizational field as “sets of organizations that, in the aggregate, constitute an area of institutional life; key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products” is covering the most aspects of organizational fields. Scott (2004) defines the organizational field as “a set of similar and dissimilar interdependent organizations operating in a functionally specific arena together with their exchange partners, funding sources and regulators” (p.9). The operationalization can take place according to these definitions.

2.3 Institutionalization

According to Eberlein (2003) institutionalization is the process by which organizations acquire identity and legitimacy. Institutionalization is more than building formal structures and processes. For organizations to become institutions, structures need to be infused with value beyond the technical requirements of the task at hand. When institutionalization enters, it means that members begin to value the organization for itself. The result is a high degree of legitimacy with both members and external

¹ Resource rigidity is failure to change resource investment patterns (Gilbert, 2005).

² Routine rigidity is failure to change organizational processes that use those resources (Gilbert, 2005).

stakeholders in the organization's environment. Internally, institutionalization involves achieving a consensus on the organization's mission and goals (identity) beyond the acquisition of necessary resources and skills. Externally, a highly institutionalized organization enjoys a high degree of social acceptability.

According to Friedland and Alford (1991) is the new institutional theory based on an assumption that it is possible to distinguish an institutional order – a set of institutions that are dominant. Formal organizations, producers, consumers, suppliers and marketers are entities which are often called 'actors' in traditional institutional analysis. These should be seen as results of organizing. Institutions begin with people doing something and repeating it. According to North (1991), institutions are the humanly devised constraints that structure political, economic and social interaction. They consist of both informal constraints (sanctions, taboos, customs, traditions, and codes of conduct), and formal rules (constitution, laws, property rights). They have been devised by human beings to create order and reduce uncertainty in exchange. Institutions have always been seen as crucial in reducing uncertainty (DiMaggio and Powell, 1983). To quote DiMaggio and Powell (1983): "The process of institutional definition, consists of four parts: 1) an increase in the extent of interaction among organizations in the field; 2) the emergence of sharply defined inter-organizational structures of domination and patterns of coalition; 3) an increase in the information load with which organizations must contend, and 4) the development of a mutual awareness among participants in a set of organizations that are involved in a common enterprise'.

Friedland and Alford (1991, p.234) defined institutional logics as "symbolic systems, ways of ordering reality, and thereby rendering experience of time and space meaningful". Thornton and Ocasio (1999, p.804) defined logics as "the formal and informal rules of action, interaction, and interpretation that guide and constrain decision makers". Thornton (2004, p.2) defined logics as "the axial principles of organization and action based on cultural discourses and material practices prevalent in different institutional or societal sectors". Geels (2004) states that institutions should not only be used to explain inertia and stability, but that institutions can also be used to conceptualize the dynamic interplay between actors and structures. According to Campbell (2004) are 'institutions the foundation of social life. They consist of formal and informal rules, monitoring and enforcement mechanisms, and systems of meaning that define the context within which individuals, corporations, labor unions, nation-states, and other organizations operate and interact with each other. Institutions reflect the resources and power of those who made them and, in turn, affect the distribution of resources and power in society. Once created, institutions are powerful external forces that help determine how people make sense of their world and act in it. They channel and regulate conflict and thus ensure stability in society'.

There are different views on institutionalization. Where Greenwood and Hinings (1994) look at the organizational change aspect within institutionalized organizations, combines Oliver (1991) the resource-based view with institutional theory. She applies institutional and resource dependence theories to show how organizational behavior may vary from passive to active resistance to institutional pressures and expectations. In this report the view will be on organizational change and how institutionalization influences the organizational field. The theory in which Oliver (1991) combines resource-dependency and institutionalization will not be applicable in this research,

though throughout the whole report, resources are extremely important in organizational fields, institutionalization and multiplicity.

Institutional logics are taken-for-granted social prescriptions (formal and informal rules, norms and routines) that enable actors to make sense of their situation by providing “assumptions and values, usually implicit, about how to interpret organizational reality, what constitutes appropriate behavior, and how to succeed” (Thornton, 2004). These institutional logics provide guidelines how people should interpret the organizational reality, what constitutes appropriate behavior and how to success within that company (Thornton, 2004). The institutional logics are prescribed on some characteristics of organizations, namely the structure, ownership, governance and identity of organizations (Greenwood et al. 2011). Honor, freedom, equality, fairness, equity, merit, safety, efficiency and property are statement of value, where institutional rhetoric's are often built around (Barley, 2011). The process of institutional definition, or 'structuration' consist of four parts: 1) an increase in the extent of interaction among organizations in the field; 2) the emergence of sharply defined inter-organizational structures of dominance and patterns of coalition; 3) an increase in the information load with which organizations in a field must content and 4) the development of a mutual awareness among participants in a set of organizations that they are involved in a common enterprise (DiMaggio and Powell, 1983).

2.4 Multiplicity

According to Dorado (2005), multiplicity is the extent to which fields are uncoupled and open to practices, technologies and resources from other fields. She also describes multiplicity as the number and overlap of institutional referents³ available within an organizational field. Multiplicity has traditionally been conceptualized as beneficial to processes of change, because multiplicity enlarges cultural toolboxes of actors and enhances their ability to frame new institutional arrangements in ways that make them acceptable to all parties. Dorado (2005) states that actors are likely to lack will and cognitive resources to gain support for new arrangements in fields with little multiplicity. When new arrangements may emerge, these agents will institutionalize only through accumulation. Multiplicity tends to fragment generalized belief systems and the shared definition of institutional reality (Oliver, 1991). According to Chafetz (2011) is multiplicity a crucial element of the constitutional separation of powers. Multiplicity – and therefore overlap, negotiation, and uncertainty – are built into our constitutional order. The concept of multiplicity provides a useful set of tools for analysis in institutional contexts. Unclear goals, low level of coordination, low level of control, high level of autonomy and low level of authority will define loosely coupled organizations (Pinelle and Gutwin, 2005). According to Giddens (1984), practices can be defined as shared understandings, cultural rules, languages and procedures that guide and enable human activity.

With multiplicity it is important to see how ‘open’ the organizational field is. The question is how the organizations expose their processes and development of new arrangements. The internet technology has been introduced into the organizational fields and this creates more exposure of developments. With the internet technology, the practices, technologies and resources (Dorado, 2005) are used to expose developments

³ Referents are persons who are the subjects of speech, in this case of the organizational institutionalization.

and to increase the openness of organizations. When multiplicity is high and organizations are too 'open', uncertainty and predictability can be generated (Duncan, 1972). The advantages of high multiplicity, is that open fields facilitate creative solutions and develop new arrangements. When multiplicity is low, and organizations are 'closed', it is hard to find opportunities, organizations are not creative in developments and cannot acquire the highest competitive level within their field (Seo and Creed, 2002).

The multiplicity can be obtained in three aspects, technologies, practices and resources. With the current internet technology obtaining information within these three aspects is increased. The internet raised a transparent way to obtain information of organizational fields for both customers as suppliers (Teece, 2009). Teece (2009) also argues that there is not only easily access to digital data, but the internet also provides new channels of distribution of information.

2.5 Strategic agency according to the opportunity conditions

This paragraph shows strategic choices, which are different for each opportunity condition within the organizational field. These strategies lead from the availability of opportunities in an organizational field: the opportunity-hazy field; the opportunity-transparent field and the opportunity-opaque field. There are three different views of strategy: 1) strategy as content, 2) strategy as process and 3) strategy as practice.

Miles, Snow, Meyer and Coleman (1978) developed a general model of the adaptive processes which is called the adaptive cycle. This cycle consist of three main problems: the *entrepreneurial* problem (definition of an organizational domain: a specific good or service and a target market or market segment, p.549), the *engineering* problem (operationalize management's solution to the entrepreneurial problem, p.549) and the *administrative* problem (rationalizing the system already developed (uncertainty reduction, p.549-550) and formulating and implementing those processes which will enable the organization to continue to evolve (innovation)). According to Miles, Snow, Meyer and Coleman (1978) there are four strategic types of organizations (p.550-558): defender, prospectors, analyzer and reactors. These four strategic types can give solutions to the adaptive cycle problems. Prospectors focus on innovative products and services, defenders focus less on innovation, but more on developing efficient processes within the organization and analyzers combine both approaches by combining innovation and efficiency of processes (Miles and Snow, 1994). Reactors do not perform a specific strategy, they follow their competitors and find out who performs best to imitate that organizations' behavior.

One of the founders of the strategy-theories is Porter (1980) with his generic strategies. Porter focuses in his book at the competitive advantage and the competitive scope of organizations and their products, and the four different strategies which can be followed. Looking at the overall low *cost leadership*, operating efficiency, competitive pricing and development in existing products are important. There is most of the time not a broad range of products and their products are not available in the high price market segment. With the strategy *differentiation*, it is important to develop new products, innovate in marketing techniques, advertise and use brand identification.

The strategic theories of Miles, Snow, Meyer and Coleman (1978) and Porter (1980) fit in the strategy as content. Because these strategies focus on the organizational level, they cannot be used in this research, since we are looking at organizational field level. Since theories are developed, also the strategy as content theory develops into a strategy as process theory. According to Van de Ven is the strategy as process 'concerned with understanding how organizational strategies are formulated and implemented and the processes of strategic change' (1992, p. 169). The strategy as process drive and support people within and around an organization, and can have a major influence on success or failure, defining how strategies are made and controlled and the ways that managers and others interact and implement strategy in content (Johnson, Scholes and Whittington, 2008, p.435). Thomond and Steffens (2006) suggest that it may be possible for managers to use assessments of their current level of organizational field transparency to proactively increase their sensitivity to discontinuous opportunities and threats.

The theories above create an overall view of 'how strategy should be set within the organization and industry', and is not aligned within the institutional theory. Therefore, there has been looked to strategic agency theories (strategy as practice), which are situated within the institutional theory. From a practice perspective, practice refers to the actual strategizing and organizing work, which is constructed through practices (Jarzabkowski, 2004). Practices are defined as routines, tools and ways of working (Whittington, 2003; Jarzabkowski, 2003). Jarzabkowski defined practices as 'patterns of activities that are given thematic coherence by shared meanings and understandings' (2005, p. 171).

Originally, strategy has been defined by Chandler (1962) as the 'determination of basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals'. 35 years later, strategy has been defined by Jarzabkowski (2007) as "a situated, socially accomplished activity, while strategizing comprises those actions, interactions and negotiations of multiple actors and the situated practices that they draw upon in accomplishing that activity' (Jarzabkowski et al. 2007, 7-8). These following strategies are more focused on strategy as practice, which has a better fit with strategic agencies and can be useful in the research.

Strategy is seen as a property of organizations: Organizations have a strategy that exists out of the mission and vision of the company. However, during time there is something added to this view. Strategy is also being seen as a practice: Strategy is something people do. It is a twofold to dive deeper into the organization to engage with people's strategy activities (Hambrick (2004) and Jarzabkowski (2004)). In this research, strategy is both of the two aspects. To look at which strategy an organization has, it is important to look at how people perform. It depends 1) on the organizational field and how the organizations strategically act within this environment and 2) on the institutionalization and multiplicity of the people who are working with this strategy within the organization. Because strategy is seen as a practice this part will focus more on strategy as practice, since actors are prior in this concept. As seen in the theory of institutionalization, taken-for-granted assumptions, rules, norms and boundaries determine the behavior of actors within the organizational field, so the status-quo is the starting point (§2.3: Greenwood and Hinings, 1996).

Looking back at the institutional change theory of Dorado (2005), the strategic logic of action has influence on the organizational field. At the strategy part, the focus is on agencies and how this individualistic view has influence on the organizational field. Emirbayer and Mische (1998) define the agency as a temporally embedded process of social engagement and suggest that it reproduces and transforms the world through the interplay of habits, imagination and judgement of actors. It focuses both on the motivation and the creativity that drives actors to break away from scripted patterns of behavior. In the paper of Dorado (2005), she describes three forms of agency: routine (when the past is dominant), strategic (when the future is dominant), and sense making (when the present is dominant). Actors in routine behavior are likely to re-enact past patterns of behavior and bring stability to institutional fields. Actors in the sense making behavior, are connected to processes of change and in situations of uncertainty, they are not expected to follow routines. The actors in strategic behaviors generate courses of action defined by hopes, fears and desires for the future. These three forms of agency are not independent to each other, since routine behaviors are always present and sense making for example is necessary in new paths when new strategic actions are followed.

There is an increasing interest in processes of institutional change, but there is limited understanding on strategically field-level entrepreneurship (Smets, Morris and Greenwood, 2012). They provided a model which offers an explanation of field-level changes with use of strategy as practice. They found that when practice-level adaption emerges, this will consolidate within an organization and has influence on the field-level.

According to Jarzabkowski and Spee (2009) strategy-as-practice focuses on who does it, what do they, how do they it, what do they use and what implications has this for shaping strategy. While people do strategy, the strategy theory is translated to the organizational field levels. They suggest that strategy as practice focuses on the agencies and production of strategic action instead of explaining strategic changes and firm performances. With this view, the activities can be extended to the organizational field.

The start of this chapter is focused on different strategic theories, (strategy as content and strategy as process) but missed the connection to institutionalization theory. The most important aspect that focuses on the institutionalization theory in this chapter, is focused on the influence of agency in the theory of Dorado (2005) the outlined three agencies (routine, strategic and sense making) and the focus on strategy as practice (Jarzabkowski and Spee, 2009).

2.6 Theoretical framework

The theory above shows that the degree of institutionalization and the degree of multiplicity determine the organizational field. According to the measurements of institutionalization and multiplicity, the case fields (four domains of the ANWB) can be classified in one of the opportunity conditions of the organizational field. The three opportunity conditions within the organizational field strive for different strategic choices which (next to the strategy to operate the way they do now) also determine the degree of innovation of a company within an organizational field.

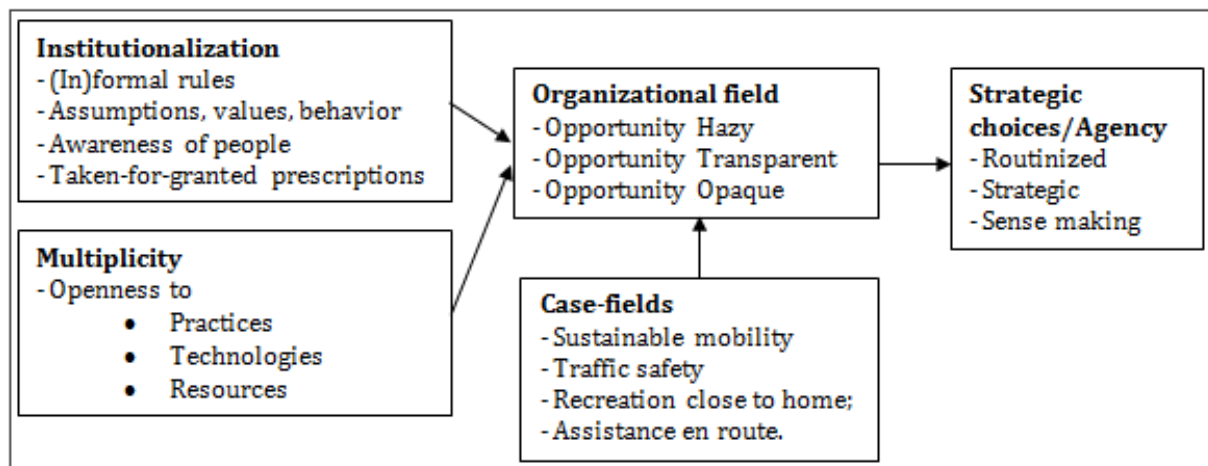


Figure 2: Theoretical Framework

To create an overall view of the used theories, this theoretical framework has been realized. The starting point is institutionalization and multiplicity. With institutionalization the key concepts are taken-for-granted prescriptions, assumptions, values and appropriate behavior and the awareness of organizations within the field. These concepts determine in what degree (high or low) the organization is institutionalized. Where multiplicity on the other hand is also dependent on institutionalization, there are three different main concepts: the variability of used technologies, practices and resources. The entrance of the internet technology has increased multiplicity enormously, and visibility of the market is more open. Still there are a lot of companies who keep their visibility for themselves. The degree of multiplicity and the degree of institutionalization have influence on the opportunities that can be found in the organizational field.

When institutionalization is high and multiplicity is low, the organizational field will present an opaque opportunity field. When they both are moderate, the opportunity field will be transparent and when multiplicity is high and institutionalization the opportunity field will be hazy. In an opaque field, it is hard to get employees convinced of the necessary change, there are little ways to find new opportunities and competitive advantage stays out. The transparent organizational opportunity field is the easiest for sustainable competitive advantage. There is structure to find new opportunities and employees see why they should change some of their processes. In the hazy opportunity field, there is too much information, no clear control and many opportunities. There is a possibility to encounter competitive advantage, but some structure is necessary to get all the opportunities clear.

Looking at the organizational fields in relation to strategies, we can use the theory of Dorado (2005). Dorado made the connection between the organizational opportunity field and the type of agency that occurs within the field.

The organizational opportunity opaque field has a high degree of institutionalization and low degree of multiplicity. According to the theory above (Dorado, 2005), it is likely that actors within this field are not experiencing any problems, since the field is likely to be stable and routine patterns of behavior will be followed.

The opposite organizational field is the hazy opportunity field. There is a low degree of institutionalization and a high degree of multiplicity. So there is a focus on broad aspects of technologies, practices and resources (the high multiplicity) and little taken-for-granted prescriptions, which creates room for creativity and probably more innovative ideas. When extreme uncertainty occurs, the capacity to provide for the future will be void, and actors will follow routinized and sense making strategies.

Then there is also the transparent field, with both moderate degrees of multiplicity and institutionalization. There is a combination of positive and negative aspects of these concepts. As Thomond and Steffens (2006) found that managers who experienced their organizational field as transparent, were more sensitive to both discontinuous threats and opportunities and were able to overcome resource and routine rigidities.

When fields are experienced as transparent, managers are more sensitive to discontinuous threats than opportunities and could fail to overcome routine rigidities. In this transparent field, actors can act differently. They can generate alternative possibilities and choose for uncertainty, or go back to their status-quo and follow past patterns.

All the information of the theories combined, can now be pooled in table 2:

Table 2: Theoretical framework - table				
	Institutionalization	Multiplicity		Strategic agency
Opportunity opaque	High	Low	➔	Routine
Opportunity transparent	Moderate	Moderate	➔	Routine, Strategic and Sense making
Opportunity hazy	Low	High	➔	Routine and Sense making

3. OPERATIONALIZATION

3.1 Organizational field

To operationalize the organizational field, we look at the definition of DiMaggio and Powell (1994) and Scott (2004). The key concepts are: 1) set of similar organizations; 2) key suppliers, consumers and partners; 3) resources and funding sources and 4) regulatory agencies. After the operationalization of these concepts, we will explain them together with the three different organizational field structures: hazy, transparent and opaque. Institutionalization and multiplicity will be conceptualized and operationalized in the following paragraphs (§3.2 and §3.3). These concepts will influence the organizational field, and will not be explained here as main concepts of the field structure.

3.1.1 Set of similar organizations

A set of similar organizations will speak for itself. These organizations operate in the same field network and environment, provide the same services and products, and have inter-organizational relations among all organizations within the field (Kenis and Knoke, 2002).

3.1.2 Key suppliers, consumers and partners

Key suppliers and consumers can be found in the supply chain. The relationship starts with a good understanding with suppliers, which provide resources, materials and services into the organizational field. Next to that, consumers should buy the products or services which are sold by the organization. This is all part of the inter-organizational relationships within the organizational field (see §2.2). Key suppliers can provide multiple organizations within the organizational field from products or services. Since collaboration is important for company performance, are multiple organizations engaged in among others collaborative planning, forecasting, information sharing, scheduling, technologies and decision making. All engaged parties invest in this relationship and provide from the various forms of collaboration. Trust is one of the most influential factor to gain benefits from collaboration (Yisitbasioglu, 2010).

3.1.3 Resources and funding sources

As we have seen at Oliver's (1991) research, are resources next to institutionalization a part of the organizational field. Resources are tradable and non-specific to the firm and are stocks of available factors that are owned or controlled by the organization (Makadok, 2001, p. 388-389). There are different types of resources tangible and intangible (financial, cultural, social, human, material and technological resources). They exist out of money, know-how, relationships, but also out of symbolic and cultural resources. It depends on the organizations and their field which resources are of importance for organizational success (Byrd, 2010). Demerouti et. al. (2001) notice that organizational job resources are referred to the 'organizational aspects of a job that are functional in achieving work goals, could reduce job demands and stimulate personal growth, learning and development'. Byrd (2010) states that the processes of organizations, coalitions and organizational relationships can be understood with the help of resources. The main focus in this research will be on the resources which are used within the organizational field. Funding sources consist out of money, where businesses, projects or people can be paid from.

3.1.4 Regulatory agencies.

Regulatory agencies were initially established to improve commitment capacity to governmental policies (Gilardi, 2005). Regulatory agencies can be public (governmental) or independent (within organizations). Regulatory agencies are responsible for autonomous authority and enforce rules and regulations for the benefit of the organization. They have authority to set up standards and rules, and can oversee the use of public goods and regulate commerce. They conduct investigations to make sure that organizations are publically safe (Thatcher, 2002). Regulatory agencies were adopted as best practice to reorganize the modern bureaucracy and divide power within the modern administrative state. Regulatory agencies has become the 'appropriate' model, it offers a strengthen autonomy of professionals in the policy process, keeps regulator's behind and separates responsibilities for policy making from responsibilities for regulation (Jordana, Levi-Faur and Fernández i Marín, 2011). They devise regulative systems to oversee organizational behavior, and ensure that rules are protecting the competition and observe employee welfare (Noll, 1985).

3.1.5 Organizational field structure

The opaque, transparent or hazy organizational field structure will be determined by the degree of institutionalization (§3.2) and multiplicity (§3.3). These two concepts will be conceptualized and operationalized in the following paragraphs, and according to those outcomes, the operationalization of the organizational field structure can be determined.

Table 3: Organizational field		
Organizational field	Concept	Question
Set of similar organizations (Kenis and Knoke, 2002)	Operate in the same network and environment; similar services and products; Inter-organizational relations.	<ul style="list-style-type: none">- In what industry are you operating? Can you describe this?- What services or products are available?
Key suppliers, consumers and partners (Yisitbasioğlu, 2010)	Suppliers within the field; inter-organizational relations; collaborative planning, forecasting, technologies and information sharing.	<ul style="list-style-type: none">- Are there key suppliers and are special agreements possible?- Which consumers are of key importance in the field?- In what aspects in the field is collaboration necessary? Are collaborations important?- What influence do collaborations have on the organizational field?
Resources and funding sources (Oliver, 1991; Byrd, 2010)	Tradable and non-specific resources; tangible and intangible; economic funding.	<ul style="list-style-type: none">- What kind of resources are mostly used in the industry?- Are there specific resources which are essential for the field?- Are funding sources necessary to create products/services?
Regulatory agencies (Gilardi, 2005; Jordana et al, 2011)	Governmental and organizational policy making; modern bureaucracy and autonomy	<ul style="list-style-type: none">- Are there public or independent regulatory agencies?- Are there rules from the EU?- Do these agencies have authority in setting up standards and rules?

Organizational field structure (Dorado, 2005)	Determined by multiplicity and institutionalization	See questions of multiplicity and institutionalization
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3.2 Institutionalization

To operationalize the institutionalization, we look at the definitions of Thornton (2004) and DiMaggio and Powell (1983). The key concepts in their definitions are: 1) taken-for-granted prescriptions; 2) inter-organizational structures of dominance and patterns of coalition; 3) assumptions, values and appropriate behavior and 4) the awareness of organizations within the organizational field.

3.2.1 Taken-for-granted prescriptions

Taken-for-granted means that routines have done its entrance in the way people work. Over time, a specific, routinized way to execute assignments occurred, and decisions and choices have been made. While individual actions reached a point where incentives and constraints were encoded beyond rational decision making or deliberate choice, routines were built (Winter, 2006). Through this routinized way of working, everyday tasks are simplified and even knowledge creation becomes path-dependent (Arthur, 1994). Goodrick and Salancik (1996) found that: 'Institutions concern goals and their pursuit, while the means to the goals are unspecified'. There are 'taken-for-granted' assumptions and rules, which are followed, while the goal remains unclear. By prescriptions, rules, norms and routines are meant. These consist among others out of sanctions, traditions, and codes of conduct, laws and culture. Spender (1996) labeled this as 'automatic knowledge': People possess little knowledge of the original process or how they become to know the process, but they know how to use it and see that this working process works.

3.2.2 Inter-organizational structures of dominance and patterns of coalition

The inter-organizational structures of dominance are about the structure and hierarchy of the people who work together. A coalition is a partnership or alliance between people, groups or organizations. When we talk about patterns of coalition, these partnerships or alliances are frequently available. The inter-organizational fields are nowadays embedded with alliances and networks, which are part of the institutional perspective. Alliances and networks can solve economic, technical and strategic problems while they develop and produce products, services and knowledge (Holm, 1995). The structures of dominance and patterns will occur when alliance practices emerge, are routinized and eventually accepted as general practice (Oliver, 1991). There are rules of conduct, a hierarchy and contracts which determine the dominance and coalition patterns. The institutional perspective in this is that alliances are formed to integrate economic and strategic perspectives and to recognize multiplicity and complexity within inter-organizational fields (Holm, 1995).

3.2.3 Assumptions, values and appropriate behavior

Assumptions are aspects that, like written in §2.3.1.1, are taken for granted, or accepted as true without proving it. Values are principles, standards or quality, which are considered worthwhile or desirable. To behave in an appropriate way, it is important to follow the assumptions and values which are around in the organization. This can also be called organizing principles, which are assumptions or reference points to classify

desirable ways. It helps to simplify complicated aspects, but all of this is subjective (Weber, 1978). If these values or assumptions are not followed, or people do not work routinized, people could address that someone is not working properly.

3.2.4 Awareness of organizations within the organizational field.

The awareness of participants in a set or organizations (the organizational field) is the first step to see if groups are committed to institutionalization within this field. It is important that organizations are committed to the forthcoming change in fields and should be aware of the needs within this institutionalized field. There are four different commitments according to Greenwood and Hinings (1996):

1. *Status quo commitment*, in which all groups are committed to the prevailing institutionalized template-in-use.
2. *Indifferent commitment*, in which groups are neither committed nor opposed to the template-in-use. This situation is frequently one of unwitting acquiescence.
3. *Competitive commitment*, in which some groups support the template-in-use, whereas others prefer an articulated alternative.
4. *Reformative commitment*, in which all groups are opposed to the template-in-use and prefer an articulated alternative.

Table 4: Institutionalization

Institutionalization	Concept	Question
Taken-for-granted prescription (Goodrick and Salancik, 1996)	Routinized ways of work; assumptions and rules with automatic knowledge.	- Are there specific, routinized ways to execute assignments? - Are there similar (formal) habits within this industry/field?
Inter-organizational structures and patterns of coalition (Oliver, 1991; Holm, 1995)	Coalitions; alliances, networks; accepted as general practice.	- Are there partnerships or alliances (and for how long)? - How do you maintain networks? - How do logics of contracts, hierarchy and association differ in practice?
Assumptions, values and appropriate behavior (Oliver, 1991; Holm, 1995)	Taken for granted or accepted assumptions; desired quality, principles and standards.	- Are there reflection moments? - Are principles and qualities standardized in this field (and written down)? - Are there standardized values and organizing principles (written down)?
Awareness of change (Greenwood and Hinings, 1996)	Status quo; commitment to change	- Is everyone in this industry or field committed to a certain template-in-use? Are these implicit or explicit?

3.3 Multiplicity

Multiplicity is defined as variability of technologies, practices and resources. These three different aspects define the overall multiplicity of organizational fields. With the internet technology nowadays, the degree of multiplicity is increased enormously. In all three aspects (technology, practices and resources) this is visible with the new connected

organizations, existing relationships where communication goes faster and new introductions and innovations will gain a faster time-to-market.

3.3.1 Technologies

When talking about technologies in organizations, there is often referred to machines and equipment. Technology can however also include the technical knowledge and skills of participants. Technologies are techniques for making, using, and knowing machines, systems or methods of organizations to solve a problem, improve a solution and eventually achieve a goal (Scott and Davis, 2007). Orlikowski (1992) defines technology as 'the equipment, machines and instruments – individuals use in productive activities'. Every organization has technologies, but they differ in the way techniques are understood, in what degree they are routinized and effective. There are three important variables in technologies: 1) complexity vs. diversity (different items/elements that must be dealt with); 2) uncertainty vs. unpredictability (variability of items/elements on which work is performed); and 3) interdependence (interrelation items/elements to other processes – pooled, sequential or reciprocal (Thompson, 1967)) (Scott and Davis, 2007; p.127). In the technology sector, we will only look at the interdependence. Because there are a lot of aspects which should be taken into account, this is the best elaborated theory.

3.3.2 Practices

Practices are methods or techniques within and across organizations. Best practices are used to look at the best-in-class within the organizational field and try to become better while trying to do the same as those organizations. Next to these best practices, are practices within a company also the kind of behavior. How should they provide information, do they obey the rules and fit within the organization culture. Kostova (1999) defines practices as 'particular ways of conducting organizational functions that have evolved over time under the influence of an organization's history, people, interests, and actions, and that have become institutionalized in the organization'. Practices are mostly accepted and approved by employees and are taken-for-granted ways of performing tasks. Practices can be compared to institutionalized rules, values and beliefs (Kostova, 1999), so information about practices can be obtained through the interview about organizational institutionalization.

3.3.3 Resources

Firm resources include assets, organizational processes, information, knowledge and more, that is controlled by a firm and helps to implement strategies that improve efficiency and effectiveness (Daft, 1983). Resources are tradable and non-specific to the firm and are stocks of available factors that are owned or controlled by the organization (Makadok, 2001, p. 388-389). There are tangible (materials) and intangible resources (services). These can be divided into economic, human, capital and other kinds of resources. Nowadays these resources can be obtained in different ways. They exist out of access to raw materials, training and experience of employees, relationships, reporting structures, planning and coordination systems. Byrd (2010) states that the processes of organizations, coalitions and organizational relationships can be understood with the help of resources. In the part of the organizational field (§ 2.2.1.3) are resources explained extensively, so this information will be used for the interview.

Table 5: Multiplicity		
Multiplicity	Concept	Question
Technology (Orlikowski, 1992; Scott and Davis, 2007)	Machines and equipment; knowledge; techniques; complex vs. diverse; uncertain.	- Through which ways is the industry (and are collaborations) connected? - Is technology (knowledge) shared? (through all partners?) - Is there uncertainty or complexity about technologies?
Resources (Oliver, 1991)	Tradable and non-specific resources; tangible and intangible.	- What kind of resources are mostly used in the industry? - Are there specific resources which are essential for the field?
Practices (Kostava, 1999)	Methods or techniques; best practices; institutional rules, values and beliefs	- Are principles and qualities standardized in this field (and written down)? - Are there standardized values and organizing principles (written down)?

3.4 Strategic agencies according to opportunity conditions

As we can see in the paragraph above, there are a lot of different strategies, both general and institutional specific. The theories of Dorado (2005) and Emirbayer and Mische (1998) are used to conceptualize the strategic choices and agentic strategies.

3.4.1 Practice-as-strategy

Van de Ven described that strategy process research 'is concerned with understanding how organizational strategies are formulated and implemented and the processes of strategic change' (1992, p. 169). But there is more than just process strategy. The theory of Jarzabkowski and Spee (2009) shows that the strategy as practice field has several defined research parameters: practioners (people who do the work of strategy); practices (the social, symbolic and material tools through which strategy work is done); and praxis (the flow of activity in which strategy is accomplished) (Jarzabkowski and Spee, 2009 p.2). According to Whittington (2007) strategy as practice refers to the routines and norms of strategy work. These practices are both stand-alone (strategy project teams) or implicit in the various tools of strategy (SWOT). 'Strategy as practice needs full vision of the sociological eye to grasp strategy's connections, its embeddedness, its ironies, its problems and, finally, both its changes and its continuities (Whittington, 2007, p. 1584).

3.4.2 Agency

Emirbayer and Mische (1998) define the agency as 'a temporally embedded process of social engagement and suggest that it reproduces and transforms the world through the interplay of habits, imagination and judgement of actors'. It focuses both on the motivation and the creativity that drive actors to break away from scripted patterns of behavior. In the paper of Dorado (2005), three forms of agency are described: routine (when the past is dominant), strategic (when the future is dominant), and sense making (when the present is dominant). Actors in routine behavior are likely to re-enact past patterns of behavior and bring stability to institutional fields. Actors in the sense making

behavior, are connected to processes of change and in situations of uncertainty, they are not expected to follow routines. The actors in strategic behaviors generate courses of action defined by hopes, fears and desires for the future. These three forms of agency are not independent to each other, since routine behaviors are always present and sense making for example is necessary in new paths when new strategic actions are followed.

Table 6: Agency vs. Opportunity field

Agency	Opportunity field		
	Opaque	Transparent	Hazy
Routine	Possible	Possible	Possible
Strategic	Void	Possible	Void
Sense-making	Void	Possible	possible

Dorado made the connection between the organizational opportunity field and the type of agency that occurs within the field. When an organizational field is opportunity opaque, it is likely that actors do not experience any problems, since the field is likely to be stable and routine patterns of behavior will be followed. In an opportunity transparent field, actors can act differently. They can generate alternative possibilities and choose for uncertainty, or go back to their status-quo and follow past patterns. In a hazy opportunity field, and there is extreme uncertainty, the capacity to provide for the future will not be present. The agency theory can closely be connected to the awareness of actors in the field at the institutionalization chapter (§3.2.4).

Table 7: Strategic agency

Strategic agency	Concept	Question
Cost leadership and innovation	Price; innovation; number of products or services	- To what degree is the focus on innovation or cost leadership?
Strategy as practice	Practitioners, practices and praxis Embeddedness, ironies, problems, changes and continuities	- Are there standardized values and organizing principles (written down)? How is strategy defined? - How many cycles, meetings are there set to (re)define a new strategy?
Routinized agency	Look at the past; routinized patterns and behavior	- Is everyone in this industry working according to the past? What is the dominant agentic orientation in the given field? (in terms of the past, present, and future)
Strategic agency	Look at the future; Uncertainty; no routines	- Is there a lot of uncertainty and is it hard to change the strategy for the future?
Sense making agency	Look at the present; both uncertainty and routines	- Is everyone in this industry or field committed to a certain template-in-use? - Are people struggling for immediate changes?

4. METHODS

4.1 Introduction

To obtain an answer at the research question and prove the hypotheses, research is necessary. This report is based mostly on qualitative research. Qualitative research is focused on observations, especially on the social environment and uses methods like interviews. According to Babbie (2007) there are three major purposes of social research: exploration, description, and explanation (p. 87-90). Exploration to get familiarized with topics, description to describing situations and explanation to provide reasons for phenomena in the form of causal relationships. Exploration research will be conducted during the literature review; description will be conducted by the operationalization of the main topics into a questionnaire. And with a case study, interviews, desk research and (secondary) data-collection, the explanation part will be finished. In this chapter, methods and techniques are introduced and described, followed by a description of the interviewed actors within a specific organizational field. In the following paragraph is written how the data is collected and analyzed.

4.2 Research design

To collect the right data, there is a choice between (or combination of) qualitative and quantitative methods. Quantitative methods makes things more explicit, gives everything a number, while qualitative methods find more empirical support. Because the research focuses on exploration, there has been chosen for the qualitative data analysis. Qualitative research depends mostly on the inductive method and constructivism. With the inductive method, theory is the outcome of the research, in other words, findings lead to a certain theory. From observations, generalization conclusions can be drawn. Constructivism is an ontological flow which assumes that social phenomena can only be achieved by 'social actors'. These phenomena will constant change, so knowledge from sociological research is mostly temporary (Bryman, 2001). The deductive method can also be found in qualitative research, since 'deduction is the logical model in which specific expectations of hypotheses are developed on the basis of general principles' (Babbie, 2007, p.22). Qualitative analysis is "the non-numerical examination and interpretation of observations, for the purpose of discovering underlying meanings and patterns of relationships. This is most typical of field research" (Babbie, 2007, p. 378).

There are different types of research designs, for instance; experiments, survey, case study and action research. In this research, an embedded case study is used, to combine data sources and capture the interplay of professional activities and logics in their organizational and institutional context (Stake, 1995). Because this research examines variations in organizational fields in terms of multiplicity and institutionalization in relation to strategy as practice and its agency (see chapter 3), we focused on four different organizational fields: sustainable mobility, traffic safety, recreation close to home and assistance en route. There has been chosen for a case study, to find out how the actors act within the organizational field and the case study allows researching a certain problem in depth and using more specific characteristics.

4.3 Data collection

To obtain the necessary data, two data sources are used: interviews and secondary data analyses. These sources are used to achieve knowledge about activities and changes within the organizational field, knowledge about institutionalization, multiplicity and strategy agencies and the opinions of actors in the organizational field.

4.3.1 Interviews

In this research (qualitative) interviews are used. These interviews are based on set of topics to be discussed in depth, rather than the use of standardized questions. According to Babbie, interviews are defined as “a data-collection encounter in which one person (an interviewer) asks questions of another (a respondent). Interviews may be conducted face-to-face or by telephone” (2007, p. 264). The interviews are part of the qualitative research, and the questions in this interview were chosen according to the operationalization of the four main topics: institutionalization, multiplicity, organizational field and strategic choices (chapter 3). The qualitative interviews are semi-structured, so that there is flexibility and can contain open questions, and there will be space for questions during the conversation. When several questions rose in every interview, adjustments were made during the time of all interviews, and these questions were added to the original list (Bryman & Bell, 2007). The actors which are interviewed are present in one or more of the four organizational fields: 1) sustainable mobility; 2) traffic safety; 3) recreation close to home and 4) assistance en route. These can be found in table 8. The actors have been chosen because of their presence within one or more of the selected organizational fields and their overall knowledge about other actors in the field and field characteristics.

Table 8: Interviewees of the organizational fields

Actors in the organizational fields	Who?	Why?	Number:
ANWB	Directors, Consultants, Project manager	This actor operates in all four organizational fields. Have many departments and aspects in its organization.	1 Director, 2 Consultants 1 Project manager
BOVAG	Project manager	This actor operates in the traffic safety field and some in the sustainable mobility field.	2 Project managers
NXP	Project manager	This actor is driving innovation in industries, among others the sustainable mobility industry	1 Project manager
ROVO	Project manager	This actor is the regional authority for road safety, and focuses on the traffic safety organizational field	2 Project managers
Rijkswaterstaat	Employee Development	This actor is a governmental authority for traffic, roads and waterways. Deeply embedded in the mobility	2 Employees Development

		industry.	
VVN	Director, Project manager	This actor is the national authority for traffic and road safety. Works together with some of the other actors.	1 Director 1 Project manager

To collect this raw data, the interviews that were taken in were all written down, and extensively typed into another document right after the interviews, translated to English. In §4.4 the data analysis will be described and how these interviews were used to obtain an answer to the research question.

4.3.2 Secondary data-analysis

‘Secondary analysis is a form of research in which the data collected and processed by one researcher are reanalyzed – often for different purpose – by another. This is especially appropriate in the case of survey data. Data archives are repositories or libraries for the storage and distribution of data for secondary analysis’ (Babbie, 2007, p. 277). While there is a lot of information available about the four fields, and a lot of actors are involved in these kinds of domains, it is necessary to obtain secondary data through desk research. While large amounts are collected fast and cheap, this is essential additional information with the interviews. This secondary data will be obtained through internet pages of actors which are attending one of the four organizational fields, mobility-research and the government which has a knowledge institute for the aspects within the four organizational fields.

Table 9: Secondary data-analysis sources

Organizational fields	What?	Who?
Sustainable mobility	Websites	ANWB, NXP
Traffic safety	Websites	VVN, BOVAG, Rijkswaterstaat
Recreation close to home	Websites	ANWB, TUI
Assistance en route	Websites	ANWB, RouteMobiël
All four fields	Websites and research	CBS, statistical research

Especially the knowledge from TUI and RouteMobiël is obtained from secondary data. Since these two actors are large actors in the recreation (close to home) and assistance en route field, there was a lot of information and knowledge available. These websites provide additional knowledge and information about the four organizational fields.

4.4 Data analysis

In this data analysis part, the qualitative data is analyzed travelling back and forth between data and literature. It started with identifying the raw data of the interviews, and finds what aspects correspondent with the research concept (Locke, 2001). According to Daymon and Holloway (2011) is the qualitative research both inductive and deductive. There is a possibility that in the collected data, specific patterns, themes or categories are found, which are not substituted to this research at first. The data for the concepts of the literature review will follow after these patterns or categories. Later in the process, the research will become more deductive, since the research progresses to working propositions and ideas which are analyzed in the literature review. The key point of qualitative data analysis is to configure and code interview-data into patterns. It is important to interpret the meaning and insights of participants. Daymon and Holloway (2011) state that there is a process to analyze qualitative data. Data will continuously be obtained throughout the research. Notes of interviews, visual and interpretational data are all written down. During the fieldwork, themes and concepts are made clear according to the literature review and early in the data collection, coding and concept developing can be started. Bryman (2001) and Löfgren (2013) found six steps to analyze qualitative data.

- 1) At first, notes should be made of all first impressions and of the interviews, and all notes should be read one by one.
- 2) Second, the relevant pieces should be labeled. Words, phrases etc. about activities, processes or opinions. These pieces should be coded or indexed.
- 3) Which codes are important? Create new codes, by combining, if possible and make sure that the important codes are kept and categories are made.
- 4) The categories should then be labeled and connections should be described. This is the core of the analysis, while here lays the new knowledge.
- 5) The next step is to decide if there is any sort of hierarchy or importance in the categories and specify if necessary.
- 6) The last step is to write down the results and discuss the analysis above.

The most important aspect now is how the codes are created. The coding will serve as a label that represents ideas or phenomenon that are similar. These codes will reduce and simplify the data materials. Richards (2005) uses another type of coding: 'topic code'. This is when new terms are created by the researcher. These terms are meant by the interviewed people, but they are not able to notify or express these terms by themselves. These codes can be labeled with the existing codes. 'Template analysis may be preferred by those who are not inimical to the assumptions of the grounded theory, but find it too prescriptive in that it specifies procedures for data gathering and analysis that must be followed' (King, 2004, p.257). Template analysis involves the development of a 'template', where specific themes that are identified by the researcher, are summarized as important in data. It is the process of organizing and analyzing textual data according to themes (Crabtree and Miller, 1999).

The first phase of coding has been elaborated by the theoretical operationalization of the main concepts in this research. At first, we looked at the theoretical framework and the operationalization of the concepts (chapter 3). This is done theoretically. In all obtained researches and literature, the repeated words for determination of the concepts, were used as measurement for the core concepts. The questionnaire is made with the information obtained from the operationalization. With the use of this information, we

were able to measure the degree of institutionalization and multiplicity. The obtained raw data from the interviews and secondary data have all been read, written down, and some relevant aspects came out of this first analysis. This is all connected to the core concepts determined from the theoretical framework and operationalization. In table 10, the empirical data will be connected to the four core concepts, and the second phase of coding (after the operationalization) is conducted. In table 10 we can see the operationalization of the four concepts (organizational field, institutionalization, multiplicity and agentic strategies) and the additions of the interviews, collected from the second phase of coding. The outcome of this following phase of categorizing will be showed as the additions of the operationalization per concept.

Table 10: Data collection techniques used for each concept	
Core concept	Empirical Themes and Data + Addition by interviews
Context – Org. field	
Similarity of organizations	Similar network, similar products and services. Sustainable mobility, traffic safety, recreation close to home and assistance en route.
Key suppliers, customers and consumers	Necessary for win-win situations and more innovation, good relationships within the organization and focus on customers. Long-term relationships and collaborations.
Resources and funding sources	Money, people, machines and IT is very important in all fields. Economic recession and the crisis.
Regulatory agencies	Governmental issues, not so much influence no authority.
Institutionalization	
Taken-for-granted prescriptions	Routine, no thinking, just doing. Project plans and prescribed rules. Not visible in all fields.
Patterns of coalition	Alliances and collaborations. Most long-term relationships.
Assumptions, values and appropriate behavior	Project plans, standardized. Reflection moments when necessary (when new innovations occur).
Awareness of organizations within the org. field	Visibility within the organizational field, internet. Commitment of the actors, people and organizational field. Mostly explicit.
Multiplicity	
Technologies	Internet, telephone, e-mail. Also new developments in technology (both machinery and knowledge).
Practices	Project plans, routine from the past, standardized.
Resources	Especially people, IT, technology and money.
Strategic opportunity	
Strategy as practice	Strategy mostly written down, no cycle meetings.
Routinized agency	Routinized strategy → looking at the past and continuing.
Sense-making agency	Sense making strategy → looking at the present.
Strategic agency	Strategic → looking at the future and its uncertainties.

In this chapter, we can see the process of analyzing textual data according to themes (Crabtree and Miller, 1999). The four main concepts, organizational field, institutionalization, multiplicity and the strategic opportunity, are the themes obtained from theoretical research (chapter 2). The results of the data analysis above will be presented in the case study-chapter, where the results will be shown, and will be reviewed.

5. CASE STUDY AND RESEARCH FINDINGS

5.1 Introduction case study

The case study is part of this research. A case study is an in-depth examination of a single instance of some (social) phenomenon (Babbie, 2007, p.298). In this research, there are four cases: 1) sustainable mobility; 2) traffic safety; 3) recreation close to home and 4) assistance en route. The case studies combine data collection methods like interviews, questionnaires and observations. The outcomes are mostly qualitative, but can also be quantitative, or both. The outcomes in case studies are providing descriptions and testing or generating theory (Eisenhardt, 1989). The advantage of case study research is the overview of how multiple processes and relationships 'fit together'. The aim of case study is to increase knowledge about events and processes in their context. It enables to collect detailed and descriptive information across multiple dimensions (Daymon and Holloway, 2011). The generalization of case studies is subject to debate. In case studies, there will not be generalized to 'universe' but to theoretical concepts or propositions. The case study will be executed on four organizational fields: sustainable mobility, traffic safety, recreation close to home and assistance en route. Within the mobilization industry, the four fields constitute a high opportunistic business part since there are a lot of new business opportunities and innovations available. The main problem is that actors within these organizational fields cannot address these changes and adopt as quickly as possible to new market changes. In the previous chapter, the data is analyzed, and the results of that analysis will be provided in this chapter. For each of the four organizational fields, we will provide the findings.

5.2 Introduction research findings

In this part of the report, the research findings will be showed. The aim of this research is to look how the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field (see §1.2). This fifth chapter will show how the actors see the organizational field they perform in and can find out if the hypotheses in chapter two can be generalized, or that specific other aspect, which comes out of this research, can be discussed.

To determine how the actors act in their organizational field(s), we first need to look if the organizations operate in the same sector and in which of the four organizational fields they provide their services (see chapter 4). After this is done, the institutionalization and multiplicity of the fields has been questioned to look if the four fields are proving the theory and look for each field, how the degree of institutionalization and multiplicity influence strategic opportunities or organizations in that field. According to these outcomes, we can look what form of strategic agencies occurs in that organizational field and which agency fits the organizational field according to the theory (chapter 2). All this information is obtained from the theoretical questionnaires, which are shown in §9.1.

In the following paragraphs of this chapter, all four organizational fields, from which the actors have been interviewed, will be highlighted and is shown how they perform in reality and how it should be done according to the theory.

Since there is the possibility that these outcomes (between reality and theory) can be different, these two outcomes will be compared to each other in the third paragraph, and the outcome of the research findings in contrast to the theory will be shown.

5.3 Case studies of the four organizational fields

In this part of the report, the research findings will be showed per organizational field: 1) sustainable mobility; 2) traffic safety; 3) recreation close to home and 4) assistance en route. Since all data is collected, Daymon and Holloway (2011) recommend starting to write a description of factual elements of the research (overall context, setting and specifics of the participants). These aspects of the interviewed actors can be found in this chapter, underneath the summary of the case study and its findings. It is important to find how actors in their organizational field act, how the institutionalization and multiplicity of the field looks like and what influence it has on the strategic agency in that kind of field. Names of interviewed people and actors in the field will not be revealed, these people would like to act anonymously. In appendix 9.2 and 9.3 the complete outcomes of the interviews and secondary data which determine the concepts are given.

5.3.1 'Sustainable mobility' and connection to the theory

In this paragraph there will be given a summary of the sustainable mobility field in relation to the theory. The sustainable mobility sector is a broad organizational field with a lot of actors which provides different aspects like travel-agencies, insurances and road services for bicycles, motorcycles and cars. Sustainable mobility is a European goal for the following years. This field is emerged because of new innovative technologies, but also needs other aspects, knowledge, cleaner technology and people to achieve this goal. (ACEA, z.d.).

To the question if there is a lot of change/developments during this economic crisis, the outspoken answer is 'YES'. The sustainable mobility field depends on economic growth, improvements of technologies, environmental improvements and the improvement of social responsibilities. Because all aspects should be taken into account, collaborations are important. Governments, fuel companies, associated industries and end users all work together to enjoy personal benefits, but also economic and environmental benefits (ACEA, z.d.).

'The most recent innovation in this field focuses on the electrical car. Diverse manufacturers, the government and other organizations are engaged with this innovation and try to obtain market share, improve the environment and create a more sustainable mobility' (director ANWB).

Table 11: Summary sustainable mobility field

Organizational field	<p><u>Similarity or organizations</u> – The field focuses on sustainable mobility; Electrical car and enhancement of traffic by informing traffic users;</p> <p><u>Partnerships</u> – Win-win situations, and information sharing. On base of small- or long-term contracts. Is connected to large organizations and likes to have more contracts with start-ups;</p> <p><u>Resources</u> – Main resources are technology and knowledge;</p>
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	<p><u>Regulatory agencies</u> – EU regulations set by the Dutch State are mandatory and forms a set-up framework.</p> <p>According to the theory, the type of organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Project plans, individual goals are not always visible within sector vision/mission;</p> <p><u>Patterns of coalition</u> – Bundle collaborations to reach certain position and proposition, use of long- and short-term contracts;</p> <p><u>Assumptions, values and appropriate behavior</u> – Collaborations to achieve the best sustainable options and most desirable behavior according to quality regulations and laws;</p> <p><u>Awareness</u> – There is mixed awareness of change, so the commitment to templates-in-use is also differentiated.</p> <p>When we look at the institutionalization of the sustainable mobility field, there is a high degree of institutionalization. The theory states that prescribed formal and informal rules are followed, and there is a high process of structure within this field between all different actors.</p>
Multiplicity	<p><u>Technologies</u> – ICT or IT and its developments are the key technologies in this sustainable mobility field. There is not so much uncertainty, but complexity is still present;</p> <p><u>Practices</u> – No set practices in the field, only on organizational level, where they use project plans;</p> <p><u>Resources</u> – People, knowledge and technology are the main resources and the field is changing slowly because of developments in especially the technology.</p> <p>There is no high variability in the technologies, practices and resources there are in this field. It is 'closed' field and work in a certain environment with slow innovation developments.</p>
Strategic opportunity	<p><u>Practice as strategy</u> – the focus is more on the organizational level and how to maintain their market position; new innovations and developments are of main importance in this field</p> <p><u>Agency</u> – The agency which is followed in this field, focused on past, present and for a small part on the future.</p> <p>The agentic orientations which are followed in this field, are focused on routinized (the past) and sense making (present) strategies.</p>

'Because of all the developments within this sector, there is more need for partnerships and other connections to organizations within the sector. Actors in this field got knowledge about the theoretical research about collaborations and partnerships and need to collaborate to survive in the future' (director ANWB). 'With the collaborations and contracts in this field, all actors try to gain a win-win-situation. All organizations like to see electrical charging stations, so people can easily ride with the manufacturers' car' (consultant ANWB). 'For public organizations the profit can be found in the maintenance of the charging stations and car batteries. The car manufacturer has its profit in not creating a new department for maintenance. With the manufacturers of the charging

stations it also depends on a maintenance contract. Within collaborations, there is a clear distinction between the market and the awareness of people within the sustainable mobility sector. The car manufacturers and charging station organizations are choosing for the market (with profit models) while the knowledge and research institutions and government try to make people aware of the technological developments'(project manager NXP).

'There are certain prescribed rules within the sustainable mobility field, which are connected to the regulatory agencies. There are actors who work according to project-plans, but these are not prescribed by the sustainable mobility field. What is taken-for-granted, is hard to find out as researcher, because all people which are interviewed are working within that sector and just follow their own way and how they have learnt it' (director ANWB). 'They think that sustainable mobility is a sector, while instead it is an ideal. People have to strive to an ideal sustainable mobility sector, and have to work on individual level to accomplish that goal' (consultant ANWB).

'There are collaborations with other actors within the sustainable mobility field. We try to bundle cooperation's to build a certain proposition in the market and create advantages, however, there are a lot of contractual partnerships, joint ventures which are (almost) impossible to create. While there is no certain (individual) strategy, and there is more focused on product strategy, is it hard to meet all expectations of each actor in the field' (director ANWB). The coalitions are frequently available and are continuously. According to Holm (1995), the institutional perspective is that alliances are formed to integrate strategic perspective and recognize multiplicity within the inter-organizational fields. The collaborations with the governmental institute mobility field are an institutionalized partnership. It is seen as normal, the collaboration is continuously present and both companies gain their strategic advantages from this partnership. 'The government has a lot of influence in the developments within the sustainable mobility field. The government is influenced by the European laws, so indirectly is the development of the sustainable mobility field influenced by the European regulations' (employee Rijkswaterstaat).

'New knowledge and the development of technology are the main resources within the sustainable mobility sector at this moment' (project NXP and director ANWB). Because of the rapidity of these developments, it is even more important to collaborate with other parties to keep ahead of competitors. For example the government is being informed by video-camera about what is happening on the roads, the electrical car will change the whole infrastructure for the gasoline pumps, since the people will recharge their car at home, work or at the mall. All actors within the sector are following the technologies by foot. People, knowledge and technology are the most essential resources within the sustainable mobility sector and field. The Dutch government provides funding sources in terms of available money. The most important funding source is the money of the government to contract organizations for building roads or important maintenance (director ANWB). 'There is a lot of innovation available, but is develops not as quickly. It is not comparable to for example WhatsApp and SMS. Because of the arrival of WhatsApp, the whole market of SMS collapsed. This is more comparable to an 'assassin', new technologies are improved and slowly, the best electrical car is available. But there is a lot of uncertainty within the technology of the mobility sector. Is the

electrical car the best way for travelling, or are hydrogen cars the future? The uncertainty is how the sustainable mobility sector will develop' (consultant ANWB).

In the multiplicity sector, we found out that there are no certain practices within the sustainable mobility field. The field does look at certain aspects that should be taken into account, like degree of environmental friendliness, purchasing costs and manufacturing costs. As found in the interviews, are the practioners (people who do the work of strategy) are more on organizational level in the field than on field level (project manager NXP and consultant ANWB). Since the government determines through European rules and regulations what is the right way to lower emission and create a better environment, they have a lot of influences in the way the sustainable mobility field works. The practices (the social, symbolic and material tools through which strategy work is done) is different for each actor in this organization. But there is a lot of attention for new developments and innovations, and all actors in this field are willing to stay close to the developments and gain competitive advantages by collaborating with other actors. The praxis (the flow of activity in which strategy is accomplished) in this field is focused on innovation, how does the future look like and how can the field be improved. Looking at the strategy practices above, the focus on developments and how the actors should maintain their advantages is very large. For the big organizations in this field, it is hard to let go their routinized way of working, and are looking for a more strategic agency (director ANWB). But the difference between these two is too big. Since the sustainable mobility field is not changing as fast as other innovations or developments, de field is focusing more on the present and try to find their sense making agentic strategy.

5.3.2 'Traffic safety' and connection to the theory

In this paragraph there will be given a summary of the traffic safety field in relation to the theory. 'The traffic safety field focuses on traffic safety and especially on informing people who use the roads and how they should do that, to improve traffic safety and conditions' (director VVN). It consist out of actors who are dedicated to inspire, encourage and actively involve participants of the road in road safety. This field is created to strive for safe and secure mobility for everyone. In this field, governmental agencies, police, civil society organizations and other businesses and actors work together to influence behavior in order for a more safe mobility sector (ROVO, z.d.).

The economic recession has certainly influence on the traffic safety field. 'Since the traffic safety field has a lot of actors, most of these actors are working through another company and on a voluntary basis' (project manager VVN). In this field are national and regional campaigns necessary to reach participants of the roads and that has to be paid. This is partly done by the government, but since the Dutch government is cutting down budgets, subsidy is lower in all service fields, and so also the traffic safety field. Other actors have a hard time to pay all their costs, so sponsorship contributions are lower, and to collect money out of these sponsorships takes more efforts than before. Because of the voluntary people within the field, which provides a project group which consist out of representatives from all participating organizations, and other volunteers, they can keep their costs low and still provide campaigns for traffic safety (project manager ROVO).

Table 12: Summary traffic safety	
Organizational field	<p><u>Similarity or organizations</u> – Is part of the government and other actors in the field, focuses on traffic safety;</p> <p><u>Partnerships</u> – Close collaborations, project groups. On base of long-term contracts; a lot of volunteers;</p> <p><u>Resources</u> – People and their knowledge;</p> <p><u>Regulatory agencies</u> – All actors should maintain regulations, but is more focused on individual level than field level.</p> <p>According to the theory, the type of organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Routinized programs and campaigns, taken for granted collaborations between actors;</p> <p><u>Patterns of coalition</u> – Information sharing, municipalities and other NGO's for safer traffic; focused on long-term contracts;</p> <p><u>Assumptions, values and appropriate behavior</u> – Through the government, there is a strict appropriate behavior that should be followed by all road users, but more on individual level;</p> <p><u>Awareness</u> – Most of the actors in the field are not committed to change, since there are no large developments in the field.</p> <p>Institutionalization is high in the traffic safety field. They have the most influence of regulatory agencies, need to collaborate and follow strict project plans.</p>
Multiplicity	<p><u>Technologies</u> – knowledge of technologies and people; No high degree of uncertainty or complexity in this field;</p> <p><u>Practices</u> – There are no specific best practices, but stay close to their taken-for-granted rules and appropriate behaviors;</p> <p><u>Resources</u> – People who set up campaigns, teach consumers on how to drive safely and other people are important resources.</p> <p>Their multiplicity is moderate. They have a lot of partnerships and use different methods, practices, resources and technologies.</p>
Strategic opportunity	<p><u>Practice as strategy</u> – Project group defines the strategy for the traffic safety field; this is all communicated across the Netherlands;</p> <p><u>Agency</u> – focuses on routinized behaviors, campaigns from the past and the developments in the present.</p> <p>The agentic orientations are focused on routinized (the past) and sense making (present) strategies.</p>

'In this traffic safety field, it is important to have close relationships with partners, since without these relationships and collaborations, there is less opportunity to achieve a safer traffic and mobility sector. They perform knowledge exchange, create new ideas, set up campaigns which provide information about rules which are set through the government. The more collaborations and partnerships there are, the more people will be influenced by the campaign they are supporting, and more traffic users are aware of the dangerous situations they could cause by using drugs, drinking too much alcohol or calling or texting with their mobile phone' (director VVN and project manager ROVO).

There are taken-for-granted prescriptions, which are sometimes hard to see: 'The actors are always looking for the best campaigns to make people aware of the dangerous traffic usage and try to change their behavior. There are routinized programs (Children and Traffic, Youth and Traffic, Driving under Influence, Seniors and Traffic and others) which are specified on specific groups. Every year new campaigns will be developed for these programs' (project manager VVN). 'In other fields, it is usually not normal that all kinds of actors, organizations, municipalities, government and others collaborate. But in this field, it is normal and no actor should ever rethink these collaborations and partnerships. Because of the close cooperation, immediately all necessary organizations are available to have their opinion in new developed campaigns, and let this flow into their own organizations' (director VVN). 'All actors within this traffic safety field strive for the same appropriate behavior of all people who use the traffic and mobility sector. All parties involved want to educate a certain appropriate behavior and value, and think that this behavior is necessary in this sector, to create a safer environment' (project manager ROVO).

'There is no uncertainty or complexity in this kind of technology, since people will exist and will keep using the roads and other traffic facilities in the mobility sector' (project manager VVN). 'The most important resource for the traffic safety field is people and their knowledge. The people over think the campaigns, projects and programs for different ages, trying to find the right way to educate people about the best way to behave in the mobility sector. People are then used to spread the mission and vision, and use the campaigns to educate children and elderly people, trying to reach as many people as possible in the Netherlands. People spread this education, but next to knowledge as important resource, has also the information technology an important aspect in spreading the campaigns. The people who educate the campaigns, but also the people who learn from the campaigns are the most important resource within the mobility sector, since they have influence in the safety and sensibility of the sustainable mobility services (director VVN and project manager ROVO).

'There is a visible group of practioners (people who do the work of strategy), since there are project groups with representatives from all different actors in the field (municipalities, police, government, organizations and others). This group defines how the campaigns for traffic safety should be spread to reach all road users and what the next step will be in that organizational field. The practices (the social, symbolic and material tools through which strategy work is done) focuses more on the individual actors. While all actors in the project group have regular meetings, they use their interaction for new ideas and the next steps. The praxis (the flow of activity in which strategy is accomplished) focuses on traffic safety and how to reach all people in the Netherlands with the campaign. It depends on how people are driving nowadays and what kind of accidents that occur regularly. The strategic agency of the traffic safety field focuses on routinized behavior, since all campaigns which were made always reached actors in the mobility field. With the changing internet technologies, they adapted to a more social media focus, but also keep performing the way they have done. Their focus is thus both on the routinized and sense making agency, while they have to meet the technologies of the future, but keep working the way they have always worked.

5.3.3 'Recreation close to home' and connection to the theory

In this paragraph there will be given a summary of the Recreation close to home field in relation to the theory. This field is one of the most comprehensive fields with all kinds of actors. 'Members of mobility institutions, governmental institutions and other organizations try to connect to each other and create more recreation possibilities close to home' (Consultant ANWB). Nature and parks are attractive for the people in the Netherlands, is less expensive and easily accessible. The goals of the recreation close to home field focuses on better quality of recreation, nearby recreation (closer to home), easily accessible and less expensive.

This field is close connected to the economic crisis, since people in the Netherlands do not spend their money on expensive adventure parks or other recreational trips. It is also closely connected to sustainable mobility sector, while people do not drive extensively to go to special parks and will be better for the environment.

Table 13: Summary Recreation close to home

Organizational field	<p><u>Similarity of organizations</u> – walking or bicycle trips, day- or weekend trips; trips for consumers from rich to poor;</p> <p><u>Partnerships</u> – There are not so much partnerships, since this field is more based on a competitive advantage;</p> <p><u>Resources</u> – Information technology and people;</p> <p><u>Regulatory agencies</u> – There are no specific rules or regulations within the recreational field for all actors.</p> <p>According to the theory, the type of organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Routinized life quality controls of populations. They focus on the individual level;</p> <p><u>Patterns of coalition</u> – No large scale collaboration because of the competitive market;</p> <p><u>Assumptions, values and appropriate behavior</u> – There are certain (quality) standards which should be followed, but on organizational level. They focus on the quality of life of people;</p> <p><u>Awareness</u> – No commitment to change. The field will not much be influenced by incremental changes in the sector.</p> <p>There are a lot of standardized quality controls and plans which are followed to obtain an appropriate behavior. There is not so much collaboration but again they see no commitment to change within the mobility sector. So we can conclude that the degree of institutionalization is moderate.</p>
Multiplicity	<p><u>Technologies</u> – IT and the knowledge of populations;</p> <p><u>Practices</u> – close to taken-for-granted rules; mostly set up by higher management and followed on individual level;</p> <p><u>Resources</u> – People, their knowledge and IT are the most important resources to improve efficiency and effectiveness.</p> <p>In this field there are different kinds of technologies, practices and resources. When we have to focus more on the multiplicity, most of the activities are prescribed and standardized, so we can assume that multiplicity is moderate.</p>

Strategic opportunity	<p><u>Practice as strategy</u> – the focus is more on the organizational level and how to maintain their market position; there are no quick innovations, but actors can quickly adapt to new forms;</p> <p><u>Agency</u> – The agency which is followed in this field, focused on past and present. They inform about the quality of life of the population and meet the needs in terms of recreational trips.</p> <p>The agentic orientations which are followed in this field, are focused on routinized (the past) and sense making (present) strategies.</p>
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‘In the ‘recreation close to home’ field, the suppliers are mostly families with children and do not have enough money to bring them to an expensive holiday or daytrip somewhere in the Netherlands or in Europe. Through different providers all sorts of trips are provided, from free to more expensive trips, for all people in the Netherlands’ (project manager ANWB). ‘There is close collaboration between insurance companies, travel agencies, other actors who provide trips and the internet shops. The collaboration between the actors is not totally necessary for better advantages in the field, but through wholesalers on the internet, the provided actors gain knowledge and people can easily contact them for recreational trips’ (TUI and project manager ANWB).

The actors do not collaborate on a large scale with each other, but the field is more focused on a competitive market, where every actor tries to gain the best competitive advantages. In the field, the actors provide their own services, and focuses on the quality of life of people in the Netherlands. ‘Before the economic recession hit the trips of people, there was not always information available about parks and free recreation close to home. Since there is more question for less expensive trips, the actors in the ‘recreation close to home’ field have pointed their activities toward easy accessible parks, routes and activities for lower costs. Before the recession, the taken-for-granted prescriptions were focused on expensive trips for people, in the Netherlands, but also through Europe. It is hard to find out what prescriptions are precisely taken for granted, but this is one of the largest visible aspects’ (project manager ANWB). All actors in the field act among their own rules, because this recreation close to home field is more based on competition and try to provide the best services for the people who need it (both poor and rich). The actors try to give a better quality of life by providing free, or lower cost recreational services.

‘The most important resource within the ‘recreation close to home’ field is the (information) technology and people. Through the internet, television, radio and telephone, the products are told and sold to the consumer. Also for the associations with members, new recreational activities are being created to give parks a new look and make it more attractive for public. Through the internet can people also give tips and recommendations about for example a park, how clean it was, what activities were available and how the price-quality is. Trips can be promoted, discount actions can be given and people can be attracted by pictures and stories people tell. New developments are not necessary for this field, but maintenance of parks, lakes and other ‘free’ available recreational places is necessary’ (project manager ANWB).

In the recreation close to home field, are practioners available at the organizational level, and not at the field level. Since there is not so much collaboration between actors

in this field, this is not performed on a field level. The practices (the social, symbolic and material tools through which strategy work is done) they use especially the information technologies to get the attention of their possible consumers and try to have a competitive advantage in the recreational field. Their praxis (the flow of activity in which strategy is accomplished), is closely related to the economic developments in the Netherlands. When consumers have no money to spend on recreation close to home and other trips, the actors in this field need to change their offers and maintain the good quality of life in the Netherlands. The agency focus is both on routine and sense making. All the actors in this field work according plans that were set up in the past. Looking at the present, they do have to strategically change some things, but there are no major changes. Because of the developments in technologies, they can adopt quickly to the market. The most important aspect in their past and present focus, is how the quality of life is for people in the Netherlands and what influence the economic recession has on the expenditures of the consumers.

5.3.4 'Assistance en route' and connection to the theory

In this paragraph there will be given a summary of the assistance en route field in relation to the theory. The assistance en route field is a broad field with little actors. In the Netherlands there are only two main assistance en route providers (RouteMobiel, z.d.). When consumers need road assistance for their car, bicycle or motorcycle, there are only a few actors in the assistance en route field who will provide information and services to find the best solution. Next to the help by malfunctions of their vehicles, the actors also provide information services when accidents happened and try to contact their members and other road users by providing information through internet, navigation, radio and the internet.

'Of course are the changes and developments through the economic crisis visible in this field. People have older cars, more trouble on the way and are not willing to become a member of an association which provides assistance en route. The provided services have been changed, since more people use the roads. There is more road assistance necessary and with the newest technologies and functions in cars' (consultant ANWB).

Table 14: Summary assistance en route

Organizational field	<p><u>Similarity or organizations</u> – The field focuses on assistance en route and the developments in the mobility sector;</p> <p><u>Partnerships</u> – More need for partnerships, small amount of actors on this field. Collaboration for information sharing. On base of small- or long-term contracts;</p> <p><u>Resources</u> – Main resources are technology and knowledge;</p> <p><u>Regulatory agencies</u> – EU regulations set by the Dutch State are mandatory and forms a set-up framework.</p> <p>According to the theory, the type of organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Prescribed rules from higher management; Project plans to provide the best services;</p> <p><u>Patterns of coalition</u> – Bundle collaborations to gain more knowledge, use of long- and short-term contracts;</p>

	<p><u>Assumptions, values and appropriate behavior</u> – Collaborations to achieve the quickest solutions and get the customer back on the road. Most desirable according to the project plans set by higher management;</p> <p><u>Awareness</u> – There is mixed awareness of change, so the commitment to templates-in-use is also differentiated.</p> <p>When we look at the institutionalization of the assistance en route field, there is a high degree of institutionalization. With the prescribed formal and informal rules, and a high process of structure within this field between all different actors.</p>
Multiplicity	<p><u>Technologies</u> – ICT or IT and its developments plus the knowledge about this IT. With the developments in the mobility field, they should be up to date about the newest technological improvements. There is low degree of uncertainty, but the complexity will always be present;</p> <p><u>Practices</u> – No set practices in the field, only on organizational level, where they use project plans;</p> <p><u>Resources</u> – People, knowledge and technology are the main resources and the field is changing slowly because of developments in the mobility sector.</p> <p>There is no high variability in the technologies, practices and resources there are in this field. There is low multiplicity.</p>
Strategic opportunity	<p><u>Practice as strategy</u> – the focus is more on the organizational level and how to maintain their market position; it is all set by the higher management levels of the actors;</p> <p><u>Agency</u> – The agencies are focused on the past (routinized) and the present (small developments in the mobility field).</p> <p>The agentic orientations which are followed in this field, are focused on routinized (the past) and sense making (present) strategies.</p>

‘Because of all the developments within the mobility sector, there is more need for partnerships and other connections to organizations within the mobility sector, and especially with the car manufacturers, government and information providers’ (director and consultant ANWB). ‘Till the moment when theoretical research was done to collaborations and partnerships. It became increasingly important for companies to collaborate or partnership to survive in the future. Some of the actors in this field have trouble with collaborations, because they want to provide the services on their own way. Nowadays when collaboration can be set up easily, and connections can be made through the internet it is a logical step for the future. The government has video surveillance on the roads, and can see possible problems with traffic users’ (consultant ANWB). With the contracts with car manufacturers, we try to gain a better competitive position. When problems with vehicles occur, they can access through the car manufacturers to the board computer of the cars and can find out where the problem is. Also with the new developments in electrical cars, both parties have advantages in a fast reparation of the vehicles, to create value for their own organizations and provide great services to the vehicle users (director ANWB).

Actors in this field have certain routines, follow plans and fill in forms, which are set up by the higher management functions. These plans and forms are not set up by the assistance en route field, but specified per organization or actor in the field. What is taken-for-granted, is hard to find out as researcher, because all people which are interviewed are working within that sector and just follow their own way and how they have learnt it. The main goal of the actors in the assistance en route field is to provide the best services for the consumers and help them get back on the road. This is their mission and they should do it according to routinized plans and always in a friendly way. They are more focused on the individual consumer and vehicle they ride in, since the problems in that area should be fixed (RouteMobiel, z.d.).

‘There are collaborations with other parties. The actors try to bundle their knowledge, especially with knowledge from sister-actors abroad. The actors in the assistance en route live on the members of their organizations, which is based on contracts. Since there is no certain (individual) strategy, and there is more focused on service strategy, is it hard to meet all expectations of each consumer. The collaborations in this field are contractual, at first on short-term, for example with the car manufacturers, and their members or the consumers, but with governmental institutions for providing information, they have a long-term relationships. This is a general accepted collaboration within the field, and it is taken for granted. The coalitions are frequently available and are continuously’ (consultant ANWB).

‘With the changes in technology, it is important to look at the complexity and uncertainty of the assistance en route sector. There is both high and low uncertainty in this field. High uncertainty when vehicles cannot be repaired and new malfunctions occur which are not known. The low uncertainty in this field is because the assistance en route is always necessary’ (director ANWB). New knowledge and the development of technology are the main resources. Because of the rapidity of the mobility developments, it is even more important to collaborate with other parties to keep ahead of competitors. All actors within the sector are following the technologies by foot. People, knowledge and technology are the most essential resources within the assistance en route field. The people provide services on the road and have knowledge about malfunctions of the vehicles (employee Rijkswaterstaat and consultant ANWB).

The practioners are high in the management level, and also in this field, it is organized on a more organizational level instead of field level. They define how the organization has to work and maintain their market share in that filed. The practices are high, because the actors work together with comparable actors abroad, the practices are deliberately looked over by all parties and try to share the knowledge they have. This knowledge will be passed to the lower levels in the organizations and they have to follow the given strategy. As told above, praxis of the strategy is focused on the new developments of vehicles, partnership with actors abroad and knowledge accumulation. The agency focus is both on routine and sense making. All the actors in this field work according plans that were set up in the past. Because of the developments in technologies, they try to adapt quickly to the market, but the developments in the mobility industry do not take a leap at the knowledge of the actors in this field. The most important aspect in their past and present focus, is how to get people back on the road without any problems on their vehicle.

5.4 Comparison of the four fields

In this final paragraph of chapter 5, the research findings will be compared for all fields, this will be shown in table 15. By comparing the four different organizational fields within the same sector, a generalization can be made about how the mobility sector operates across these four fields. At first an overview will be given, and in the final paragraph the findings will be discussed.

5.4.1 Comparison four fields - table

Looking at the table beneath (table 15), there are a lot of similarities between the fields within the mobility sector. The institutionalization in all four fields is high to moderate and the multiplicity is moderate to low. This means that there are still a lot of standardized rules and regulation which are followed within the field or on organizational level, and they do not use a lot of different technologies or practices within the field. In the following paragraph the discussion will be continued.

Table 15: Comparison four fields

	Sustainable mobility	Traffic safety	Recreation close to home	Assistance en route
Institutionalization	High	High	Moderate	High
Multiplicity	Low	Moderate	Moderate	Low
Organizational field	Opportunity opaque field	Between opportunity opaque and transparent field	Opportunity transparent field	Opportunity opaque field
Strategic agency	Routinized and sense making	Routinized and sense making	Routinized and sense making	Routinized and sense making
Strategic agency according to theory	Routinized agency	Routinized, part strategic and sense making	Routinized, strategic and sense making	Routinized agency

5.4.2 Comparison four fields – discussion

For the discussion, the table above (table 10) will be used. In this paragraph, there will be looked at the main aspects in this research, the institutionalization and multiplicity, which have influence on the organizational field and what strategic opportunity is formed. All the fields are connected to each other in a sector of mobility, so they are visible in the same mobility field. There are small differences between the four organizational fields, all fields have a different approach in the same kind of sector, but there are still a lot of similarities. A further, extensive discussion will be followed in the conclusion.

The four organizational fields are in between an opaque and transparent opportunity organizational field. Sustainable mobility and assistance en route are opaque, traffic safety is in between opaque and transparent opportunity field and recreation close to home is an opportunity transparent organizational field.

- Institutionalization

The institutionalization in all organizational fields is high to moderate, which means that there are a lot of prescribed rules and values, formal structures and processes. In all fields and its actors, it was hard to find out what kind of formal and informal rules of action are present, since all actors in this field work because they previously have learnt to work that way, and not a lot of modifications were necessary for the actors to stay competitive in the field. Important similarities between these four organizational fields is that all the four fields are visible in the mobility sector, actors in some of the fields were connected to each other in another field and the actors work together in partnerships or collaborations or help each other to set up campaigns and set the organizational field on the map. These emerged inter-organizational structures and coalitions shows institutionalization in these four fields.

- Multiplicity

Multiplicity is low to moderate, which means that the four different organizational fields are not completely open to practices, technologies and resources from other fields. The most important technology is the information technology and the most important resources is the knowledge of people and the people themselves. There is not so much development in the resources used in the four organizational fields, there are clear goals, high levels of control and authority at all actors, since the higher management levels within the actors determines what happens. There is not so much creativity or innovation, which will turn out in a low to moderate multiplicity in the four organizational fields in the mobility sector.

- Organizational field

The organizational field is determined by the two concepts above, the institutionalization and multiplicity. All fields are connected in the mobility sector and have similarities in the way they work. Also the collaborations between the fields and partnerships within the field are of main importance. All actors in the fields have some partnership or collaboration with other actors in the same field or other fields. Some maintain contracts and gain profit (in the sustainable mobility and recreation close to home fields), some provide information to road users (assistance en route field), and some manage campaigns and try to have representatives to provide the best information (traffic safety field). Most of the actors are highly structured organizations with hierarchy, and prevent uncertainty and maintain homogeneity in structure and output within the fields. Almost all organizational fields have to deal with some kind of regulatory agencies. The opaque opportunity organizational field is mostly present in this mobility sector, at the sustainable mobility field, the traffic safety field and the assistance en route field, while for the recreation close to home field, a transparent opportunity field was present.

- Strategy

The followed strategy is high dependent on the actors and agencies in the organizational fields. Though there is a different approach for all actors within the organizational field, the agencies per organizational field, determine partly how the strategy of the organizational field looks like. In this research, we can see that the routinized agency is present in all four organizational fields, but in most of the fields, the sense making and even part of the strategic agency is present. This is determined by the dominant agentic orientation, their vision of the past, present and future.

6. CONCLUSIONS AND DISCUSSION

6.1 Introduction

This final chapter will present the conclusions that can be formulated according to this research. It will provide an answer to the research question and will show important findings about this topic. After the conclusions are being made, will the chapter end with a discussion. In chapter seven, the limitations, improvements and contribution to the literature will be given.

6.2 Conclusions

This research is set up to answer the research question: *'How does the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field?'*. In the literature review, relevant literature and scientific articles are used and analyzed to explain the four main concepts and how they can be measured. These key concepts are: the organizational field, institutionalization, multiplicity and the possible strategic agencies within the organizational field, and conceptualizations of these concepts are used in the conducted interviews. According to Dorado (2005), do institutionalization and multiplicity influence the organizational field and their opportunities. The followed agency and possible strategic opportunities are complementary to this research. The conducted research with its interviews, showed some interesting similarities and differences between the four fields. In this paragraph, the conclusions per concept will be given, and will be finalized with the answer to the research question.

One of the first questions in the conducted interview was how the fields are influenced by the economic crisis. All actors answered quite similar. They notice changes in expenditures, from government, municipalities, members, customers, consumers and suppliers in the field. In the sustainable mobility sector, it is important that the innovations are not as far as they want, and fewer cars are being sold and customers are looking for a good value for their money. In the recreation close to home, the actors are trying to provide good and fun trips for little money. So have to focus more on the budgets. In the traffic safety field, there is a decrease in sponsorships, so there is less money for national campaigns. Last but not least is the assistance en route, which depends on budgeting in the organizational level of the field. Everybody is cutting down, subsidies are lowered and they have to provide the same services with less money. All fields are connected to governmental institutions, and everyone has to deal with cuts from the estimated Dutch budget. There is less money available and all actors in the Netherlands are spending it more wisely than in the past.

There are small differences between the four organizational fields we examined. The sustainable mobility field focuses on the present and future, and tries to develop innovations to provide the best environmental friendly, cost friendly and high competitive place in the market. The recreation close to home focuses next to their own profits, on the availability of recreational places and trips for relative low costs. They want to improve quality of life of people in the Netherlands. The traffic safety field focuses also on the people in the Netherlands, and what is the best way to gain maximum safety on the roads. The assistance en route focuses on a competitive market field and tries to get people back on the way. The similarity in all the four fields is that

they help people to improve their quality of life, and especially in the mobility sector. But all have a different focus on what they want to achieve in their field.

The comparison in §5.4 is already a conclusion of the research findings (see table 15). In the paragraphs which follow, there will be given an overall conclusion per concept in relation to the theoretical framework in the beginning of this research.

6.2.1 Organizational field

According to Dorado (2005) is the organizational field determined by institutionalization and multiplicity with three different opportunity conditions: 1) opportunity opaque; 2) opportunity transparent or 3) opportunity hazy. To prove this, the institutionalization and multiplicity concepts have been conceptualized and turned into questions to find out if the actors within the same mobility sector provide similar answers and operate in the same kind of organizational field. The actors have been chosen because of the knowledge about these organizations within the same industry.

According to the theory, is the organizational field a result of activities and homogeneity of organizations within the field (DiMaggio and Powell, 1983). All the organizational fields in this research are visible in the mobility sector, by means of information services, quality controls and behavior enhancement. The conducted research shows that these fields are highly structured and that there is a lot of homogeneity in structure and output since actors from different fields work together between the different organizational fields.

The four observed organizational fields are broadly defined as a frequently opportunity opaque and some opportunity transparency fields. All four organizational fields will end up in the opportunity opaque field (because of their high institutionalization and low multiplicity) but the recreation close to home field, moves towards a more transparent opportunity field. This means that actors in this organizational field are able to explore opportunities in their field and stay ahead of possible competitors. The theoretical framework does give the right vision of the influence of institutionalization and multiplicity, since the institutionalization of the fields were highly to moderate and there was a low to moderate degree of multiplicity.

6.2.2 Institutionalization

Eberlein (2003) states that institutionalization is the process by which organizations acquire identity and legitimacy. Members value the organization for itself, and do not notice the standardization. To find out how to what extend institutionalization is present has this concept been conceptualized and turned into questions. The process of institutional definition, or 'structuration' consist of four parts: 1) an increase in the extent of interaction among organizations in the field; 2) the emergence of sharply defined inter-organizational structures of dominance and patterns of coalition; 3) an increase in the information load with which organizations in a field must content and 4) the development of a mutual awareness among participants in a set of organizations that they are involved in a common enterprise (DiMaggio and Powell, 1983).

These four parts were present in all four of the organizational fields. They interact with each other in between different fields, try to gain advantages, but still hold on to their own rules and standards.

In the theory states Geels (2004) that institutions should not only be used to explain inertia and stability, but that institutions can also be used to conceptualize the dynamic interplay between actors and structures. This is evident in the conducted research across the different fields. There is a lot of collaboration and partnerships between all different actors, all for different reasons. In the four organizational fields, there is a high degree of institutionalization that follows to an opaque or slightly transparent opportunity organizational field, which will make it harder for actors within the field to find business opportunities and stay ahead of competitors.

6.2.3 Multiplicity

The multiplicity concept is defined as the extent to which fields are uncoupled and open to practices, technologies and resources from other fields. In the organizational fields that were researched, we found that there is a low to moderate degree of multiplicity, since there is a lot of overlap in the services which are provided by the organizational fields and in each field clear goals are followed. These goals are defined most of the time by a higher management layer on organizational level, which has a connection with the authority in the organizations. They work together across the organizational fields, but are not following all the recent technologies. Because of the competitive focus in some of the fields, the actors are still closed to their competitors and other actors in the fields.

Dorado (2005) stated that together with the practices, technologies and resources also the internet technology has influence in the multiplicity and openness of actors in the organizational field. This is not directly asked to the actors, because the internet technology is unthinkable in this technological world nowadays. All organizational fields, actors and organizations have become more open to people and other actors in their field, but not in a way that multiplicity can be stated as high. The actors in this research do not expose their processes and developments of new arrangements, and only provide it when everything is tested, and contracts have been signed.

The low to moderate degree of multiplicity which came out of this conducted research, is in line with the theory of Dorado (2005) and has together with the institutionalization influence on the type or opportunity in the organizational field.

6.2.4 Strategy

The strategy which follows from the type of opportunity organizational field is in line with the theory of Dorado (2005) and is added to the theoretical framework, with use of other literature and theories (Van de Ven, (1992); Jarzabkowski and Spee (2009); Whittington (2007)). Actors in the organizational field always strive a certain strategy to maintain their position in the industry, and the routinized, strategic and sense making agencies determine the position and direction if they focus on the past, present or future. In the conducted research, the found agentic strategies and opportunities and agencies in the organizational fields showed resemblance with the theory. The attached routinized and sense making agentic strategies follow the opportunity opaque organizational field. Only one of the organizational fields did not correspond to the part

of the agentic strategy. The sustainable mobility field needs to focus on innovations in the future, so should focus more on the present and future (sense making and strategic agencies), while theory claims that they focus more on routinized agencies. This shows that for all actors in all organizational fields this is different, and the framework should not always be imitated. This will be further discussed in the following paragraph.

In this research, we have looked at four organizational fields and their strategic opportunities, but for further research is it important to find out how the institutional theory can be connected to more practical theory and a strategy path can be obtained for the actors in the organizational field, who would like to change the way they work in that field.

6.2.5 Answer to the research question

So back to the research question: *'How does the degree of institutionalization and multiplicity in a given field, influence the strategic opportunities of organizations in that field?'*. The goal of this research was to conduct a framework on how different institutionalization and multiplicity aspects influence the organizational field, which forms of collaborations there are to recognize opportunities within this field and what kind of strategic opportunities arise from that.

The framework in chapter 2 has been conducted according to a literature review and theoretical papers, and is tested in four different organizational fields (sustainable mobility, recreation close to home, traffic safety and assistance en route). The outcomes of the interviews and conducted research, shows that the formed framework in figure 2 and table 2 can be compared to the reality of these four organizational fields. The outcome shows that when there is a high degree of institutionalization and a low degree of multiplicity, the actors operate in an opportunity opaque organizational field and strive for a routinized strategic opportunity (focused on the sustainable mobility, assistance en route and partly in the traffic safety field). The transparent field is visible in the recreation close to home field and partly in the traffic safety field. Here the outcome shows that when there is a moderate degree of institutionalization and multiplicity, the actors operate in an opportunity transparent field, and strive for routinized, strategic and sense making strategic opportunities.

We cannot say with all certainty that the hazy organizational opportunity fields is true, since this field is not visible in one of the four organizational fields researched, and has not been proved within this conducted research. Since there is a high degree of similarity between 'reality' of the four researched organizational fields and this one theoretical process that we can assume that the other aspects in table 2 can be followed. So when there is a low degree of institutionalization and a high degree of multiplicity, the organizations operate in an opportunity haze organizational field and strive for a routinized and sense making agentic strategy, which focuses on the past and present.

This framework helps organizations or actors which have problems finding new business opportunities outside their own organizational field (and maybe even within their organizational field). When they find out in what kind of organizational opportunity field they perform, they could try to change their degree of institutionalization and multiplicity to move onto another organizational opportunity field, where the chance of finding new business opportunities is higher. But they have to

take into account that changing the degree of institutionalization and multiplicity of an actor within the field takes time and commitment of the people who work in that organization and in that organizational field. The precipitating and enabling dynamics and the pressure to change (Greenwood & Hinings, 1996) define if the actor is able to create institutional change among the people, routines and strategic choices.

6.3 Discussion

It is interesting to see the outcomes of this research, but there is some space for discussion about the aspects above. The theory of Dorado (2005) is the red line in this research, and with use of other theorists, interviews and data-analysis, the outcomes in table 2 and table 15 have been conducted. The institutional organization concept is elaborated extensively, and with all the information and theories used, this is the most reliable concept. The institutionalization concept is an aspect which is used in multiple researches. There are multiple views on institutionalization, where for example, Oliver (1991) combines resource-based views with institutional theory. This focuses more on the institutional change of organizations, so in this research, the focus was more on Greenwood and Hinings (1994), Thornton (2004) and DiMaggio and Powell (1983). When the institutional theory is operationalized in another way, with other theories and another view, the outcome could be different. The same for the multiplicity concept. This concept was hard to conceptualize, since this concept is so broad and can be focused on multiple (as the name recalls) aspects. The theory of Dorado (2005) was leading, so the focus of the multiplicity theories came from her report. Then last but not least, the strategic agencies and opportunities. There are a lot of strategic theories, but in this research, it was important to find one which complements the organizational field theory and looks at the institutionalization concept. With the use of Porter (1980), Miles, Snow, Meyer and Coleman (1978) and other generic strategies, the following step can be executed. When these strategies were used in this research, the focus was not on the organizational field level anymore, but shifted to a more organizational level.

The sustainable mobility field, was one of the surprising outcomes. In the beginning of the research, we thought that this was the most innovative field, which was able to find a lot of (innovative) opportunities in its organizational field. The outcome was that it was a highly institutionalized field, with little multiplicity and focuses on routinized strategies. For the actors existence it became important to stay ahead of their competitors, and find field opportunities fast. They focus more on the past and present, instead of the future. What could have influenced this outcome, is the focus of institutionalization as written above. If this concept would be operationalized in a different way, with other theories and perspectives, it could get more focused on new innovative opportunities and can be determined that they operate more in a transparent organizational field. Also the outcomes of the strategic opportunities was interesting. Where the theory sometimes claims that actors in organizational fields should focus on routinized agencies, they also should look at strategic and sometimes sense making opportunities. With all the discussed aspects above, the framework should not always be imitated. The research focuses on one aspect of the concepts, and if this was conceptualized in a different way, with different theories and within a different research-field, the outcomes could all be different.

There are some discussion points and points for further research. At the beginning of this report, there has been written about Christensen. He argues that established firms perform well when innovative changes occur within their own market, because they have more money and knowledge, a better reputation, and a more established relationship with clients than the entrants. But when it comes to disruptive (radical) change, that opens a new market, with new products and within a new environment, established companies introduce the new innovation too late, and the entrants will be better positioned with this new innovation and gain a better market share.

In the report and research there has not been looked at the innovations within the four fields, the only important innovation that came above was the electrical car in the sustainable mobility field. This electrical car is an incremental innovation, and the industry and mobility market can slowly adapt to this change. But there is nothing about any of the possible radical changes.

It seems of key importance for organizations, to perform radical innovations or doing things different than usual, to survive severe competition and crisis. Looking at the financial and economic crisis in countries and companies, there is an urgent question on how or when to innovate (Christensen, 1997). However, when will be looked from an institutional theory perspective, the demand for change is increasing (Battilana, Leca and Boxenbaum, 2009), but established firms find it hard to innovate (compared to new companies or niche players). For further research this is an important part to look at, it is one step further than this research and a lot of interesting topics can come into vision.

Furthermore, it is interesting to see how organizations and companies can change the way they behave, in order to change onto another organizational opportunity field. This has to do with a different mission, vision and strategy, which will in turn, influence the institutionalization and multiplicity and can provide a different view of the organizational view. To this topic, a strategic view can be added. It is interesting for further research, how the strategic opportunities and agentic strategies can be translated into 'real' strategic forms and directions. How are other strategic theories (e.g. Porter and Bowman) connected to the institutional theories?

There are a lot of improvements and discussion points for further research. Hopefully this research provided enough information about institutionalization and took your interest to conduct further research. In the following chapter (7), the limitations, improvements and contribution to the literature of this research will be presented.

7. CONTRIBUTION TO THE LITERATURE

7.1 Limitations

Field research is effective for studying subtle nuances in attitudes and behaviors and for examining social processes (Babbie, 2007). There is a lot of flexibility, and this kind of research is relatively inexpensive. Weaknesses arise in the fact that with qualitative research, other than with quantitative research, statistical analysis is not possible. Observations can be personal and influenced by other aspects, what will result in validity and reliability weaknesses.

Validity and reliability are both measurements of quality. Validity concerns whether measurements actually measure what they are supposed, while reliability on the other hand is a matter of dependability (will the result be the same if you made the same measurement). Field research measurements generally have more validity, whereas the information is more detailed and specified. Since this research focuses on field research, the validity is high, but there seems to be a smaller form of reliability, while the answers are personal and can result in biased points of view.

According to Daymon and Holloway (2011) is the internal validity the extent to which the findings and the research account accurately reflect the social world of those participating in the study and the phenomenon which is investigated. This should be high in qualitative research, so also in this research. The external validity, also generalization, is more linked to the qualitative research. The external validity is not so high in this research, since there is a fast generalization. According to the actors within the four different organizational fields, the assumption has been made that they represent one of the four organizational fields they perform in, while it is possible that if other (or more) organizations or actors were added, that could give a completely different outcome.

According to the outcome of the validity of the framework, we cannot say with all certainty that the hazy organizational opportunity field is true, since this has not been proved within the conducted research. But since there is a high degree of similarities between reality and this theoretical process, we assumed that the other relationships in table 2 can be followed. This is not tested with use of other information, only derived from the literature and theoretical knowledge.

7.2 Improvements

A lot of improvement is possible in this research. The first point is that more actors and organizations within the four organizational fields could be contacted and interviewed, to get a better view and understanding of the fields and make more comparisons to other organizations. Next to the better view and understanding, the addition of other actors, could give another outcome of the organizational field and what opportunities they have. To be certain about the validity of the conducted framework, it is also possible to look at other sectors, which are more focused on the opportunity transparent and opportunity hazy organizational fields. When this had been done, the outcome of this research had more proof and it is possible that other conclusions were drawn.

As written in the discussion, theory could also be added, or further research conducted, to the possible change of the degree of institutionalization or multiplicity, when possible organizational fields and actors are stuck in one of the organizational opportunity fields and would like to switch onto another. Other theories give other views, and could give other outcomes of the research.

There are also a lot of improvements for myself, I really found myself during this research. It was very intensive and had some trouble along the way. At the beginning I thought that my thesis could be written during my internship at the ANWB, but later on this was not the topic I actually wanted to research. So my graduation internship became a normal internship and I started in April 2013 writing my thesis. Eventually this report is the result of my research, and I am very proud of it. Although I made a planning, I was not following it and with a lot of struggling there was slightly progression. Now at the end I know some things should have done different. At first the planning is the most important thing in life. Not only during this research, but also in my future jobs, planning is essential to complete assignments. Next to that, I should learn to be more positive and not let myself getting down so easily. Another important point is that I should learn to ask when I am in trouble or when I do not understand what to do. Since I am very precisely, I find it hard to show unfinished work. It is an important improvement for myself to ask people around me, who have knowledge about the topics, and be more confident about my work and myself.

7.3 Contribution to the literature

As partly written in the discussion paragraph, there are some contributions to the literature. This research is an attempt to contribute to the institutional literature (Dorado, 2005); the literature of organizational change (Greenwood and Hinings, 1996); the theory of embedded agency (Emirbayer and Mische, 1998) and sense making strategic literature (Weick, 1995).

A possible focus strategy on organizational level, which follows from the type of organizational field and its agencies, was not described by Dorado, and can be a possible contribution to the existing literature in the future. It contributes to existing literature for the mobility sector, the four fields where the ANWB operates in, and all kinds of organizations who are looking for better opportunities in their field, can see if they work according to the given framework and change their organizational processes if possible.

The theory of Dorado (2005) is the red line in this research, and other theories have been added to create a framework that can show how the degree of institutionalization and multiplicity influence the strategic opportunities within an organizational field. The institutional literature can be looked through another view, with use of other theorists, which could provide other outcomes. The organizational change and sense making literature is important in this research. For actors to recognize opportunities in their organizational field, it is important to create institutional change. This is combined to the sense making literature, and is not only focused on the organization, but also the people, rituals and routines of processes. This aspect will be important for further research in these organizational field researches.

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9. APPENDICES

9.1 Interview vragen – Institutionalisation, multiplicity and strategy (Dutch)

Introductie

- Kunt u uw bedrijfstak omschrijven?
- Wat is nou karakteristiek voor deze bedrijfstak?
- Hoe gaat het economisch, zijn er veel veranderingen/ontwikkelingen (ook kijkend naar de crisis), in hoeverre heeft de overheid invloed op deze veranderingen? Is er sprake van concurrentie?

Organisatieveld

- Zijn er belangrijke leveranciers (suppliers) in dit organisatie veld en zijn er speciale overeenstemmingen met hen mogelijk?
- Is het belangrijk voor een speler in deze bedrijfstak om goede relaties te onderhouden met andere spelers in de markt zoals klanten, concurrenten of andere partijen?
- Waaruit bestaan deze relaties over het algemeen?
 - o (informatie, dienstverlening, standaarden zetten of veranderen, gezamenlijke innovatie etc.)
- Welke invloed hebben deze relaties op het werken in deze bedrijfstak?

Resources

- Welke resources worden er over het algemeen gebruikt in deze industrie? (Hebben we het over menselijk kapitaal, speciale technologie, systemen en in hoeverre worden deze resources erkend, dan wel toegepast door andere spelers in de bedrijfstak? (concurrentie, klanten etc.))
- Welke resources zijn absoluut essentieel voor het voortbestaan van de bedrijfstak?

Regelgevende agentschappen – zie hieronder voor uitleg.

- Zijn er publieke (overheid) of onafhankelijke (binnen organisaties) regelgevende agentschappen?
- Zijn er bepaalde aspecten die door de EU zijn opgesteld waar jullie rekening mee moeten houden?
- Zijn dit uitvoerende of regelgevende agentschappen?
 - o Hoe voeren zij dit uit?

Agentschappen van de EU zijn instanties die door de EU zijn opgericht om een specifiek technische, wetenschappelijke of beheersaak te verrichten binnen de EU. Het gaat daarbij om organen die los staan van de instellingen (Raad, EP en Commissie). Zij worden belast met de uitvoering van taken die vaak een hoge mate van specialistische wetenschappelijke en/of technische deskundigheid verlangen. Een agentschap is een instantie naar Europees publiek recht die losstaat van de instellingen (Raad, Parlement, Commissie, enz.) en rechtspersoonlijkheid heeft.

Institutionalisatie

- Is het gedrag (interactie) van actoren in deze bedrijfstak overwegend formeel te noemen, of gebeurt er ook veel informeel (→ routinematig/systematisch)?
- Zijn er veel reflectiemomenten in de bedrijfstak die oproepen tot verandering (als we niet snel wat veranderen dan gebeurt er dit....)
- Zijn er bijzondere gewoontes of rituelen onder de spelers die gedeeld worden?
 - o Binnen automobiel bijvoorbeeld jaarlijkse audits van leveranciers om te kijken naar goede kwaliteitsnormen.
 - o Zijn deze vastgesteld of gewoonlijk geaccepteerd?
- Zijn er bepaalde standaarden in deze bedrijfstak waaraan iedereen moet voldoen om als speler gekwalificeerd te worden?
 - o Haalt iedereen deze standaarden of is het niet vastgesteld (come si come ca)?
- Zijn er bepaalde samenwerkingsvormen (allianties, kort durende, lang durende) of juist eenmalige relaties (op transactiebasis)?
- Moeten de organisaties in deze bedrijfstak een bepaalde manier van werken aanhouden (zowel strategisch als operationeel)?
 - o Zijn deze impliciet (stilzwijgend) of expliciet (duidelijk) aanwezig?
 - o Kunnen organisaties eenvoudig hun manier van werken veranderen als de noodzaak zich voordoet?

Multipliciteit

- Op welke manier worden de samenwerkingsrelaties onderhouden? (internet, fax, papier, telefoon en anderen)
 - o Zowel met concurrenten, key suppliers en klanten
- Is het gebruik van technologie door alle spelers erkend en is kennis hierover gedeeld?
- Is er onzekerheid (of complexiteit) over de technologie in die zin dat spelers zoeken naar andere technologieën om hun doelen te realiseren?
- (Worden de technologieën gebruikt in een pooled ($X \rightarrow Z$), sequential ($X \rightarrow Y \rightarrow Z$) of in een reciprocal ($X \leftrightarrow Y \leftrightarrow Z \leftrightarrow X$) manier?)
- Welke soort resources worden er het meeste gebruikt in dit organisatie veld?
 - o Zijn er essentiële resources?
- Zijn er gestandaardiseerde waarden, kwalificaties of standaardisaties in dit veld (m.b.t. technologie, practices en resources)?

Technologieën zijn de technieken om machines, systemen of methoden te maken, gebruiken en kennen om problemen op te lossen, oplossingen te verbeteren en doelen te realiseren. Een definitie van technologie: 'the equipment, machines and instruments – individuals use in productive activities' (het gereedschap, machines en instrumenten die mensen gebruiken in het produceren).

Strategie

- Welke strategie wordt er in deze bedrijfstak gebruik om succesvol te blijven? (denk hierbij aan innovatie en groei)
 - o Collaboratie, investeren in R&D of andere?
- Wordt er binnen deze industrie meer gefocust op differentiatie of kosten?
- Zijn er gestandaardiseerde waarden en organisatie principes gedefinieerd?
- In welke mate is er sprake van regelmatige meetings om nieuwe strategieën te (her)definiëren?
- Kijkt iedereen in dit organisatieveld naar hoe de gebruiken (strategieën e.d.) in het verleden waren?
 - o Of wordt er ook naar het heden en de toekomst gekeken?
- Is er veel onzekerheid binnen dit organisatieveld? (m.b.t. nieuwe ontwikkelingen)
 - o Is het moeilijk om de bedrijfsstrategie te veranderen in de toekomst?
- Is iedereen binnen het organisatieveld toegewijd om te veranderen richting het heden of de toekomst?
 - o Hebben mensen binnen de bedrijfstak moeite met directe veranderingen?
- Komen er regelmatig nieuwe innovaties in de bedrijfstak?
 - o Zijn deze hierbinnen ontworpen (bijv. via een samenwerkingsverband), of komt het van buiten?
 - o Zijn veranderingen of innovaties radicaal of incrementeel?

9.2 Summary interviewed actors

In this appendix, the interviews with the actors in the four organizational fields are summarized in tables per concept (organizational field, institutionalization, multiplicity and their performed strategy).

Summary ANWB	
Organizational field	<p><u>(Sustainable) mobility sector</u> – Electrical car and enhancement of traffic by informing traffic users; <u>Partnerships</u> – Win-win situations, and information sharing. On base of small- or long-term contracts. Is connected to large organizations and likes to have more contracts with start-ups; <u>Resources</u> – Technology and people are their main resources; <u>Regulatory agencies</u> – EU regulations set by the Dutch State are mandatory, but are not influencing the way they work.</p> <p>According to the theory, the organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Project plans, individual goals are not always visible within sector vision/mission; <u>Patterns of coalition</u> – Bundle collaborations to reach certain position and proposition, use of long- and short-term contracts; <u>Assumptions, values and appropriate behavior</u> – Collaborations to achieve the best sustainable options and most desirable behavior according to quality regulations and laws; <u>Awareness</u> – There is mixed awareness of change, so the commitment to templates-in-use is also differentiated.</p> <p>When we look at the institutionalization of the ANWB within the (sustainable) mobility sector, there is a high degree of institutionalization. The theory states that prescribed formal and informal rules are followed, and there is a high process of structuration within this sector between partners.</p>
Multiplicity	<p><u>Technologies</u> – ICT or IT and its developments are the key technologies in the mobility sector. There is not so much uncertainty in the sector, but complexity is still present; <u>Practices</u> – No set practices in the mobility sector, only in the organization self, where they use project plans; <u>Resources</u> – People, knowledge and technology are the main resources and the sector is changing because of developments of these aspects.</p> <p>There is no high variability in the technologies, practices and resources they use. They are a ‘closed’ organization and work in a certain environment.</p>
Strategy	<p><u>Differentiation and cost leadership</u> – At this moment the focus is more on cost leadership while they would like to see more differentiation in the future; <u>Degree of innovation and efficiency</u> – Just like above, the focus is on efficiency (in combination with cost leadership), but they</p>

	would like to have a higher degree of innovation in the future.
	The strategy which is followed in this industry is focused on the cost leadership and efficiency (so a defender strategy). Thought their strategy is focused on this part, they would like to achieve more in the changing technologies and innovate.

Summary Rijkswaterstaat	
Organizational field	<p><u>(Sustainable) mobility sector</u> – Is part of the government and focused on mobility of ships, cars and people;</p> <p><u>Partnerships</u> – Public-private-partnerships. On base of small-term contracts. Is connected to different kinds of organizations to provide the best solution in everybody's vision;</p> <p><u>Resources</u> – Money and ICT are their main resources;</p> <p><u>Regulatory agencies</u> – Since they are part of the government, they have to apply to the regulations.</p> <p>According to the theory, the organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Project plans, but own freedom within a certain framework;</p> <p><u>Patterns of coalition</u> – Information sharing, municipalities and other NGO's for better traffic and partnerships with construction parties. All is focused on short-term contracts and for information sharing a long-term contract is set up;</p> <p><u>Assumptions, values and appropriate behavior</u> – There is a strict appropriate behavior that should be followed;</p> <p><u>Awareness</u> – Different across the organization, higher level management is not committed to change, while the operational level sees reasons to change.</p> <p>Institutionalization is high at Rijkswaterstaat. They have the most influence of regulatory agencies, need to collaborate and follow strict project plans.</p>
Multiplicity	<p><u>Technologies</u> – Very important in both information sharing and creating new road constructions;</p> <p><u>Practices</u> – There are no best practices, but stay close to their taken-for-granted rules and appropriate behaviors;</p> <p><u>Resources</u> – Information technology is at this moment the most important resource.</p> <p>Their multiplicity is moderate. They have a lot of partnerships and use different methods, practices, resources and technologies.</p>
Strategy	<p><u>Differentiation and cost leadership</u> – Cost leadership;</p> <p><u>Degree of innovation and efficiency</u> – High degree of innovation with new system developments, but also efficiency.</p> <p>This is focused on cost leadership, efficiency and innovation, so they focus on an analyzer strategy with a cost focus.</p>

Summary Veilig Verkeer Nederland	
Organizational field	<p><u>(Sustainable) mobility sector</u> – Traffic safety enhancement by informing traffic users and lobbying at the government;</p> <p><u>Partnerships</u> – Information sharing with all kinds of organizations including governmental institutions. Based on volunteers and sponsorships;</p> <p><u>Resources</u> – People and their knowledge as main resources;</p> <p><u>Regulatory agencies</u> – Since they work together with governmental institutions they have to take regulations into account, but are not influenced by them.</p> <p>According to the theory, the organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Hard to see, but have routinized programs and campaigns every year;</p> <p><u>Patterns of coalition</u> – Collaborations with a lot of organizations to promote traffic safety through the Netherlands.</p> <p><u>Assumptions, values and appropriate behavior</u> – Quality standards and prescribes aspects on how to educate people;</p> <p><u>Awareness</u> – Not committed to change since there are no radical changes in the sustainable mobility sector.</p> <p>They collaborate with a large group of organizations, but still works according restricted rules and standards. Their institutionalization is not as high as the ANWB, so it is set at a moderate institutionalization.</p>
Multiplicity	<p><u>Technologies</u> – Knowledge of people and people plus the innovation of technology;</p> <p><u>Practices</u> – There are no best practices, but there are certain rules which have to be followed;</p> <p><u>Resources</u> – The people who educate the Netherlands are the most important resource in the mobility sector.</p> <p>Because of their openness to other organizations, the multiplicity is moderate. They use people and IT as resources and technology, which is not diverse, but they focus on collaborations which will provide a lot of information about the sector.</p>
Strategy	<p><u>Differentiation and cost leadership</u> – They are focused on encourage people to travel safely. They try to differentiate with their campaigns, but are in the end focused on cost leadership;</p> <p><u>Degree of innovation and efficiency</u> – Just like the strategy above, they try to create the most effective and efficient way to reach people in the Netherlands.</p> <p>They do not perform a specific strategy, since they focus on the encouragement of people. This is done in several ways, so they try to differentiate, but also look at the costs. The degree of innovation is low, and they are more focused on efficiency. This concludes that they are defenders and perform cost-focus.</p>

Summary ROVO	
Organizational field	<p><u>(Sustainable) mobility sector</u> – Influencing behavior of people by informing people who use the mobility sector;</p> <p><u>Partnerships</u> – Information sharing with all kinds of organizations including governmental institutions. Based on volunteers and representatives of organizations;</p> <p><u>Resources</u> – People and their knowledge as main resources;</p> <p><u>Regulatory agencies</u> – They work together with governmental institutions and have to take regulations into account, but are not influenced by them.</p> <p>According to the theory, the organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Hard to see, but have routinized programs and campaigns every year;</p> <p><u>Patterns of coalition</u> – Routinized meetings and have to follow a prescribed policy. Use products which are standardized;</p> <p><u>Assumptions, values and appropriate behavior</u> – All participants strive for traffic safety and education;</p> <p><u>Awareness</u> – Not committed to change since there are no radical changes in the sustainable mobility sector.</p> <p>They collaborate with a lot of organizations, but work according to routinized meetings and standard policies. Their institutionalization can be called high.</p>
Multiplicity	<p><u>Technologies</u> – Knowledge of people and people plus the information technology to reach and educate more people;</p> <p><u>Practices</u> – They use part of campaigns of other organizations and are committed to the province they operate in;</p> <p><u>Resources</u> – The educators and the volunteers are the most important resource in the mobility sector.</p> <p>They do not use as many technologies as Veilig Verkeer Nederland, and are more focused on the people who are representative or volunteer. Their multiplicity is low.</p>
Strategy	<p><u>Differentiation and cost leadership</u> – They are focused on encourage people to travel safely. They try to differentiate with their campaigns, but are in the end focused on cost leadership;</p> <p><u>Degree of innovation and efficiency</u> – Just like the strategy above, they try to create the most effective and efficient way to reach people, but have no high degree of innovation.</p> <p>They try to differentiate, but are set to the standards of other campaigns. They lead a cost leadership and are more focused on efficiency (defender strategy).</p>

Summary BOVAG	
Organizational field	<p><u>(Sustainable) mobility sector</u> – Stimulate sustainable mobility; <u>Partnerships</u> – Quality brand and controls. On base of contracts. Together with entrepreneurs improving sustainable mobility; <u>Resources</u> – Information technology and its developments; <u>Regulatory agencies</u> – Lobbies at EU and EU regulations are mandatory, but only partly influence their quality standards.</p> <p>According to the theory, the organizational field will be determined by the institutionalization and multiplicity of the organization within the organizational field.</p>
Institutionalization	<p><u>Taken-for-granted prescriptions</u> – Routinized quality controls and plans. They focus on the individual level; <u>Patterns of coalition</u> – The high brand quality and the controls are the bundling factors between all partners and customers; <u>Assumptions, values and appropriate behavior</u> – There are certain (quality) standards which should be followed, and is considered appropriate in the mobility sector; <u>Awareness</u> – No commitment to change. They will not much influenced by incremental changes in the sector.</p> <p>There are a lot of standardized quality controls and plans which should be followed to obtain an appropriate behavior. They work together with selected partners and see no commitment to change within the mobility sector. So we can conclude that the degree of institutionalization is high.</p>
Multiplicity	<p><u>Technologies</u> – IT and the knowledge that provide innovations; <u>Practices</u> – BOVAG set up their own standards and practices; <u>Resources</u> – People, their knowledge and IT are the most important resources to improve efficiency and effectiveness.</p> <p>They use different kinds of technologies, practices and resources. When we have to focus more on the multiplicity, we see that some of the used practices are prescribed and standardized, so multiplicity is lower to moderate.</p>
Strategy	<p><u>Differentiation and cost leadership</u> – Both, but more focus on cost leadership since they want the highest profit margin; <u>Degree of innovation and efficiency</u> – High efficiency and low degree of innovation.</p> <p>They focus on both differentiation in the products they sell as cost leadership to obtain the most profit. Their degree of innovation is low, but their efficiency is high. We can conclude that they have an analyzer and cost-focus strategy.</p>

9.3 Textual research findings for the four organizational fields

9.3.1 Sustainable mobility

▪ Introduction

The sustainable mobility sector is a broad organizational field with a lot of actors which provides different aspects like travel-agencies, insurances and road services for bicycles, motorcycles and cars. Sustainable mobility is a European goal for the following years. This field is emerged because of new innovative technologies, but also needs other aspects, knowledge, cleaner technology and people to achieve this goal. (ACEA, z.d.).

To the question if there is a lot of change/developments during this economic crisis, the outspoken answer is 'YES'. The sustainable mobility field depends on economic growth, improvements of technologies, environmental improvements and the improvement of social responsibilities. Because all aspects should be taken into account, collaborations are important. Governments, fuel companies, associated industries and end users all work together to enjoy personal benefits, but also economic and environmental benefits (ACEA, z.d.).

Government is a key player in this field. The government sets standards, which should be followed by all organizations in every sector, also in the sustainable mobility sector. European rules and regulation should be followed, tax breaks for environment friendly cars, the amount of aggregation ('bijtelling') and the maintenance of the road and traffic management. Because of the maintenance of roads, the government works together with all kinds of other actors within the field. This results in the case that the government is a key partner between all collaborations in this field.

The most recent innovation in this field focuses on the electrical car. Diverse manufacturers, the government and other organizations are engaged with this innovation and try to obtain market share, improve the environment and create a more sustainable mobility.

▪ Organizational field

- Similarity of organizations

At this moment, is the most important aspect within this field is the developments of the electrical car and other developments of technology. In the interviews with the actors the aspect of sustainable mobility sector was clear. The sustainable mobility as organizational field showed not only the necessary technological change (referring to the electrical car), but also the importance of information services which are provided to the end user.

- Key suppliers, consumers and partners

Because of all the developments within this sector, there is more need for partnerships and other connections to organizations within the sector. Actors in this field got knowledge about the theoretical research about collaborations and partnerships. It became increasingly important for companies to collaborate or partnership to survive in the future. For the larger organizations in the sustainable mobility field, it is difficult to collaborate with smaller organizations, like start-ups. It is hard for large companies to collaborate with smaller organizations, since the smaller organizations depend on the financial flows, use of the large network and other benefits of the larger organization.

But it is easy to 'drown' in this large organization and there will be no creativity anymore. There are main collaborations between knowledge and research institutions, car manufacturers, suppliers of electrical charging stations, government and other public organizations.

With the collaborations and contracts in this field, all actors try to gain a win-win-situation. All organizations like to see electrical charging stations, so people can easily ride with the manufacturers' car. For public organizations the profit can be found in the maintenance of the charging stations and car batteries. The car manufacturer has its profit in not creating a new department for maintenance. With the manufacturers of the charging stations it also depends on a maintenance contract. Within collaborations, there is a clear distinction between the market and the awareness of people within the sustainable mobility sector. The car manufacturers and charging station organizations are choosing for the markets (with profit models) while the knowledge and research institutions and government try to make people aware of the technological developments.

By collaborating with different organizations, all actors can find expertise and knowledge outside their own organization and combine this with the knowledge and other benefits they have as a large institution. They can create new opportunities and innovations in this especially technologically changing sector.

More collaborations are performed within this field, and actors find that new and different forms of contracts are necessary between government and market. The public-private-partnership (PPP) is one of the contract forms which are used in the sustainable mobility field (Rijkswaterstaat, n.d.). The governmental institution traditionally performed the construction, management and maintenance of roads and waterways itself, now with the PPP these tasks are transferred to the market. The institution describes the workload and possible outcome, but leaves the design and solutions to the market. Sometimes is the contractor responsible for the design, construction, management, maintenance and financing of the project, these projects having a duration of 20/30 years. Most of the times is the direction of a project and the result, the responsibility of the government.

Also do municipalities, traveler organizations and other NGO's work consciously together with other organizations, because it is preferred that all actors are taken together for new developments within the sustainable mobility field. When a new road is build within a municipality, there are different parties and their votes within the community which have to be taken into account. When forests are cut down, they do not make any friends. A new road through building land of farmers, will not make them happy. The parties have to meet with a lot of different opinions in these developments. Contracts are necessary, since there are so many opinions to meet, this all should be noted and signed within contracts to move the operation.

- Resources and funding sources

New knowledge and the development of technology are the main resources within the sustainable mobility sector at this moment. Because of the rapidity of these developments, it is even more important to collaborate with other parties to keep ahead of competitors. All actors within the sustainable mobility field experience the

technological changes. For example the government is being informed by video-camera about what is happening on the roads, the electrical car will change the whole infrastructure for the gasoline pumps, since the people will recharge their car at home, work or at the mall. All actors within the sector are following the technologies by foot. People, knowledge and technology are the most essential resources within the sustainable mobility sector and field. The Dutch government provides funding sources in terms of available money. The most important funding source is the money of the government to contract organizations for building roads or important maintenance. Next to that, is ICT a new important resource.

- Regulatory agencies

Regulatory agencies do have influence on the sustainable mobility field. There are a lot of EU regulations which should be followed by the Netherlands and its state, and is performed most of the time by the government. The organizations within the sustainable mobility sector should keep their activities within this set-up framework.

- Institutionalization

- Taken-for-granted prescriptions

There are certain prescribed rules within the sustainable mobility sector, which are connected to the regulatory agencies above. There are actors who work according to project-plans, but these are not prescribed by the sustainable mobility field. What is taken-for-granted, is hard to find out as researcher, because all people which are interviewed are working within that sector and just follow their own way and how they have learnt it.

One of the actor in this field assumed that sometimes the goals are not always visible. "They think that sustainable mobility is a sector, while instead it is an ideal. People have to strive to an ideal sustainable mobility sector, and have to work on individual level to accomplish that goal." So what he tells, is that the goals within the sector are set too broad. They have to focus more on the individual level, to achieve the overall goal. This is one example of the taken-for-granted rules. A lot of the actors in the sustainable mobility field have always worked according the way they work now, and are not yet capable enough to change their view to strategies. With the example of the sustainable mobility sector, there will always be looked at the vision (for example, save one billion liters till 2020), but a lot less attention is given at the actual operation on how to achieve it and what strategy should be followed on individual level.

- Patterns of coalition

There are definitely collaborations with other actors within the sustainable mobility field. They try to bundle cooperation's to build a certain proposition in the market and create advantages. Some of the actors try to build a proposition. However, there are a lot of contractual partnerships, joint ventures which are (almost) impossible to create. While there is no certain (individual) strategy, and there is more focused on product strategy, is it hard to meet all expectations of each actor in the field. As written in the report above, there are a lot of collaborations with other parties within the same sustainable mobility sector. These collaborations are contractual, at first on short-term, for example with the car manufacturers, but with for example the governmental institute, there are long-term relationships. This is a general accepted collaboration and it is taken for granted. The coalitions are frequently available and are continuously.

According to Holm (1995), the institutional perspective is that alliances are formed to integrate strategic perspective and recognize multiplicity within the inter-organizational fields. The collaborations with the governmental institute mobility field is an institutionalized partnership. It is seen as normal, the collaboration is continuously present and both companies gain their strategic advantages from this partnership.

- Assumptions, values and appropriate behavior

This part is connected to the 'taken-for-granted' assumptions, but this part is harder to find. As written in the taken-for-granted section, it is hard to see standardized values, or quality controls. In every family, country, organization or sector are certain aspects of appropriate behavior necessary, so also in the sustainable mobility sector. It is clearly now, with the arrival of the electrical car and the government and their regulations, that the values within the mobility sector shift towards a more environment friendly behavior. With all the new technologies and governmental rules, the sector tries to cooperate to achieve the best environment friendly options. A part of this are also the values which are desirable principles or quality-standards. In the sustainable mobility sector there are a lot of quality standards which should be met, especially according to regulations, which are standardized from European laws.

- Awareness of organizations within the organizational field

The government has a lot of influence in the developments within the sustainable mobility field. The government is influenced by the European laws, so indirectly is the development of the sustainable mobility field influenced by the European regulations.

The commitment to change in the way people work is differently across the organization. There are people at the higher management level, which would like the people at the operational level to follow the rules they give. Their commitment to changes is very low. But the people at the operational level, would like to see some things changing. They provide their projects with innovations and try out new methods which fit within the framework which is given.

Some of the actors in the organization would like to change, and work towards a more cooperative place within the sustainable mobility sector, but still use their project plans and other rules to get there. Because of these standardizations, it is hard to adapt quickly to certain changes in the sustainable mobility sector because of the enormous amount of organizations with different management levels. But most actors are committed according to the competitive commitment. There will always be actors who prefer working according to the templates-in-use, while other groups would like to adapt to the environment faster and like to see the organizational strategy changing and reporting directly to the board of directors to make faster decisions.

- Multiplicity

- Technologies

Technology is the most important aspect within the sustainable mobility sector. In this sector, the technology is referred to both the knowledge of new equipment and processes and the technology which comes out of this knowledge. As written in the first part of this paragraph, the technology within the sustainable mobility sector shifts. Now with the technological shift from gasoline and diesel to the electrical cars, it is important that there are electrical charging stations available in the Netherlands.

With the changes in technology, it is important to look at the complexity and uncertainty of the sustainable mobility sector. The uncertainty is not so high, despite the economic recession, the demand for mobility globally grows and people are searching for cheaper and more environmental friendly alternatives. There is a lot of innovation available, but it develops not as quickly. It is not comparable to for example WhatsApp and SMS. Because of the arrival of WhatsApp, the whole market of SMS collapsed. It is more comparable to an 'assassin', new technologies are improved and slowly, the best electrical car is available. But there is a lot of uncertainty within the technology of the mobility sector. Is the electrical car the best way for travelling, or are hydrogen cars the future? The uncertainty is how the sustainable mobility sector will develop. The complexity is still present. Every year, new models come to the market, with better batteries, more comfort and better looks, this is all be assigned to the fast changes in technologies.

- Practices

There are no certain practices, methods or techniques within the sustainable mobility sector. This is because of the uncertainty in what product or service in this field is the most environmental friendly, has the lowest purchasing costs and manufacturing costs. All actors do look at other actors in the field and try to gain advantage of knowledge and the newest technologies, but there is not yet a best-in-class methods, they stick to their own history and regulations. The practices can be closely related to the taken-for-granted rules and the appropriate behavior and assumptions, as written in the part of institutionalization.

- Resources

The resources are also mentioned in the organizational field part. The most important resources is the information technology. But in this section of multiplicity, it is important to see that knowledge, people and technology are also important resources. These aspects help the sustainable mobility sector to grow and change into a larger sector with more participants. Since there are a lot of changing shifts, all resources should adapt quickly in order to gain advantages within the sector.

- Strategic opportunity

- Practice as strategy

In the multiplicity sector, we found out that there are no certain practices within the sustainable mobility field. The field does look at certain aspects that should be taken into account, like degree of environmental friendliness, purchasing costs and manufacturing costs. So the practioners (people who do the work of strategy) are more on organizational level in the field than on field level. Since the government determines through European rules and regulations what is the right way to lower emission and create a better environment, they have a lot of influences in the way the sustainable mobility field works. The practices (the social, symbolic and material tools through which strategy work is done) is different for each actor in this organization. But there is a lot of attention for new developments and innovations, and all actors in this field are willing to stay close to the developments and gain competitive advantages by collaborating with other actors. The praxis (the flow of activity in which strategy is accomplished) in this field is focused on innovation, how does the future look like and how can the field be improved.

- Agency

Looking at the strategy practices above, the focus on developments and how the actors should maintain their advantages is very large. For the big organizations in this field, it is hard to let go their routinized way of working, and are looking for a more strategic agency. But the difference between these two is too big. Since the sustainable mobility field is not changing as fast as other innovations or developments, the field is focusing more on the present and try to find their sense making agentic strategy.

9.3.2 Traffic safety

▪ Introduction

The traffic safety field is another field in the mobility sector. It is focuses on traffic safety and especially on informing people who use the roads and how they should do that, to improve traffic safety and conditions. It consist out of actors who are dedicated to inspire, encourage and actively involve participants of the road in road safety. This field is created to strive for safe and secure mobility for everyone. In this field, governmental agencies, police, civil society organizations and other businesses and actors work together to influence behavior in order for a more safe mobility sector (ROVO, z.d.).

The economic recession has certainly influence on the traffic safety field. Since the traffic safety field has a lot of actors, most of these actors are working through another company and on a voluntary basis. In this field are national and regional campaigns necessary to reach participants of the roads and that has to be paid. This is partly done by the government, but since the Dutch government is cutting down budgets, subsidy is lower in all service fields, and so also the traffic safety field. Other actors have a hard time to pay all their costs, so sponsorship contributions are lower, and to collect money out of these sponsorships takes more efforts than before. Because of the voluntary people within the field, which provides a project group which consist out of representatives from all participating organizations, and other volunteers, they can keep their costs low and still provide campaigns for traffic safety.

▪ Organizational field

- Similarity of organizations

This field is more focused on influencing the behavior of people who use the mobility sector and try to change the way the participants of the roads think and improve the safety in the Netherlands. A lot of actors in this field work together with government, municipalities and organizations to improve traffic safety and therefore operate in the sustainable mobility market.

- Key suppliers, consumers and partners

In this traffic safety field, it is important to have close relationships with partners, since without these relationships and collaborations, there is less opportunity to achieve a safer traffic and mobility sector. They perform knowledge exchange, create new ideas, set up campaigns which provides information about rules which are set through the government. The more collaborations and partnerships there are, the more people will be influenced by the campaign they are supporting, and more traffic users are aware of the dangerous situations they could cause by using drugs, drinking too much alcohol or calling or texting with their mobile phone. There is no competition in this part of the mobility sector, since all parties work together to achieve the highest traffic safety of the Netherlands. Municipalities, governmental institutions, provinces, police, business

organizations and other actors are represented in control groups to determine campaign strategies for traffic safety, new enhancement actions, advice about communication resources and perform knowledge exchange between partners.

- Resources and funding sources

The most important resource for the traffic safety field are people and their knowledge. The people over think the campaigns, projects and programs for different ages, trying to find the right way to educate people about the best way to behave in the mobility sector. People are then used to spread the mission and vision, and use the campaigns to educate children and elderly people, trying to reach as many people as possible in the Netherlands. People spread this education, but next to knowledge as important resource, has also the information technology an important aspect in spreading the campaigns. With the use of web pages, advertisements on television and small movies, the cooperation with all the different parties all over the Netherlands, they try to reach as many people as possible to create a safer usage of the mobility sector. The people who educate the campaigns, but also the people who learn from the campaigns are the most important resource within the mobility sector, since they have influence in the safety and sensibility of the sustainable mobility services.

- Regulatory agencies

Since a lot of actors work together, including the Dutch government, businesses and municipalities, a lot of the Dutch rules, laws and regulations should be taken into account. The laws and regulations determine how people should behave on the roads, and all actors try to promote the appropriate behavior through collaborations with other parties. From the governmental institutes there is no policy-maker, since this consists out of volunteers from other (sustainable) mobility sectors and fields.

- Institutionalization

- Taken-for-granted prescriptions

Also in this traffic safety field, there are taken-for-granted prescriptions, which are sometimes hard to see. The actors are always looking for the best campaigns to make people aware of the dangerous traffic usage and try to change their behavior. There are routinized programs (Children and Traffic, Youth and Traffic, Driving under Influence, Seniors and Traffic and others) which are specified on specific groups. Every year new campaigns will be developed for these programs. Automatically the volunteers will be taught how they have to teach their focus group in a more safe traffic usage. These are certain routinized programs which automatically work within the traffic safety field.

The same with collaborations. It is usually not normal that all kinds of actors, organizations, municipalities, government and others collaborate. But in this field, it is normal and no actor should ever rethink these collaborations and partnerships

- Patterns of coalition

As written in the organizational field part, there are a lot of collaborations with all kinds of organizations and actors in the field. Especially the relationship with people, the volunteers, is on regular basis, since they determine new campaigns, provide colleges, help children cross streets or are looking for donations and sponsorships. Together with all the partnerships, they try to create a safe mobility sector and provide information to those who need it and create a field of safe traffic. They also formed special project

groups, with representatives of all partners and actors in the field. In their regular meetings, they try to focus and develop different campaigns and projects and try to achieve a safe mobility sector. Because of their close cooperation, immediately all necessary organizations are available to have their opinion in new developed campaigns, and let this flow into their own organizations.

- Assumptions, values and appropriate behavior

There are certain quality standards and principles for traffic safety in the Netherlands. And next to that, are there always assumptions and a vision of appropriate behavior. It is only hard to find this out. When we compare it to the taken-for-granted prescriptions, these two aspects are closely related. All actors within this traffic safety field strive for the same appropriate behavior of all people who use the traffic and mobility sector. All parties involved want to educate a certain appropriate behavior and value, and think that this behavior is necessary in this sector, to create a safer environment. They create this behavior by promoting the campaigns and projects which stimulate people to follow rules and regulations from the government.

- Awareness of organizations within the organizational field

The traffic safety field is not committed to change the way they work, but to change the way people think. The mission in this field is to create a safer mobility sector, which will continuously be present when cars and bicycles are being sold. The way of working within this traffic safety field will not change if there are no radical changes, so they keep working according to their standards.

- Multiplicity

- Technologies

The most important technology for the traffic safety sector or field, is the knowledge of people and the people themselves. People are using mobility, use the roads and determine how safe everybody on the road is. The actors in this field are thinking about campaigns on how to reach people to use the mobility sector in a safer way. Volunteers are educating at schools, organizations and through television on how people should behave to create a safer mobility environment. Next to the people is the IT an important technology. With use of internet, computers and other technologies, are meetings set, new ideas rapidly distributed and made it easier to make fast decisions. With the use of the information technology, children and adults can be educated and can the actors execute campaigns and projects through television, internet and other canals.

There is no uncertainty or complexity in this kind of technology, since people will exist and will keep using the roads and other traffic facilities in the mobility sector. The traffic safety field not complex, uncertain or unpredictable. Since mobility is continuously available and the (sustainable) mobility sector will not change radically, the traffic safety field still has dangerous traffic users and is it necessary to educate people to create a safer environment. And also because of that, the uncertainty and unpredictability keeps low. When there are radical changes in the mobility industry (safer cars, internal knowledge in cars, less accidents) the focus of the traffic safety field will be different.

- Practices

There are no specific best practices, but in this traffic safety field, there are certain rules on how to educate people in the Netherlands. The volunteers and other actors have prescribed templates on how to educate children at school. Their main goal is to make the mobility safer by educating people on how to use the mobility sector.

- Resources

The resources are also already discussed in the organizational field part, where was determined that in the traffic safety field the most important resource is people. All actors, the people from the businesses, the municipalities, the volunteers and the people who should be educated. The collaboration between all different parties will improve efficiency and effectiveness of the desire to a complete safe sustainable mobility sector. The people over think the campaigns, projects and programs for different ages, trying to find the right way to educate people about the best way to behave in the mobility sector. People are then used to spread the mission and vision, trying to reach as many people as possible in Overijssel.

- Strategic opportunity

- Practice as strategy

The traffic safety field is a complete different kind of field than the sustainable mobility field. There is a visible group of practioners (people who do the work of strategy), since there are project groups with representatives from all different actors in the field (municipalities, police, government, organizations and others). This group defines how the campaigns for traffic safety should be spread to reach all road users and what the next step will be in that organizational field. The practices (the social, symbolic and material tools through which strategy work is done) focuses more on the individual actors. While all actors in the project group have regular meetings, they use their interaction for new ideas and the next steps. The use of internet technology is excellent for these groups, since they can meet online, but can also quickly respond by mail if someone has comments on certain topics. The praxis (the flow of activity in which strategy is accomplished) focuses on traffic safety and how to reach all people in the Netherlands with the campaign. It depends on how people are driving nowadays and what kind of accidents that occur regularly.

- Agency

The strategic agency of the traffic safety field focuses on routinized behavior, since all campaigns which were made always reached actors in the mobility field. With the changing internet technologies, they adapted to a more social media focus, but also keep performing the way they have done. Their focus is thus both on the routinized and sense making agency, while they have to meet the technologies of the future, but keep working the way they have always worked. When they want to look in the future, it is hard to say how their campaigns look like, since with all the innovations and developments, there is no information available about how the mobility sector looks like in the future.

9.3.3 Recreation close to home

- Introduction

The field 'recreation close to home' is one of the four fields which are being observed. This field is one of the most comprehensive fields with all kinds of actors. Members of mobility institutions, governmental institutions and other organizations try to connect

to each other and create more recreation possibilities close to home. Nature and parks are attractive for the people in the Netherlands, is less expensive and easily accessible. The goals of the recreation close to home field focuses on better quality of recreation, nearby recreation (closer to home), easily accessible and less expensive.

This field is close connected to the economic crisis, since people in the Netherlands do not spend their money on expensive adventure parks or other recreational trips. It is also closely connected to sustainable mobility sector, while people do not drive extensively to go to special parks and will be better for the environment.

- Organizational field

- Similarity of organizations

The similarity of organizations within this sector is differently. Recreation close to home includes actors which provide walking or bicycle trips, day- or weekend trips and holiday accommodations. All organizations within the field do have one thing in common, since they all want to provide special trips nearby people's homes which are free or less expensive than other trips across the country or Europe.

- Key suppliers, consumers and partners

In the 'recreation close to home' field, the suppliers are mostly families with children and do not have enough money to bring them to an expensive holiday or daytrip somewhere in the Netherlands or in Europe. Through different providers all sorts of trips are provided, from free to more expensive trips, for all people in the Netherlands.

There is close collaboration between insurance companies, travel agencies, other actors who provide trips and the internet shops. The collaboration between the actors is not totally necessary for better advantages in the field, but through wholesalers on the internet, the provided actors gain knowledge and people can easily contact them for recreational trips.

They all try to provide special trips and recreation close to home for all people, from poor to rich, and create a win-win situation, both for the organizations as for the people who use the providers for their trips. The collaboration between consumers and the providers is based on one single contract, while the partnership between for example the providers and internet providers is based on long-term contracts.

- Resources and funding sources

The most important resource within the 'recreation close to home' field is the (information) technology and people. Through the internet, television, radio and telephone, the products are told and sold to the consumer. Also for the associations with members, new recreational activities are being created to give parks a new look and make it more attractive for public. Through the internet can people also give tips and recommendations about for example a park, how clean it was, what activities were available and how the price-quality is. Trips can be promoted, discount actions can be given and people can be attracted by pictures and stories people tell.

New developments are not necessary for this field, but maintenance of parks, lakes and other 'free' available recreational places is necessary.

- Regulatory agencies

The 'recreation close to home' field is not necessarily based on European or Dutch rules and regulations, so there are no regulatory agencies in this field. The most important mission of the actors in the recreation close to home field, it to provide different kinds of recreational trips (among others walking, bicycling, parks and swimming) in a different cost range, created for all poor and rich people in the Netherlands. The actors in the field try to gain market advantages and make profits. Some of the institutions for members, just want to give their members better services and provide trips with cost reductions.

- Institutionalization

- Taken-for-granted prescriptions

Before the economic recession hit the trips of people, there was not always information available about parks and free recreation close to home. Since there is more question for less expensive trips, the actors in the 'recreation close to home' field have pointed their activities toward easy accessible parks, routes and activities for lower costs. Before the recession, the taken-for-granted prescriptions were focused on expensive trips for people, in the Netherlands, but also through Europe. It is hard to find out what prescriptions are precisely taken for granted, but this is one of the largest visible aspects.

- Patterns of coalition

There is no specific best-practice in the 'recreation close to home' field. The actors do not collaborate on a large scale with each other, but the field is more focused on a competitive market, where every actor tries to gain the best competitive advantages. In the field, the actors provide their own services, and focuses on the quality of life of people in the Netherlands. Now with the economic recession, people are focusing more on how expensive their trips are, if it is easy accessible and available for the whole family. There are no specific routines or long-term relationships in this field.

- Assumptions, values and appropriate behavior

This is also part of the taken-for-granted prescriptions. There are no certain standards, but they focus on the quality of life and look how consumers spend their money. In every field, there are certain aspects of appropriate behavior and standardized or routinized assumptions, but it is hard to find in this field. All actors in the field act among their own rules, because this recreation close to home field is more based on competition and try to provide the best services for the people who need it (both poor and rich). The actors try to give a better quality of life by providing free, or lower cost recreational services.

- Awareness of organizations within the organizational field

There is not a lot of commitment to changes in the way they work. The actors in the 'recreation close to home' field are focusing on the current situation of their consumers and react to the needs they have. Because there are no long-term contracts, they can change their strategies to meet the consumers' needs. There is no need to collaborate with other parties, since the field is focused on competition.

- Multiplicity

- Technologies

The most important technology in this field is the IT and people. Looking at the future, everybody is striving for recreation closer to home, because of the costs, but also

accessibility for all family members. They do not meet with new innovations, since the IT is their way to communicate to their consumers' competitors and customers. Through the internet, television, radio and telephone, the products are told and sold to the consumer. Trips can be promoted, discount actions can be given and people can be attracted by pictures and stories people tell. The people as actors in the field, look how the quality of life is in the Netherlands, and by market research find what the desires and needs are, looking at the recreational trips. The uncertainty is not high, but also not low, since the economic recession can easily be over, but also can get worse. The advantage of the actors in this field is that they can easily adapt to changes and provide new trips in each price category.

- Practices

The practices can be closely related to the taken-for-granted rules and the appropriate behavior and assumptions, as written in the part of institutionalization. It is hard to find out if there are certain practices, methods or techniques within the field. The actor follows the rules the higher management of the organizations set up. There are delivery and payment conditions for some of the trips and should be followed by everyone in that organization. But is different for each organization within this field. The actors do look at other competitors, to look at the best-in-class methods, but stick to their own history and regulations.

- Resources

The most important resources in this field are the IT and people. Through IT and with the use of (the knowledge of) people, the products and services can be sold or informed. The knowledge and people are necessary to improve quality of recreation close to home, encourages people to drive more environment friendly and make less costs, for both the actors and the consumers. The IT is their way to communicate to their consumers' competitors and customers. Through the internet, television, radio and telephone, the products are told and sold to the consumer. Trips can be promoted, discount actions can be given and people can be attracted by pictures and stories people tell.

- Strategic opportunity

- Practice as strategy

The recreation close to home field is again a total other sector, where practitioners are available at the organizational level, and not at the field level. Since there is not so much collaboration between actors in this field, this is not performed on a field level. The practices (the social, symbolic and material tools through which strategy work is done) they use especially the information technologies to get the attention of their possible consumers and try to have a competitive advantage in the recreational field. Their praxis (the flow of activity in which strategy is accomplished), is closely related to the economic developments in the Netherlands. When consumers have no money to spend on recreation close to home and other trips, the actors in this field need to change their offers and maintain the good quality of life in the Netherlands.

- Agency

The agency focus is both on routine and sense making. All the actors in this field work according plans that were set up in the past. Looking at the present, they do have to strategically change some things, but there are no major changes. Because of the developments in technologies, they can adopt quickly to the market. The most important

aspect in their past and present focus, is how the quality of life is for people in the Netherlands and what influence the economic recession has on the expenditures of the consumers.

9.3.4 Assistance en route

▪ Introduction

The assistance en route field is a broad field with little actors. In the Netherlands there are only two main assistance en route providers. When consumers need road assistance for their car, bicycle or motorcycle, there are only a few actors in the assistance en route field who will provide information and services to find the best solution. Next to the help by malfunctions of their vehicles, the actors also provide information services when accidents happened and try to contact their members and other road users by providing information through internet, navigation, radio and the internet.

Of course are the changes and developments through the economic crisis visible in this field. People have older cars, more trouble on the way and are not willing to become a member of an association which provides assistance en route. The provided services have been changed, since more people use the roads. There is more road assistance necessary and with the newest technologies and functions in cars.

▪ Organizational field

- Similarity of organizations

At this moment, is the most important aspect within this assistance en route field is to provide information and services for mobility users. Because of the technological changes in vehicles, there occur new sorts of problems and more assistance en route is necessary to keep the consumers on the road.

- Key suppliers, consumers and partners

Because of all the developments within the mobility sector, there is more need for partnerships and other connections to organizations within the mobility sector, and especially with the car manufacturers, government and information providers.

Till the moment when theoretical research was done to collaborations and partnerships. It became increasingly important for companies to collaborate or partnership to survive in the future. Some of the actors in this field have trouble with collaborations, because they want to provide the services on their own way. Nowadays when collaboration can be set up easily, and connections can be made through the internet it is a logical step for the future. The government has video surveillance on the roads, and can see possible problems with traffic users.

With the contracts with car manufacturers, the actors in the assistance en route try to gain a better competitive position. When problems with vehicles occur, they can access through the car manufacturers to the board computer of the cars and can find out where the problem is. Also with the new developments in electrical cars, both parties have advantages in a fast reparation of the vehicles, to create value for their own organizations and provide great services to the vehicle users.

By collaborating with different organizations, all actors can find expertise and knowledge outside their own organization and combine this with the knowledge and

other benefits they have as a large institution. They can create new opportunities and innovations in this especially technologically changing sector.

- Resources and funding sources

New knowledge and the development of technology are the main resources within the sustainable mobility sector at this moment, so also at the assistance en route. Because of the rapidity of the mobility developments, it is even more important to collaborate with other parties to keep ahead of competitors. All actors within the sector are following the technologies by foot. People, knowledge and technology are the most essential resources within the assistance en route field. Still the availability of knowledgeable people in the assistance en route industry is the most important. They provide the service to the road user and have knowledge about malfunctions of the vehicles.

- Regulatory agencies

Regulatory agencies are not influencing the assistance en route field. There are a lot of EU regulations which should be followed by the Netherlands and its state, but are not focused on the assistance en route activities. The organizations within the field do have to keep their activities within a set-up framework from the higher management level.

- Institutionalization

- Taken-for-granted prescriptions

There are certain prescribed rules within the sustainable mobility sector, which have influence on the assistance en route field. Also the actors in this field have certain routines, follow plans and fill in forms, which are set up by the higher management functions. These plans and forms are not set up by the assistance en route field, but specified per organization or actor in the field. What is taken-for-granted, is hard to find out as researcher, because all people which are interviewed are working within that sector and just follow their own way and how they have learnt it.

The main goal of the actors in the assistance en route field is to provide the best services for the consumers and help them get back on the road. This is their mission and they should do it according to routinized plans and always in a friendly way. They are more focused on the individual consumer and vehicle they ride in, since the problems in that area should be fixed.

- Patterns of coalition

There are definitely collaborations with other parties. The actors try to bundle their knowledge, especially with knowledge from sister-actors abroad. The actors in the assistance en route live on the members of their organizations, which is based on contracts. Since there is no certain (individual) strategy, and there is more focused on service strategy, is it hard to meet all expectations of each consumer. The collaborations in this field are contractual, at first on short-term, for example with the car manufacturers, and their members or the consumers, but with governmental institutions for providing information, they have a long-term relationships. This is a general accepted collaboration within the field, and it is taken for granted. The coalitions are frequently available and are continuously.

- Assumptions, values and appropriate behavior

As in all the other organizational fields, these parts are connected to the 'taken-for-granted' assumptions, and are hard to find out as an outsider. In every family, country, organization or sector are certain aspects of appropriate behavior necessary, so also in the assistance en route field. It is clearly that the people who help consumers on their way are friendly and should work according to some specified plans and forms. A part of this is also that desirable principles or quality-standards should be taken into account by the actors. In the vehicle manufacturing field there are a lot of quality standards which should be met.

- Awareness of organizations within the organizational field

This is an important question for the assistance en route field. In all the information above, it is clear that assistance en route should change their way of working because of the new innovations and developments in the vehicle manufacturing field. The assistance en route actors should quickly adapt to certain changes in the mobility sector, but also have knowledge about older technologies in vehicles. There are always people who prefer working according to the templates-in-use, while other groups would like to adapt to the environment faster and like to see faster adaption to a changing field.

- Multiplicity

- Technologies

Technology is one of the most important aspects within the assistance en route field. The technology is referred to both the knowledge of new equipment and processes of vehicles and the ability of people to repair malfunctioned technologies. As written in the first part of this paragraph, the technology within the sustainable mobility sector shifts. Now with the technological shift from gasoline and diesel to the electrical cars, it is important that there is more knowledge about new vehicles than in the past.

With the changes in technology, it is important to look at the complexity and uncertainty of the assistance en route sector. There is both high and low uncertainty in this field. High uncertainty when vehicles cannot be repaired and new malfunctions occur which are not known. The low uncertainty in this field is because the assistance en route is always necessary.

- Practices

There are certain practices, methods and techniques within the assistance en route field. They way vehicles are made, should take the information of the car manufacturers into account. They cannot change entire parts of the vehicle, and standards are set by these organizations. There is both high and low uncertainty in this field. High uncertainty when vehicles cannot be repaired and new malfunctions occur which are not known. The low uncertainty in this field is because the assistance en route is always necessary. Especially now, with more occasions than ever, older cars and more malfunctions on the road. There are meetings with car manufacturers for training about special vehicles, but there is also collaboration with assistance en route associations abroad. The practices can be closely related to the taken-for-granted rules and the appropriate behavior and assumptions, as written in the part of institutionalization.

- Resources

The resources are also mentioned in the organizational field part. The most important resource for the assistance en route is technology and people. People who repair the

malfunctions of technologies in vehicles. The consumers depend on the knowledge of the people who fix their vehicles and help them to get on the way as quickly as possible.

- Strategic opportunity

- Practice as strategy

The assistance en route field is both connected to the sustainable mobility field as the traffic safety field. The practioners (people who do the work of strategy) are high in the management level, and also in this field, it is organized on a more organizational level instead of field level. They define how the organization has to work and maintain their market share in that field. The practices (the social, symbolic and material tools through which strategy work is done) Because the actors work together with comparable actors abroad, the practices are deliberately looked over by all parties and try to share the knowledge they have. This knowledge will be passed to the lower levels in the organizations and they have to follow the given strategy. As told above, praxis (the flow of activity in which strategy is accomplished) of the strategy is focused on the new developments of vehicles, partnership with actors abroad and knowledge accumulation.

- Agency

The agency focus is both on routine and sense making. All the actors in this field work according plans that were set up in the past. Because of the developments in technologies, they try to adapt quickly to the market, but the developments in the mobility industry do not take a leap at the knowledge of the actors in this field. The most important aspect in their past and present focus, is how to get people back on the road without any problems on their vehicle.

9.4 ANWB – Together we benefit

Organization description

To test the theoretical framework in chapter three, the case of the ANWB is used. The “Algemene Nederlandsche Wielrijders-Bond” (A.N.W.B.) was founded in 1883 in Utrecht as an association and in the following years, the scope of their working area broadened enormously. This is partly due to the upcoming cars, availability of water sports, holidays to camping’s and walking tourism in the Netherlands. Because of this widened area, the A.N.W.B. chose in 1905 to change its name to Koninklijke Nederlandse Toeristenbond ANWB (Royal Dutch Tourism Federation ANWB). The association ANWB has almost 4 million members, and strives for safety, clear information and comfort of use and fun for everyone who drives, travels or recreates. The ANWB wants to be the most attractive interests and service provider.

At this moment, the department Strategy and Innovation of the ANWB has developed a new vision for the ANWB, called Ambition 20|20. This Ambition is developed while society is changing rapidly and the period up to 2020 is expected to remain economically unstable. In this Ambition it is indicated what the organization wants to accomplish in 2020 and what the roles of the different departments are to achieve this. The main premise of Ambition 20|20 is ‘Together we benefit’. Organizations cannot longer separate themselves from their environment and have to create value for their environment and individual clients alongside value for themselves. With the use of the ‘win-win-win’-method, the ANWB wants to realize the Ambition 20|20. These methods imply that value has to be created at activities, products and services, both for society, customers and organization. To create this value, the ANWB wants to develop a pioneer role, so that the ANWB, together with her members, bring behavioral changes to society and can make a difference.

To correctly fulfill this pioneer role, the ANWB focused on 4 themes (see figure 4) within the Ambition 20|20 which manifest in four social issues within the influencing areas of the ANWB:

- 1) Sustainable mobility: stimulate sustainable transport and other forms of mobility
- 2) Traffic safety: improve personal safety in traffic (for both young and old)
- 3) Recreation close to home: make nature and parks nearby attractive and accessible
- 4) Assistance en route: from secondary help to roadside: bad luck, damage and care for moving without worries.

The focus will lie on the four areas of the ANWB, because the changes of the future will occur within these themes. As stated in the literature review, the organizational field is important to determine when companies want to recognize opportunities.

Organizational fields of the ANWB

While the four themes of Ambition 20|20 are the fields filled with opportunities for the ANWB, it is important to define the four themes in field characteristics according to the operationalized characteristics defined in the literature review. According to DiMaggio and Powell (1983) organizational fields are organizations that constitute a recognized area of institutional life: key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products. When we look at the figure above, the four theme’s, and therefore the four organizational fields, are very widespread.



4 Themes of Ambition 20|20 – Together we benefit