

**An institutional
entrepreneur changing
the institutional logics of
an organizational field**

A case study of Tony's Chocolonely

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Thesis

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Preface

In front of you lies the thesis 'An institutional entrepreneur changing the institutional logics of an organizational field'. This thesis is written in context of the graduation from the master Strategic Management at the faculty Business Administration of the Radboud University Nijmegen. The research has been conducted from February 2022 till August 2022.

In consultation with my supervisor Stephanie Koornneef, the research question was developed. To answer this research question, qualitative research has been conducted. Therefore, I would like to thank the lecturers of the strategic management master's program for sharing their knowledge.

Additionally, I would like thank Tony's Cholonely for making it possible to do a case study of this organization. Furthermore, I would like to express my appreciation to the students from the thesis circle for their feedback and the collaboration on the data collection.

In particular I would also like to thank my supervisor and 2nd examiner Monic Lansu for the feedback and support. Lastly, I would like to thank my friends and family for their moral support during my graduation phase.

I wish you a lot of reading pleasure.

Gwen Vrenken

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Abstract

Drawing on interviews, newspaper articles, internal documents, this thesis investigates how institutional entrepreneurs change the institutional logics of an organizational field. Research have been done towards institutional entrepreneurs maintaining the institutional logics in an organizational field, although never from the perspective of an institutional entrepreneur changing the institutional logics of an organizational field. In this thesis the opportunity arose to examine an organization that wants to change the institutional logics of an organizational field. A single case study towards chocolate brand Tony's Cholonely provides insight in how an institutional entrepreneur takes action to change the logics of the organizational field. The findings describe several ways that account for how institutional entrepreneurs change the institutional logics of an organizational field. By creating awareness, creating social movement, creating social activism, and lobbying for legal change an institutional entrepreneur is able to change the institutional logics of an organizational field. By explaining how an institutional entrepreneur is able to change the institutional logics of an organizational field, this study provides a deeper understanding of this occurrence and contributes to the literature of institutional entrepreneurship, institutional logics, and the organizational field.

Keywords: institutional entrepreneurship, institutional logics, organizational field.

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1. Introduction

Chapter one will discuss the topic background (§1.1), the gap (§1.2), the relevance of this thesis including the research question (§1.3), the used method (§1.4), and provides a structure of this thesis (§1.5).

1.1 Topic background

Institutional entrepreneurs are actors who leverage resources to create new or transform existing institutions (DiMaggio, 1988; Maguire et al., 2004; Garud et al., 2007). Researchers have examined different types of actors that act as institutional entrepreneurs, including: individuals (Fligstein, 2001; Kraatz & Moore, 2002; Lawrence & Phillips 2004; Maguire et al., 2004); organizations (e.g., Garud et al., 2002; Hensmans, 2003; Dejean et al., 2004); networks (Dorado, 2005); associations (Demil & Bensédrine, 2005); and social movements (Rao et al., 2000; Lounsbury et al., 2003). However, researchers have explored more complex questions such as whether individuals, organizations or collectives are able to act as institutional entrepreneurs. Accordingly, this thesis examines the work of an institutional entrepreneur as individual and organization.

That institutional entrepreneurs leverage resources to create new or transform existing institutions have been shown in a study of Tracey et al. (2011). This study showed how institutional entrepreneurs create new organizational forms and shed light on the relationship between individual, organizational, and societal level institutional processes when creating new organizational forms. The study of Tracey et al. (2011) explicitly showed how an institutional entrepreneur introduces a new organizational form to tackle homelessness and combine the established institutional logics of for-profit retail and nonprofit homeless support – a process called ‘institutional bridging’ (Tracey et al., 2011 p. 60). However, little is known about institutional entrepreneurs changing the institutional logics and create new institutional logics.

Several scholars define institutional logics as a pattern of material practices, assumptions, values, beliefs and, rules by which it provides meaning to their social reality (Jackall, 1988; Friedland & Alford, 1991; Thornton & Ocasio, 1999). Thornton and Ocasio (1999 p. 804) define institutional logics as ‘the socially constructed, historical patterns of material practices, assumptions, values, beliefs and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality’. Logics are the predominating beliefs that create connections and a common purpose allowing those within a field a sense of grounding, orthodoxy, and habituated

normalcy. It is through logics that organization, actors, and institutional entrepreneurs are woven into one another (Friedland & Alford, 1991; Scott, 2013). The study of Harris and Holt (2013) showed how the organizational field of general dental practice copes with the two logics that dominate how dental care is assessed. More explicitly, this study shows how institutional entrepreneurs combine the institutional logics of business-like health care and medical professionalism to maintain the institutional logics of the organizational field. Yet, this study of Harris and Holt (2013) showed how institutional entrepreneurs maintain the institutional logics in an organizational field. Little light is shed on how institutional entrepreneurs change the institutional logics in an organizational field.

Organizational fields are clusters of organizations and occupations whose boundaries, identities, and interactions are defined and stabilized by shared institutional logics (Scott, 2013). In other words, an organizational field needs to have shared institutional logics that are woven into all members of an organizational field. However, on a field-level perspective there are multiple institutional logics and the existence of competing logics (Kitchener, 2002; Reay & Hinings, 2005; Greenwood & Suddaby, 2006). Therefore, institutional entrepreneurs change the institutional logics and create new shared institutional logics. Yet, organizations in the organizational field are often embedded within prevailing institutional logics. The study of Greenwood and Suddaby (2006) showed that when organizations are confronted with new ideas, it stimulates awareness of alternative institutional logics. Therefore, institutional entrepreneurs are not only faced with initiating new institutional logics, but also overcoming the embeddedness within prevailing institutional logics.

1.2 Gap

Although the aforementioned studies have shown that institutional entrepreneurs can make changes in organizations (Emirbayer & Mische, 1998; DiMaggio & Powell 1988; Garud et al., 2007). More explicitly, by combining established institutional logics (Tracey et al., 2011) and to maintain the institutional logics in an organizational field (Harris & Holt, 2013). However, little is known about how an institutional entrepreneur change the institutional logics of an organizational field. Specifically, members of an organizational field are often reluctant to change (Oliver, 1992; Gilbert, 2005), especially when a change would potentially harm their profit. Consequently, an institutional entrepreneur is not only faced with initiating new institutional logics, but also overcoming the embeddedness within prevailing institutional logics. Building on this tradition, this thesis explores how an institutional entrepreneur change the institutional logics of an organizational field.

1.3 Research relevance and research question

1.3.1 Scientific relevance

This thesis will contribute to the literature on institutional entrepreneurship, institutional logics, and institutional theory. No research has yet been done towards an institutional entrepreneur changing the institutional logics of an organizational field. It is interesting to examine in what way institutional entrepreneurs can manage to change the institutional logics of an organizational field. So that it can be mapped out what kind of techniques institutional entrepreneurs use to change the institutional logics of an organizational field. This can be compared to future research to see if these techniques are the most effective in changing the institutional logics of an organizational field. These insights can also be useful concerning (the development of) strategic or business models that focus on changing institutional logics. This thesis will also contribute to knowledge about the relationship between the concepts of institutional entrepreneurship, institutional logics, and change in an organizational field, given that organizations that change the institutional logics of an organizational field take on the role of an institutional entrepreneur. Additionally, the insights of this study can be assessed in subsequent studies, for instance in other industries. Last, this research provides a better understanding of institutional entrepreneurs changing the institutional logics of an organizational field.

1.3.2 Societal relevance

This research will define the techniques of institutional entrepreneurs changing the institutional logics of an organizational field. In this case study, the mission concerns subject with social relevance; trying to reach a sustainable and socially responsible goal for the organizational field. By changing the institutional logics, the organizational field will be motivated to reach the same sustainable and socially responsible goal. The knowledge of how to change the institutional logics is can be beneficial for the organizational field. Therefore, it is of importance to organizations in the organizational field and perhaps to other organizations in other organizational fields as well, in order to adapt to these changing institutional logics. Because of the social effect of this mission, the industry will realize the effects of this research both the internal and the external environment.

1.3.3 Research question

Hence, the motivation for this study is to contribute to a better understanding on how organizations are able to act as an institutional entrepreneur in order to change the institutional logics of an organizational field. More specifically, this research motivates the following research question: *How do institutional entrepreneurs change the institutional logics of an organizational field?* This resulted in several sub questions:

1. Which techniques are used to maintain the institutional logics of an organizational field?;
2. Which logics do institutional entrepreneurs introduce to change the institutional logics of an organizational field?;
3. How do institutional entrepreneurs take action to change the institutional logics of an organizational field?

The first sub question will be answered with the use of the theoretical background. This sub question focuses on the techniques that already have been studied about maintaining the institutional logics in an organizational field. This study's significance, therefore, stems from the unique insights it will provide into how an institutional entrepreneur is able to change the institutional logics of an organizational field. Moreover, this study goes beyond earlier research since this study examines how an institutional entrepreneur change the institutional logics of an organizational field.

1.4 Methods

This research is a qualitative single case study to investigate the effects of institutional entrepreneurs changing institutional logics of an organizational field. First of all, literature research is used to get a full understanding of the concepts. To specify this research, the organizational processes of Tony's Cholonely is looked into. Therefore, interviews with employees of Tony's Cholonely who are working on managerial and strategical level of the organization are conducted. The aim of the research is to study how Tony's Cholonely, as a role of an institutional entrepreneur, manages the organizational processes of changing the institutional logics of an organizational field.

1.5 Thesis structure

The outline of this study is as follows. In this first chapter, the cause and relevance of the research problem were given. Furthermore, the research objective and research question are formulated. In the second chapter, an outline of the relevant theory is given and relations between the different concepts will be proposed. In the third chapter, the methodology of this study is described. Also, the research designs and ethics will be discussed in this chapter. The fourth chapter contains the results of the analysis that was conducted. The fifth chapter contains a conclusion of the results. Furthermore, the theoretical and managerial implications are discussed. In the last paragraphs the limitations of this study, the directions for future research and the role as a researcher are described.

2. Theoretical background

Chapter two presents the theoretical background for this thesis, which gives an understanding of the theories and concepts that are of relevance for this research. Furthermore, this chapter provides an answer on sub question one “*Which techniques are used to maintain the institutional logics of an organizational field?*”.

2.1 Institutional entrepreneurship

Institutional entrepreneurs are actors who leverage resources to create new or transform existing institutions (DiMaggio, 1988; Maguire et al., 2004; Garud et al., 2007). They can be individuals (Fligstein, 2001; Kraatz & Moore, 2002; Lawrence & Phillips 2004; Maguire et al., 2004); organizations (e.g., Garud et al., 2002; Hensman, 2003; Dejean et al., 2004); networks (Dorado, 2005); associations (Demil & Bensédrine, 2005); and social movements (Rao et al., 2000; Lounsbury et al., 2003). An example of an institutional entrepreneur is Tesla who is an organization trying to accelerate the global transition to sustainable energy and who is the first organization who made an entirely electric car (Tesla, 2022). Another example is Teun van de Keuken, an individual who was striving for 100% slave free chocolate and eventually created Tony’s Cholonely (Cholonely, 2022). These studies showed that institutional entrepreneurs are the actors who created new institutions by leveraging resources and change the organizational field.

Building on Battilana’s et al. (2009) definition of institutional entrepreneurship, those actors must fulfill two conditions to be regarded as institutional entrepreneurs; (1) initiate divergent changes; and (2) actively participate in the implementation of these changes. Only actors who initiate divergent changes, that is, changes that break with the institutionalized template for organizing within a given institutional context, can be regarded as institutional entrepreneurs (Greenwood & Hinings, 1996; D’Aunno et al., 2000; Amis et al., 2004; Battilana, 2006). The institutionalized template for organizing, often referred to as an institutional logic (Friedland & Alford, 1991; Dobbin, 1994; Thornton, 2002, 2004; Suddaby & Greenwood, 2005), is a field’s shared understanding of the goals to be pursued and how they are to be pursued. Therefore, institutional logics is an important aspect within institutional entrepreneurship.

To go further into depth on the two conditions actors must fulfill to be regarded as institutional entrepreneurs. Divergent change can be initiated within the boundaries of an organization and/or within the broader institutional context in which an actor is embedded.

Active participation in change efforts is the other requirement for institutional entrepreneurship (Garud et al., 2007). Actors must therefore actively mobilize resources to implement change to be regarded as institutional entrepreneurs. For example, the introduction in the early 1980s of a new model for organizing within US law firms (Sherer & Lee, 2002). Previously, the institutionalized model for organizing within law firms had been the Cravath model. In 1982, a highly regarded New York law firm broke with the Cravath model by creating another model. By implementing a change that diverged from the institutionalized model for organizing within the organizational field, the law firm effectively acted as an institutional entrepreneur.

However, the environments that institutional entrepreneurs enact to garner control of resources are not just material, they are also symbolic (Thornton & Ocasio, 2008). According to Thornton and Ocasio (2008) symbolic resources consist of cognitive structures that shape organizational structures. Moreover, the cognitive component will be discussed in the next section on institutional logics.

2.2 Institutional logics

According to Boxenbaum and Battilana (2005), and Scott (2008) institutional logics have three components, a cognitive, normative, and regulative component. The regulative, normative, and cognitive components are also divided in formal and informal forces, in order to shape the behaviour in the organizational field. The formal institutional force is the regulative component (Meyer & Rowan, 1977; DiMaggio & Powell, 1983; Scott, 2008) and the informal forces are the normative and cognitive component such as norms and values (North, 1994; Matten & Moon, 2008; Tolmie et al., 2019). The cognitive component contains if it is objectively true. A normative component is about the consideration whether it is legitimately. The regulative component contributes to the legal measurements. With these components, the institutional logics shape the way people can imagine when trying to solve a problem. The three components will be further explained in section 2.3 Organizational field.

Furthermore, institutional logics provide rules of action that help actors cope with ambiguity and cognitive limitations by highlighting particular issues and problems (Thornton, 2002; Boxenbaum & Battilana, 2005). The rules of action that institutional logics provide are enforced through a comprise a set of assumptions and values about how actors should interpret organizational reality, about what represents appropriate behavior, and about what constitutes success (Jackall, 1988; March & Olsen, 1989). Although much of the literature about institutional theory highlights the role that dominant institutional logics play in

promoting consistency within organizational fields, research have shown that competing logics can also provide the movement for institutional change and transformation.

For instance, in the aforementioned study of Tracey et al. (2011). The competing logics for-profit retail and nonprofit homeless support created a new organizational form for a social enterprise with the aim of providing employment for homeless people. This study shows that combining different established institutional logics, can provide movement within an organization. Although this study shed light on how combining established institutional logics make change in an organization, little is known about how new institutional logics change an organizational field.

Research on institutional logics adopting a field-level perspective has emphasized the existence of competing logics within the field. For example, in a qualitative analysis of U.S. academic health centers, Kitchener (2002) explores the effects of competing managerial and professional logics on the responses to merger initiatives. Reay and Hinings (2005) adopt a similar approach to understand change in organizational fields. Reay and Hinings (2005) emphasized the role of competing institutional logics as part of a radical change process in Canadian health care organizations. Greenwood and Suddaby (2006) focus instead on contradictions between institutional logics in organizational fields and suggest that boundary bridging organizations are sources of change in institutional logics. Furthermore, the study of Greenwood and Suddaby (2006) showed that awareness, openness, and motivation to adopt alternative logics decrease the reluctant to change within prevailing institutional logics. Greenwood and Suddaby (2006) show techniques which institutional entrepreneurs can use to maintain the institutional logics in the organizational field. In the next paragraph other techniques will be discussed.

In order to answer the research sub question one on which techniques institutional entrepreneurs use to maintain the institutional logics of an organizational field, the study of Harris and Holt (2013) has been examined. Harris and Holt (2013) showed which techniques institutional entrepreneurs use to maintain the institutional logics in an organizational field. In this study the field of dental care showed multiple institutional logics. Though, two logics dominate on how care is assessed: business-like health care and medical professionalism. The constant interaction and contingency are the techniques on how to maintain the institutional logics of an organizational field. Logics provide coherence and meaning in the form of value norms and procedural standards, they are only ever sedimented through structures as processes (Cooper et al., 1996). Through new organizational forms, differing technologies, differing actors, and expanding or imploding economies, actors have to work continually at

weaving the institutional logics. Thus, studies showed that constant interaction, contingency (Harris & Holt, 2013), awareness, openness, and motivation to adopt the institutional logics (Greenwood & Suddaby, 2006) are techniques that institutional entrepreneurs use to maintain the institutional logics in the organizational field.

2.3 Organizational field

DiMaggio and Powell (1983) define the organizational field as “those organization which in the aggregate, constitute a recognized of institutional life: key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products” (p. 148). The virtue of this unit of analysis is that it directs the attention not simply to competing organizations, as does the population approach of Hannan and Freeman (1977), or to networks of organizations that interact, as does the interorganizational network approach of Laumann et al. (1978), but to the totality of relevant actors. In doing so, the field idea comprehends the importance of connectedness (Laumann et al., 1978). Connectedness means the existence of transactions tying organizations to one another: such transactions might include formal contractual relationships, participation of personnel in common enterprises such as professional associations, labour unions, or boards of directors, or informal organizational-level ties like personnel flows. A set of organizations that are strongly connected to other organizations constitutes a clique (Laumann et al., 1978). This connectedness creates a shared vision in the organizational field.

When they are strongly connected, organizations tend to be isomorphic, or similar, in their structure and practices because they operate under a shared system of rules – regulative, normative, and cognitive schemas – derived from a common social environment (DiMaggio & Powell, 1991). Legal institutions are part of that environment, and isomorphic processes are thus a mechanism through which law changes the organizational field. Law facilitates the regulations (first mechanism) within an organizational field, such as the tax code rules governing the structure and activities of non-profits (DiMaggio & Powell, 1983 p.150). The normative component (second mechanism) occurs when professionals who have similar training, such as lawyers or human resource managers, diffuse common practices through professional associations and then bring those practices back to the organizations of which they are a part (DiMaggio & Powell, 1991). A third mechanism is the cognitive component. The cognitive component is related to the actors’ perceptions of reality. As the cognitive processes of the involved actors are influenced by their cultural context, the actors’ way of

behaving can be interpreted as a result of their internal representations of their environment. The aforementioned three components refer to the institutional logics that shape the organizational field. Shaping institutional logics ensures that an organizational field has regulative, normative, and cognitive rules that stimulates the connectedness in the organizational field. It is of importance to this thesis to investigate how an institutional entrepreneur is able to change these regulative, normative, cognitive rules and shape the institutional logics in an organizational field.

2.4 Conceptual model

In this research three main concepts are discussed: institutional entrepreneurship, institutional logics, and the organizational field. By doing a case study there will be examined how an institutional entrepreneur change the institutional logics of an organizational field.

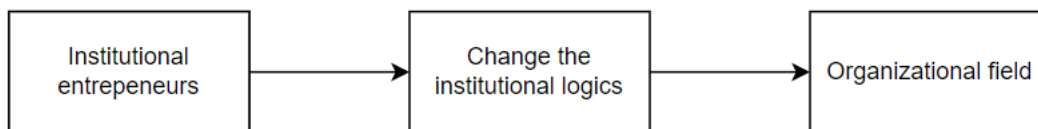


Figure 1.1 Conceptual model

3. Methodology

This chapter includes the research methodology for this qualitative case study, regarding the process of institutional entrepreneurs changing institutional logics of an organizational field. In more detail, this includes an explanation of the qualitative single case study that is applied, performed by using semi-structured interviews.

3.1 Research method

A qualitative case study allows the researcher to provide descriptions of the participants' experiences to support or confront theoretical assumptions (Meyer, 2002). A qualitative study makes it possible to understand the relationships between the variables of this research. The purpose of this research is to study how institutional entrepreneurs change the institutional logics of an organizational field. Because little is known about the context, a case study can be applied here. Case study research is generally used to build a new theory to gather more knowledge (Myers, 2020). Therefore, this research will be inductive and exploratory. Jebb et al. (2017) define exploratory data analysis as “The mode of analysis concerned with discovery, exploration, and empirically detecting phenomena in data” (p. 265). Hence, a case study is applicable in this research to ensure going in depth of the material.

A case study is appropriate for studying a complex phenomenon within a specific context (Baxter & Jack, 2008). Eisenhardt (1989) defines it as follows “The case study is a research strategy which focuses on understanding the dynamics present within single settings” (p. 534). This single case study of Tony's Cholonely will study the role of an organization, as a role of institutional entrepreneur, changing the institutional logics of an organizational field. According to Yin (2009), a revelatory case is a reason to conduct a single case study. This reason is applicable in this research. In this situation, the researcher has the opportunity to observe and analyze an organization or phenomenon that is inaccessible for other researchers. The unique opportunity to have access to these insights can therefore be described as a special circumstance (Yin, 2009).

3.2 Case Tony's Cholonely

The case that is studied in this thesis is the organization Tony's Cholonely, a Dutch chocolate producer who strives for 100% slave free chocolate. Tony's Cholonely started in 2003 when a journalist named Teun van de Keuken was investigating the extent of the chocolate industry's human right abuses, including modern slavery and child labor. In 2005

the first chocolate bars were produced in order to change the norm in chocolate and to prove the industry that treating free of modern slavery was possible.

Since 2017 is Tony's Cholonely market leader in the chocolate market. They strive to produce chocolate that is 100% slave free. Tony's Cholonely have been working hard on refining the Tony's Cholonely Sourcing Principles for slave free cocoa. They believe that chocolate companies need to include all five sourcing principles in their relationship with the cocoa farmers, which are the following ones:

- Traceable cocoa beans, trade directly and on equal footing with cocoa farmers and cooperatives;
- A higher price, pay the price that enable cocoa farmers to earn a living income and run their farm;
- Strong farmers, work together to professionalize farming cooperatives;
- The long-term, ensure that the farmers and cooperatives get at least five years commitment to sales at a higher price, giving them income security and enabling them to make better choices;
- Improved quality and productivity, invest in agricultural knowledge and skills related to growing cocoa and other crops (Cholonely, 2022).

Tony's Cholonely believes that with using all five sourcing principles, the relationship with cocoa farmers becomes better and it will lead to the main goal of Tony's Cholonely, become 100% slave free.

This thesis will examine how Tony's Cholonely can change the institutional logics of an organizational field. This is an extreme case because Tony's Cholonely faces grand challenges to create broad awareness for fairtrade products. For instance, the statement of Tony's Cholonely where they attract the attention for the modern slavery and illegal child labor (Cholonely, 2022). Therefore, Tony's Cholonely started a petition called 'Sweet Solution' and supports the call for legislation that obliges companies to tackle abuses in the supply chains. They got the attention from the media by making the package of their chocolate bars in the same design as the competitors who according to Tony's Cholonely do not support the ending of unfair cocoa production.

Another example of Tony's Cholonely is the statement about the societal sugar problem, which they named 'I'm bad for your health' (Cholonely, 2022). With this statement they confess that their chocolate bars are part of society's sugar problem. They create awareness for the challenge society is facing (Henry & Ranawana, 2012). This

specifies that Tony's Cholonely is a unique organization who deals with imposing challenges and make statements to create awareness.

Furthermore, in this thesis the challenge for Tony's Cholonely is to change the institutional logics of the organizational field. This single case study of Tony's Cholonely offers the opportunity to examine this challenge in depth.

3.3 Data Collection

Because of the use of a single case study approach, different data collection methods are combined (Yin, 2009). Qualitative data is obtained by using multiple sources, this research applies triangulation of data (Myers, 2020). The first part of the data collection will consist of acquiring documentary information. There will be documentary information acquired of Tony's Cholonely using archives, newspaper articles, already conducted surveys and interviews, activities on social media and their own media platforms (Eisenhardt, 1989). This documentary information provides an appropriate understanding of the history and current activities of Tony's Cholonely that will result in the capability of questioning the right subjects during interviews. Reading newspaper articles will provide objective facts, contrary to opinion and columnists. Therefore, newspaper articles will be the focus point. Thirty newspapers and five annual reports about Tony's Cholonely were used. The five biggest newspapers from the Netherlands are chosen to conduct extra information. These five newspapers are: the AD, Volkskrant, NRC, Telegraaf and Trouw. The thirty newspapers are listed in appendix 2. The other documents contain internal documents of Tony's Cholonely.

A data collection tool is needed in order to provide the possibility of capturing variations in responses and to reflect on the role of Tony's Cholonely to change institutional logics of an organizational field. To achieve this, semi-structured interviews will be used. With interviews, a richer source of information could be collected from a small number of people. Semi-structured interviews are interviews with predetermined questions, but the interviewer can still ask for clarification (Griffie, 2005). This enabled flexibility to grasp the individual perceptions of the interviewee (Bryman, 2011). It also enabled the interviewer to ask questions such as "how" and "why" to make sure in-depth knowledge of perceptions is gained.

3.3.1 Research participants

Research participants were generally selected based on their ability to provide rich descriptions of their experiences and because of their willingness to articulate their

experiences (Crabtree & Miller, 1992). The interviews were realized via one contact person at the head office of Tony’s Cholonely. The researcher asked the contact persons to select participants who worked on a managerial level, who would be able to contribute to the research topic and who were able to articulate their experiences (Crabtree & Miller, 1992). Gender and age did not play a role in the selection of research participants. This case study is done with participants from the thesis circle, meaning multiple students take part in the research and more data can be collected. If all employees are willing to participate, conducting interviews stops when a point of saturation is reached. This is the moment that incremental learning, emerging of new information and examples, is minimal because the researchers have observed these examples before (Eisenhardt, 1989). Research of Marshall et al. (2013) recommend fifteen to thirty interviews in a single case study. Although attempts are made to achieve this number of interviews, due to time limit and a small number of (managerial employees) ten interviews are conducted with managers from different departments. The interview participants are listed in the table below.

Employee	Function
Umut	First Aid Kid (chocofan insights captain)
Steven	Salesmanager Benelux
Peter	Salesmanager
Bram	Brand manager
Erik	E-commerce manager
Juliette	Brand manager bars Benelux & Beyond
Bibianne	Princess Creatrix (marketing manager Benelux & Beyond)
Ester	Countrymanager Benelux & Beyond
Belinda	Impacticular Storyteller & Cholonely Foundation Manager (impact editor)
Lisette	Sales manager Dutch retail team

Table 1 Interview participants

3.3.2 Interview guide

An interview guide was developed for the employees of Tony’s Cholonely. This interview guide is divided into four topics; personal questions, questions related to the strategy of Tony’s Cholonely, questions related to institutional logics, institutional entrepreneurship &

institutional change and questions related to competition and imitation. The interview guide is shown at appendix 3.

To investigate whether the employees differ in their perceptions about the strategy of Tony's Chocolonely, questions like "Can you tell in your own words what Tony's Chocolonely stands for? Goals, mission, and vision etc.?" and "How do you notice that Tony's Chocolonely is contributing to change in the chocolate industry and what does your job contribute to this?" were asked. To understand the perceptions of the employees about the institutional entrepreneurship and institutional change, questions as "How do you ensure that your consumers or other groups contribute to change in chocolate industry?" and "How do you balance that twofold goal of profit and sustainability?" were asked. To understand the perceptions of the employees about institutional logics, questions as "What standards and values does Tony's Chocolonely value?" and "What is the impact of these norms and values on Tony's Chocolonely's strategy formation?"

The interviews lasted approximately forty minutes each. Most interviews were held via zoom due to time management. Two interviews were held at the head office of Tony's Chocolonely at Amsterdam.

3.3.3 Data analysis

After conducting, the interviews were transcribed by using the recordings of the interviews. The participants being interviewed, spoke in their native or preferred language so they could easily say exactly what they intended to. Therefore, the transcriptions were made in the same language, to avoid errors and other problems that could result from translation as well as maintaining the original words and the intended messages spoken by the participants. Transcriptions were made of the essence of the answers, which resulted in a transcription without unnecessary words and repetitions that did not have a meaning.

The outcomes are analyzed, after conducting and transcribing the interviews. At first the answers related to the questions from the interview guide were coded using ATLAS.ti. The questions are divided into different themes, these themes are data driven and emerge without trying to fit the data in a certain model or frame (Myers, 2020). These questions are related to the strategy, institutional entrepreneurship, institutional change and competition and imitation. This way of working helps to identify patterns and overlap among the interviews. Furthermore, these different patterns and overlaps will be compared to the documentary information consisting of internal documents and newspaper articles, which also

will be coded. These three information sources combined create triangulation. This will be used to formulate an answer to the research question.

Because this research is done within a thesis circle, there are three researchers interviewing and coding. Before the coding process started, the researchers discussed topics that are important in order to answer their research question. This provided a clear focus for each researcher for coding the interviews. The researchers coded one interview together to manage the same coding style, concerning the reliability of the research. The coding of the other interviews and documents was divided. Hence, there was more time to collect data and code all documents. The axial and selective coding was done as a group.

3.4 Quality of the research

The quality of the research is important. In qualitative research, the quality of the research is dependent on the researcher. Reliability and validity, both internal and external, are needed for high-quality research (Bleijenbergh, 2013). Internal validity means 'measure what you want to measure' (Bleijenbergh, 2013). The researcher should check if there is a systematic distortion in the way the researcher observed or analyzed. In this research, the internal validity is guaranteed through the structuration of the interviews, which will decrease the chances of desirable or context-specific answers. The external validity means that the researcher is able to generalize the findings. The literal outcomes of a single case study are not generalizable in qualitative research, but the patterns underlying the studied phenomenon can be. A study can give a detailed description of a social phenomenon in an organization. It also can find a specific pattern in the way the social phenomenon occurs. The general patterns at the base of the studied phenomenon are generalizable. According to Bleijenbergh (2013) it is called analytical generalization. Reliability means the results of the analysis cannot be distorted because of coincidental deviations (Bleijenbergh, 2013). In qualitative research, reliability is often replaced with the possibility of verification of the data collection. Therefore, the researcher has to make clear which choices were made during the selection of data sources and keep registering interviews and observations. To verify the exact process, the researcher will make sure the research process is documented in a way that it is possible to do so.

3.5 Limitations

There may be some possible limitations in this thesis. This research consists of a qualitative case study. According to Myers (2020) there are several limitations of doing case study research. The first limitation mentioned is that the researcher has no control over the situation.

In practice, this means that if Tony's Cholonely is suddenly taken over by another company or goes bankrupt, there is not much the researcher can do about it. Another limitation of a case study research is that it can be difficult for inexperienced researcher to focus on the important issues and that it is time-consuming research. It takes time to gain access, to do the empirical research, and to write down the results.

Another limitation is the data collection. Interviews are conducted with employees of Tony's Cholonely. If the problem arises that a little number of employees wants to take part in an interview, the outcomes of the research will have a low reliability. In that case there will be less focus on managers and employees concerning the strategy of the organization and employees in other layers of Tony's Cholonely are invited to take part.

3.6 Research ethics

Because this research involves people, research ethics are important. Ethical issues contain, for example, concern consent, data ownership, confidentiality, and anonymity (Wiles et al., 2006). Research participants, such as interviewees, might want to stay anonymous and want their answers managed confidentially. The researcher will make sure that this will be guaranteed. First, when an interview is held, the participant will be informed about the goal of the study and the way the provided data is managed. For the data management the participant will sign a form which states that they know what they are participating in, and consent to doing so. To guarantee that the answers are kept confidentially, everybody who has access to the data will sign a confidentiality agreement. Therefore, the data is kept safe and secure and only the three students from the thesis circle had access to the data. Furthermore, the researcher does not have any affiliation with the organization that is studied, the objectivity of this study is guaranteed.

4. Results

This chapter will present the results of the data collection and data analysis. The theoretical background of chapter 2 and the results of the data analysis in chapter 3 make it possible to answer the following research question of this thesis: “How do institutional entrepreneurs change the institutional logics of an organizational field?”. The results explain how Tony’s Cholonely change the institutional logics of the organizational field. The results of ten interviews and research towards thirty news articles and five annual reports are shown. Furthermore, during the interviews with employees of Tony’s Cholonely, the strategy is examined concerning the role of institutional entrepreneur changing the institutional logics of an organizational field. It is remarkable to see that the company is extremely motivated to achieve their mission, 100% slave-free chocolate. This cannot be achieved by one organization on its own, that is why Tony’s Cholonely changes the institutional logics to make a difference in the organizational field.

Through the coding process of the data collection, all the data is coded via open coding, axial coding and selective. The open and axial codes can be found at ATLAS.ti. The meaning of the different colors of the axial codes are clarified in appendix 4. The selective codes are assigned, consisting of making impact, being an example, and entrepreneurial. The relevant codes for this thesis are shown in a table via the Gioia Method in appendix 5

The results are discussed in two interrelated sections. These sections are divided in the two sub questions. First, it will be discussed which institutional logics Tony’s Cholonely introduce to the organizational field (§4.1). Second, it will be discussed how Tony’s Cholonely takes action to change the institutional logics in the organizational field (§4.2).

4.1 Which institutional logic does Tony’s Cholonely introduces to change the institutional logics of the organizational field

In the theoretical framework, it has already been mentioned that institutional logics on field-level face competing logics (Kitchener, 2002; Reay & Hinings, 2005; Tracey et al., 2011). Following the interviews with Juliette and Peter, Tony’s Cholonely faces competing logics in the organizational field. According to Ester the organizations in the organizational field are focused on profit maximization. Therefore, Tony’s Cholonely started their organization to change the logic of profit maximization to a logic that focus on the unfair working conditions and slavery in the chocolate industry. The competing logics in this organizational field are the logic of profit maximization and the logic of fairtrade. Tony’s Cholonely wants to change the institutional logics in the organizational field by the fairtrade logic and show the

organizational field that you can still make profit with this logic. The norms, values, and beliefs they want to implement in the organizational field are described in their mission. Tony's Cholonely therefore acts as an institutional entrepreneur changing the logics of the organizational field.

To understand the role of Tony's Cholonely and their mission, questions to describe the mission of Tony's Cholonely and what they stand for were asked. Tony's Cholonely is an entrepreneurial leading organization which excels in fairtrade and 100% slave free chocolate. According to the data collection, 100% slave free chocolate is the main reason customers choose Tony's Cholonely over other chocolate brands. Every employee is taught that the mission of 100% slave free chocolate is supreme at Tony's Cholonely; this mission always comes first, and the focus is always on spreading this mission in the chocolate industry. As aforementioned, every employee is taught that the mission of 100% slave free chocolate is supreme at Tony's Cholonely. According to the information about the internal strategy, Tony's Cholonely shows how their achieving its mission and what challenges they are experiencing (internally) in doing so. In the interviews it appeared that Tony's Cholonely is looking for a certain mix of employees. Because even though the social mission is supreme at Tony's Cholonely, they still need to make profit to be able to show the organizational field that you can make profit and be socially responsible. Umut explains how Tony's Cholonely keeps the balance between being socially responsible and making profit.

“That is quite strange, of course, the contradiction between profit and being socially responsible. For us they are not two contradictions. That is very weird in my eyes and the two contradictions can work totally fine together. If you create a product or service that adds value to a global or local society. Whether that is making the climate just a little bit better or making society better, so that you help people who are economically disadvantaged. If you create a service or a product that adds value, and you can make money from it, that is totally fine right? We show that it is possible and that it should be the norm.” - Umut

Furthermore, the mix of employees consist of idealistic people and more commercial people. All employees of Tony's Cholonely are mission-driven and meet the four key values of Tony's Cholonely: being positive; being outspoken; being willful; and being entrepreneurial. Belinda is asked what the most important (management) skills within Tony's Cholonely are.

“Those are four very well-chosen core values that you must have in order to do this. Because actually that combo ensures that you stay positive, that you keep trying new things, that you dare to speak out, that you have an opinion and that you just like to do things differently, because it is simply different. There are no examples. So, if you have that, then you can do this job. And of course, you just have to be analytical, strategic, commercial and you do have to want to grow. But that is just the basis for working in food. And then you do have to have that social mission, you do have to believe in making the world just a little bit better.” - Belinda

Regarding to hiring new employees, Tony’s Cholonely wants new employees to be familiar with the norms, values, and beliefs of Tony’s Cholonely. By selecting the new employees who are familiar with the norms, values and beliefs, Tony’s Cholonely ensures that the mission of Tony’s Cholonely is spread through the entire organization. In doing so, Tony’s Cholonely is a step closer in order to achieve the goal of 100% slave free chocolate.

“Our biggest challenge is to familiarize all new Tony's with Tony's Way of Working, its culture and way of working – Tony’s annual FAIR report 2016/2017

The motivation of Tony’s Cholonely to implement the institutional logic of fairtrade is due to the bad working conditions and slavery in the chocolate industry. The interviewees explained the motivation of Tony’s Cholonely extensive. Tony’s Cholonely is not a marketing organization but an impact organization. They want to ensure that the farmers get a living income and making profit is not their priority. The quotes below indicates this.

“We are an impact company. So, if everyone starts doing it the way we do, and if Tony's is only 1% big or very small, our mission will have been accomplished and we will stop.” – Ester

*“They can hardly make chocolate out of it anymore. Literally that is not so bad, but figuratively there is every reason for great concern. Cocoa farmers in Côte d'Ivoire, the world's largest supplier of the raw material for chocolate, are very dissatisfied with their government's policies.... They also feel squeezed by their own government.”
– Article 24*

The last quote indicates the problems in the chocolate industry. The social problems in the chocolate industry consist mainly of illegal child labor and ‘modern slavery.’ Illegal child labor includes working below the minimum age, working below the minimum wage, doing dangerous work, working too long, and working during school hours. Tony's Cholonely considers modern slavery to be any form of forced labor or exploitation of people as well as the worst forms of child labor. Other organizations in the industry have an interest in keeping the price of cocoa as low as possible and that modern slavery as well as illegal child labor is driven by a model that seeks maximum profit in the chocolate industry. The motivation of Tony's Cholonely is to end these problems and make chocolate 100% slave free and to prove the organizational field that making profit is not the priority anymore. This is confirmed by the quotation below.

“And it is to show to the outside world of look: you can make a profit and still pay your higher price to the farmers. But we really make a much lower percentage of profit than companies like Nestlé, Mars and Mondelez, really much less. And that is where another great point comes in and I think that's interesting for you guys. That is just that minimum viable-profit model, why do you always have to make maximum profit? You can also just earn a little less, do something good for someone else, right? That feels very good” - Ester

Tony's Cholonely created ‘Open Chain’ for the collaborations, to be able to achieve their mission of 100% slave free chocolate. Organizations that join the Open Chain can copy the way of sourcing cacao beans. In this way they contribute to preventing the poor living and working conditions of farmers in Ghana and Ivory Coast.

“If more parties join the Open Chain, you see that a lot more cocoa has sourced through the Open Chain. So, you just see what we do is getting bigger and bigger and therefore making more and more impact” – Lisette

“Now it is really on that long term collaboration and yes then banish modern slavery. If you pull it even bigger than yes, then you naturally want to set a good example and that is also a mission and that is also to inspire other companies to the way of working

with the open chain to join and thus to be able to achieve even more impact worldwide” – Bram

These quotes show that the Open Chain principle is working on achieving the mission and changing the institutional logics in the organizational field. Tony’s Chokolonely is on its way to create a significant and revolutionary international impact through Open Chain, stated in the annual report of 2020 by the CEO Henk Jan Beltman. More success will motivate other organizations to also join the Open Chain and therefore stimulate the way of working and copy the norms, values, and beliefs (institutional logic) of Tony’s Chokolonely.

For Tony’s Chokolonely, taking responsibility is very important. That is why they have established five collaboration principles that they expect every organization to adhere to, both organizations they collaborate with and other organizations in the organizational field. These principles consist of; pay a fair price, traceable cacao beans, long-term agreements, farmers stand strong together, improve quality and productivity together.

“If companies adhere to the 5-principles model, this should already have a great impact on the life situation of a lot of these children in West Africa.” – Peter

The five principles are invented for the contact between organizations and the cacao farmers in Africa. The principles are also for the relationship between Tony’s Chokolonely and their partners to make long-term agreements. The five collaboration principles are central when an organization wants to be partner of the Open Chain. Albert Heijn’s own brand, Delicata, is a frequently mentioned example during the interviews and in the annual report. Albert Heijn has become a partner through Open Chain and now copies the way of purchasing using the five principles of Tony’s Chokolonely. By bringing in such a large organization, Tony’s Chokolonely hopes that other big organizations will be encouraged to source their resources in this way as well, indicates Peter.

When Tony’s Chokolonely gets more partnerships, the five collaboration principles and Open Chain support in changing the norms, values, and beliefs of the partner organizations. It can be interesting for organizations to be part of the Open Chain for a longer term. Just a collaboration or a short-term agreement is less attractive for an organization. Organization can really invest in the changes made with purchasing their cacao beans via the five collaboration principles. If organizations really invest in the changes, the working method of Tony’s Chokolonely with their norms and values become bigger in the organizational field.

This is the reason an institutional entrepreneur like Tony's Cholonely wants to motivate other organizations in the organizational field and change the institutional logics of an organizational field. Thus, Tony's Cholonely introduces the logic of fairtrade to hopefully replace the present institutional logics (profit maximization) and to achieve their goal on 100% slave free chocolate. The next section indicates the actions Tony's Cholonely takes to be able to change the institutional logics in the organizational field.

4.2 How Tony's Cholonely takes action to change the institutional logics in the organizational field

Four interrelated categories can be derived from the collected data regarding to what Tony's Cholonely's activities are focused on changing the institutional logics of the organizational field. These categories are: creating awareness of the problems in the industry and provide solutions to it; creating social movement; creating collective activism; and realizing legislation that supports the mission of Tony's Cholonely. Those four categories are interrelated but discussed in subsections to ensure an appropriate overview. The first category that will be discussed is the creation of awareness.

4.2.1 Creating awareness

Tony's Cholonely aims to create awareness with various purposes regarding the problems in the chocolate industry and the change that organizations in the organizational field can bring about. Three categories are focused on in creating awareness and relevant for this thesis: (non-)consumers, retailers, and politics/politicians. Tony's Cholonely sees great value in making consumers, retailers, and politics/politicians aware of the problems in the cacao industry. This help of external forces gives Tony's Cholonely the ability to put pressure on the other organizations in the organizational field. Overarching is the aspect of storytelling. By storytelling, Tony's Cholonely tells its mission, which problems exist in the organizational field (chocolate industry) and how those problems can be overcome. Additionally, Tony's Cholonely tries to show the organizational field that it is possible to conduct business in a fairtrade way and also being profitable. First, the creation of consumer awareness is addressed. By telling consumers Tony's Cholonely's story and making them consciously choose for Tony's Cholonely, adds well as by extension increasing market share, Tony's Cholonely ensures that consumer increasingly hold organizations accountable. In this way, pressure can be exerted from society on organizations in the organizational field.

“And we want chocolate fans to be aware of the inequality in the packaging of some of their favorite sweet treats. When consumers and retailers ask questions and demand fair chocolate, chocolate companies are forced to take responsibility.” - Tony’s annual FAIR report 2020/2021

“We do want to activate that group to spread even more words from us.” - Erik

Tony’s Cholonely makes consumers aware of the problem in different ways, for example with information and ‘call to actions’ on and in the wrappers of its chocolate bars (see Appendix 6 for an example). Tony’s Cholonely also uses their chocolate bars in other activities trying to create awareness, for instance at events, campaigns, and conferences as illustrated below.

“We always ask the organization to buy two Tony's bars for everyone in the audience; one for those who come to listen to us and one to share honestly” - Tony’s annual FAIR report 2014/2015

“In the run-up to the vote we talked to many companies, political parties, NGOs, and child rights organizations and in the meantime, we have become nice lobbyists. Before the spring recess started, we sent all political groups two bars of chocolate with a handwritten card: Vote for Child Labor Duty Act.” - Tony’s annual FAIR report 2018/2019

Besides campaigns and conferences Tony’s Cholonely also organize protests to demonstrate against the bad living circumstances of farmers and the child labor. Tony’s Cholonely is willing to protests everywhere to create awareness for the problems in the cacao industry. The quote below validates this.

“In September, the Choco truck started driving again, and this time on its way to the mass protest in Washington.” - Tony’s annual FAIR report 2020/2021

Tony’s Cholonely has their so called ‘Choco truck’ on the road, which allows them to drive through a country, where people can read about the mission and buy chocolate bars. With

these actions consumers get more in touch with Tony's Cholonely and are more aware of the problems in the cacao industry. Lisette indicates that it is important to make the consumers also part of spreading the message Tony's Cholonely want to share. If consumers and retailers are more aware of the problems and know the mission of Tony's Cholonely, they can start questioning on how other organizations are managing with these problems in the cacao industry. Organization then can get forced to take responsibility.

Furthermore, Tony's Cholonely is also creating awareness by being present at events, schools, and conferences where they give presentation and spread the mission of Tony's Cholonely. In addition, there is a Tony's Cholonely movie and book written about Tony's Cholonely. Tony's Cholonely also provides presentation materials for people who want to elaborate on the concept of the 'institutional entrepreneur' as a scientific subject. Furthermore, they create awareness through free publicity articles, by making use of influencers, through cooperating with the Cholonely foundation that supports the creation of awareness, and by being active on social media. Moreover, Tony's Cholonely is known for its ludic actions, such as the 'Sweet Solution Campaign'.

"Through, for example, our Sweet Solution campaign, in which we made bars that tasted and resembled those of competitors." – Article 4

"To give Big Choco a push in the right direction, we launched our Sweet Solution campaign this year. Bars inspired by familiar chocolate flavors, but now produced according to Tony's five collaboration principles. The campaign was a great success. Chocofans and the Dutch marketing sector (because we received awards for our hard work!) contributed greatly to bringing attention to the issues." - Tony's annual FAIR report 2020/2021

The Sweet Solution is a campaign in which chocolate bars of four big organization in the organizational field were copied and their packaging design was used on the wrapper of a Tony's chocolate bar. It was a way to show the consumers that these chocolate bars were produced in a 100% slave free manor, because this is not the case with the actual chocolate bars of the brands. Tony's Cholonely wanted to show with this campaign that these big organizations can also source cacao in fair way and cannot hide from reality anymore. Tony's Cholonely uses campaigns to introduce a serious subject in a funny way, indicated by Ester.

According to Lisette, who has a sales function, the wide variety of activities to attract attention is necessary because creating awareness among consumers is seen as a challenge. Tony's Cholonely tries not to incur any costs from advertisements. However, Lisette mentions that Tony's Cholonely may need to start thinking about this.

"That is really very difficult. Consumers have very little attention, they do not stand in front of a shelf for long. Look, the inside of our wrappers is completely filled with information. Well, really, I think 1% of consumers actually open the wrapper and read it. For the rest, everybody rips it open and throws it in the garbage when the chocolate is eaten. So, I sometimes think that we have been a little naive in that, that we thought people would read all that. I still think that really, yes, being on TV, just advertising, that those are somewhat the touch points in the end, which are very expensive, but through which you do reach the masses." - Lisette

Second, about creating awareness, Tony's Cholonely has started to focus more creating awareness among retailers, because retailers can decide globally what is sold and where. Therefore, retailers can have a lot of influence on organizations. For instance, retailers can ask questions to suppliers about their practices and demand fairtrade chocolate. The quotation below illustrates this.

"And we want chocofans to be aware of the inequality in the packaging of some of their favorite sweet treats. When consumers and retailers ask questions and demand fair chocolate, the chocolate companies are forced to take responsibility." – Tony's annual FAIR report 2020/2021

Third, creating political awareness is another important activity for Tony's Cholonely. In politics and regarding governments, awareness is created with petitions and lobbying. This will be further discussed in sections 4.2.2 on Collective activism and 4.2.3 on lobbying for legal change. Tony's Cholonely tries to get the awareness of politics/politicians in several ways. For example, they have sent an open letter to a minister (Sigrid Kaag); sent chocolate letters to political groups; spoke with politicians, political parties, political leaders, and non-governmental organizations (NGOs); have shown Tony's Cholonely's movie at the ministry; and from coalitions to show broad support for legislation. Tony's Cholonely also

uses its chocolate bars and bar wrappers in various awareness and lobby activities in politics, such as when it gave bars to people in political groups.

“Before the spring recess started, we sent all political groups two bars of chocolate with a handwritten card: Vote for Child Labor Duty Act.” -Tony’s annual FAIR report 2018/2019

Tony’s Chokolonely has previously underestimated the importance of politics, the next part of Tony’s annual FAIR report 2014/2015 shows this.

“We can conclude that we as Tony's have overlooked the importance and influence of politics in the past. So, from 2014 onwards we started to actively tell our story there. (...). With our Chief Chocolate Officer as leading man, we had a good talk with Prime Minister Mark Rutte about social enterprises. There were talks with State Secretary Sharon Dijksma (Economic Affairs), with Minister Lodewijk Asscher (Social Affairs and Employment), with Amsterdam Mayor Eberhard van der Laan, with aldermen, and we met and were cited as an example by Minister Lilianne Ploumen (Foreign Trade and Development Cooperation).” - Tony’s annual FAIR report 2014/2015

Besides the aforementioned, Tony’s Chokolonely creates awareness among the entire organizational field (including other organizations, NGOs, and children’s rights organizations), for example through inviting them to the head office of Tony’s Chokolonely and talking to them. Finally, in order to tune it properly, Tony’s Chokolonely sometimes adjusts its intensity for the creation of awareness per country.

4.2.2 Collective activism and social movement

Certain activities of Tony’s Chokolonely can be identified with the aim to transform societal attitudes and to create social movement as well as collective activism. While creating awareness, Tony’s Chokolonely seeks to make the consumers, retailers, politicians, and other organizations aware to join them in actively changing the institutional logics in the organizational field. For example, by encouraging them to make conscious choices as to what they purchase/sell and to ask/look at organizations about the way they are producing their products. The sweet solution campaign for creating awareness, for example, was also partly aimed at increasing the number of Tony’s Chokolonely ‘serious friends’. Serious friends is a

community of people who also support the mission and actively want to take part of achieving this mission. They have their contact details provided so that Tony's Cholonely can contact them later. Tony's Cholonely sends them newsletter and asks them to actively contribute to their mission by signing (lobby) petitions, participate on a campaign or mobilize them for future actions. This way Tony's Cholonely is able to easily make them aware of actions and campaigns. The intention of creating collective activism is based on the philosophy of Tony's Cholonely "we are stronger together", indicates Ester. The larger Tony's Cholonely and its fan base become, the more powerful they might become. This is also made clear in Tony's Cholonely's mission statement, that states as follows 'together we make 100% slave-free the norm in chocolate'. Tony's Cholonely also creates collective activism with engaging consumers, Ester indicates this.

"Yes, so that is that petition with those signatures. That is also a lot of how we communicate, on Instagram, Facebook, LinkedIn or just PR-wise and we also have, say, a very large fan base, serious friends. They just left their data with us, and we also call them to action and send them emails and keep them informed. So, we can also mobilize them." - Ester

The quotation below states that the 'Serious friends' of Tony's Cholonely are increasing.

"We have not been sitting still when it comes to creating awareness either. We have 50,487 Serious Friends, and 8 out of 10 Dutch people have heard of Tony's. In addition, 23% of people in the Netherlands say we are their favorite brand, and 75% of people are aware of the problems in the cocoa industry. So, our message about fair chocolate is well spread!" - Tony's annual FAIR report 2020/2021

In order to change the norms which are part of the institutional logic of fairtrade, Tony's Cholonely wants to express their beliefs they have in order to create movement. One of the beliefs is about the concept of organizations not putting profit over everything else, but also having a mission of creating social value should be the norm. Organizations should change their norms and values from the principle of making as much profit as possible. Ester talks about this:

“And it is to show to the outside world of look: you can make a profit and still pay your higher price to the farmers. But we really make a much lower percentage of profit than companies like Nestlé, Mars and Mondelez, really much less. And that is where another great point comes in and I think that's interesting for you guys. That is just that minimum viable-profit model, why do you always have to make maximum profit? You can also just earn a little less, do something good for someone else, right? That feels very good” – Ester

“This kind of thing, just that hunger for maximum profit, we are going to find that disgusting at some point too, and then we are going to just look down on it and despise it too. That is just going to happen, and it is going to become the norm to have also a social mission. And any organization who got in early, has a huge head start. You can look at it that way too” - Ester

Furthermore, Tony's Cholonely is also driven by the belief that if consumers are aware of the fact that organizations can behave like Tony's Cholonely and that Tony's Cholonely its way of working could be the solution for the problems in the chocolate industry, they start to question why other organizations do not. To get that movement across, Tony's Cholonely has identified and formulated the problems in the chocolate industry as well as solutions to them (with help of an international campaign expert in the past). With this, Tony's Cholonely that if consumers and retailers are more aware of the problems and know the mission of Tony's Cholonely, they can start questioning on how other organizations are managing these problems in the organizational field (chocolate industry). Organization then can get forced to take responsibility. Belinda confirms this.

“And I think that awareness is also something that consumers can very much use and kind of inherent and understand for themselves. Because the moment you do see that it can be done differently, the question quickly comes as to: why aren't you doing it that way? (...). So, we kind of do see that there is such a discrepancy, the moment that consumers are aware of that they can really question these kinds of practices. And I think that ultimately is what we aim to achieve for creating awareness.” - Belinda

“So, there is really this opportunity as a consumer, especially based on the fact that there is such a power of the masses to do something about this. And doing something

about it, does not necessarily mean changing consumer habits, but actually just making consumers more aware of what their actual power is.” - Belinda

Tony’s Chocolonely is also taking part of coalitions and initiatives. The quotation below illustrates this.

“But the political wheels turn slowly, and we have seen no progress since then.... So, let us step it up a notch. Together with the MVO Platform and 49 Dutch companies, we sent a letter to Minister Kaag. In this letter we express our support for a legal framework for duty of care with respect to human rights.”- Tony’s annual FAIR report 2019/2020

Tony’s Chocolonely is also consciously addressing employees of other organizations in the organizational directly, in part with the goal of raising awareness in those organizations and bringing about (social) movement from within those organizations. Ester confirms this in her interview. See the quotation below.

“Yes, that is why we are at all these networking events. I step somewhat happily up to my Mars colleagues.” – Ester

Although, the collective activism and social movement alone will not change the institutional logics in the organizational field. According to Bram and Peter Tony’s Chocolonely needs other organizations in the organizational field to create a bigger voice and to be able to change the institutional logics.

“Of course, we are now also in other countries, but you will always have competitors who also have the large market share and If you really want to make an impact in the chocolate industry then you will also have to get all the other competitors on board.” – Interview Bram

“Yes, at the end of the day we never have 100% market share. So, without cooperation we won't get there. Both not without cooperation with competitors and probably with NGOs.” – Interview Peter

Furthermore, Peter and Belinda indicate that, external pressures on legislation are important to change the institutional logics in the organizational field. Moreover, in the next section the stimulation of legal change and lobbying will be discussed.

4.2.3 Stimulating changing legislation and lobbying

An important aspect in Tony's Cholonely its strategy is to encourage external pressure on the organizational field that do not want to change voluntarily by pushing and lobbying for certain legislation that forces them to act more socially responsible. What is interesting regarding this matter, is an interview with Belinda, a member of Tony's Cholonely's impact team. One of the main activities of the impact team consists of activities to stimulate political awareness to lobby for new legislation, by putting out position papers on what Tony's Cholonely thinks legislation should look like and by giving feedback on intended legislation. Besides that, Tony's Cholonely tries to show them what can be achieved already and that their proposal (and way of working) is doable for organizations in the organizational field.

“And basically, on the one hand, we are trying to put out position papers on what we think legislation should look like for human rights and environmental due diligence legislation. Also, to show what really can be achieved already.” - Belinda

The impact team is also in direct communication with politicians.

“We have worked together with Lara Wolters in the past, a MEP, who actually was the one who brought forward the proposal for human rights and environmental due diligence legislation. We do not directly work together, but we are definitely in close contact in the sense of that we focused her and platformed her beforehand for a woman's day. We have also shared her tweets and we definitely try to support her in that way and try to align as much as possible on what we can do, without overstepping any lobbying boundaries.” - Belinda

Another example of what Tony's Cholonely can do is providing information and giving support in court cases. See below for an example of this.

“And also talking actually to different governmental bodies. So, again we inform about how our business model works and what can be done. On top of that, in the US, a very nice example is a Supreme Court case that came up about a year and a bit ago now, where Nestlé and Cargill were accused by six Malians for knowingly having had child labor in their supply chain. The case went through different courts in the US and ultimately ended up in the Supreme Court. We were asked to submit an amicus brief. An amicus brief in that context is lessored as a ‘friend of the Court’, to kind of inform of how this again can be done differently and how Nestlé and Cargill could have avoided this. So, we were very much supporting the Malians in that context by, not providing evidence, but providing support for their case.” - Belinda

The aforementioned actions intended to effect legal change are mainly performed from people within Tony’s Cholonely. However, Tony’s Cholonely also uses collective activism with groups from outside the organization to bring about legal change. This is done by lobbying in coalitions, running petitions or by collaborations with other organizations. For example, Tony’s Cholonely had run a petition with thousands of signatures and handed it over to an EU-commissioner. In this example, Tony’s Cholonely can make use of its fan base from social media and its ‘serious friends’ to sign this petition.

“In October 2018, we argued for European legislation together with other chocolate companies in the EU in Brussels. And here too the following applies: it is a matter of persevering and continuing, until it is really well regulated in a beautiful law.” - Tony’s annual FAIR report 2018/2019

This campaign and petition resulted in a new Child Labor Law. The law concerns the responsibility of organizations for what happens in their chain. This shows that Tony’s Cholonely works together with other organizations to make an impact in the organizational field and hopefully is able to change the institutional logics in the organizational field.

Interviewees that are not part of the impact team of Tony’s Cholonely have also been questioned about the activities Tony’s Cholonely is undertaking to enforce legislation. Also, those interviews demonstrated that Tony’s Cholonely mainly lobbies and uses collective activism such as petitions. Peter indicates that Tony’s Cholonely works with people in politics by lobbying at both the Dutch and European level, for instance, with

petitions. Bibianne indicates that there is a lot of contact with government officials about legislation and Belinda and the annual FAIR report 2020/2021 mention that the petitions were handed over directly to an EU-commissioner. Furthermore, Ester also implies that Tony's Cholonely joins groups that facilitate lobbying activities. Finally, what becomes clear from the annual FAIR reports are that Tony's Cholonely also collaborates with the Cholonely Foundation. The Cholonely Foundation plays a role in lobbying by making resources such as information available that Tony's Cholonely can use for lobbying.

To elaborate on the question how Tony's Cholonely approaches an activity such as running petitions. They create awareness for this in order to get more signings for a petition. According to the Peter and the annual FAIR report of 2017/2018, Tony's Cholonely creates awareness for a petition through customer advertisement, the use of (social) media, and campaigns such as the 'Sweet Solution Campaign'. These activities encourage people to sign petitions for Tony's Cholonely.

5. Discussion & Conclusion

In this chapter, the discussion and the theoretical implications are described (§5.1). After the discussion, the managerial implications (§5.2) are explained followed by the limitations of this research (§5.3) and recommendations for further research (§5.4). Furthermore, the role as researcher is elaborated in paragraph 5.5. The conclusion is given in the last section (§5.6).

5.1 Discussion and theoretical implications

In total ten interviews, five annual reports of Tony's Cholonely, and thirty newspaper articles were used for this thesis to investigate how institutional entrepreneurs change the institutional logics of an organizational field. Through the analysis of a case study of Tony's Cholonely, the present thesis has resulted in a number of insights into practices through which an institutional entrepreneur is able to change the institutional logics of an organizational field. These insights are the following. First, this thesis gained insight on changing the institutional logics. Several types of logics have been introduced in previous studies (Greenwood & Suddaby, 2006; Tracey et al., 2011; Harris & Holt, 2013). These institutional logics are: for-profit retail, non-profit homeless support, professionalism and occur at a field-level. Studies showed that the institutional logics compete with other logics in the organizational field (Kitchener, 2002; Reay & Hinings, 2005). The contribution of this thesis is that Tony's Cholonely introduces a new institutional logic, the institutional logic of fairtrade. This institutional logic is about the way the product is produced and that it is complying to the five fairtrade principles of Tony's Cholonely: traceable cocoa beans, a higher price, strong farmers, the long-term, and improved quality and productivity. The main goal of this fairtrade logic is to be an organizational field that is 100% slave free. How this logic of fairtrade regarding the norms, values, and beliefs of Tony's Cholonely is woven into their organization will be further discussed in section 5.2 Managerial implications.

Second, this thesis gained insight in the way an institutional entrepreneur is able to change the institutional logics of an organizational field. There are four interrelated main categories of activities that an institutional entrepreneur could perform to be able to change the institutional logics of an organizational field; creating awareness, creating social movement, creating collective activism, and lobbying for legal change. Insight related to the four categories have not yet been addressed in the literature on institutional entrepreneurs or institutional logics, especially in relation to their challenge to change the institutional logics of an organizational field. This thesis contributed to the field of institutional logics of

entrepreneurial organizations by looking at the way institutional logics of organizational field can be changed.

The case study showed that Tony's Cholonely tries to provide norms, values, and beliefs by introducing the fairtrade logic. The aim of Tony's Cholonely is to stimulate the socially responsible behaviour among the organizational field. Tony's Cholonely does this for instance, through external forces, because some organizations do not want to change voluntarily. Tony's Cholonely thinks they need external forces to support and achieve its mission to be able to change the institutional logics in the organizational field. Previously in this thesis, the external institutional forces were discussed, which could shape the organizational field. The institutional forces referred to formal institutional forces such as regulations (Meyer & Rowan, 1977; DiMaggio & Powell, 1983; Scott, 2008) and informal institutions such as normative and cognitive rules (North, 1994; Matten & Moon, 2008; Tolmie et al., 2019) in literature about institutional logics. Tony's Cholonely describes two aspects of influencing external forces. Which can be linked to trying to change the institutional logics. On the one hand, Tony's Cholonely tries to influence formal institutions (legislation) by creating awareness, creating social movement, creating collective activism, and lobbying aimed at exerting pressure with the aim of bringing about certain legislation. On the other hand, Tony's Cholonely tries to influence informal institutions (norms and values in the organizational field). For example, by telling consumers that certain practices must change to achieve the mission of Tony's Cholonely. They also encourage consumers and retailers to put pressure on organizations to act more socially responsible and produce in a fairtrade way. Tony's Cholonely tries to stimulate consumers and retailers to take a critical look on which organizations in the chocolate industry they select and to question their way of operating. Whether they operate in a socially responsible and fairtrade way. Furthermore, Tony's Cholonely makes the consumers and retailers understand the power they have to change the institutional logics in the organizational field. Tony's Cholonely ensures that organizations, consumers, retailers, and society in general are more aware of the problems in the chocolate industry and therefore, puts pressure on the organizational field. With legislation and changing the norms and values, Tony's Cholonely has the ability to change the institutional logics in the organizational field.

Third, this thesis has gained insight into the way an institutional entrepreneur is able to create aforementioned awareness, social movement, collective activism, and lobbying for legislation with the aim of changing the institutional logics in the organizational field. Studies on institutional entrepreneurs changing the institutional logics to combine the prevailing

logics (Greenwood & Suddaby, 2006; Harris & Holt, 2013), showed techniques on how to do so. This thesis contributes to the techniques, institutional entrepreneurs can use to change the institutional logics and create a new logic. This thesis gives four interrelated categories (creating awareness, social movement, collective activism, and lobbying for legal change) to change the institutional logics in an organizational field and the category of creating awareness is equal to the technique on maintaining the institutional logics (Greenwood & Suddaby, 2006). Creating awareness is a main activity for Tony's Cholonely to change the institutional logics of an organizational field. This is related to the study of Greenwood and Suddaby (2006) on combining prevailing institutional logics in the organizational field of accountancy. In this study, creating awareness to alternative possibilities in combining the institutional logics ensured that it was possible to change the logics in the organizational field (including that organizations were open to it and were motivated to adopt the logics). Although, creating awareness is a main activity, it is also at the basis of creating collective activism, social movement, and lobbying for legal change.

Regarding social movement and collective activism, Tony's Cholonely encourages consumers to start actively contributing to their mission at the same time as they are trying to create awareness about the problems in the industry and the solutions (Tony's Cholonely's mission and approach to change the institutional logic). 'Serious friends' is an example of creating collective activism. Consumers share their contact details via serious friends, so that Tony's Cholonely makes them easily aware of campaigns as well as the progression of their mission. Furthermore, Tony's Cholonely tries to build up a fan base on social media, to mobilize these groups of people for actions, campaigns, and petitions. An institutional entrepreneur can use collective activism for activities such as collectively lobbying by petitions, forming coalitions, collaborations, and initiatives as well as for creating awareness (to create social movement).

Stimulating changing legislation and lobbying is another category for an institutional entrepreneur to be able to change the institutional logics in the organizational field. Tony's Cholonely encourages external pressures to implement the institutional logics of Tony's Cholonely in the organizational field. One of the main activities of Tony's Cholonely is to stimulate political awareness and to lobby for new legislation. This is done by giving feedback on intended legislation and by putting out position papers on what Tony's Cholonely beliefs are towards legislation. Furthermore, Tony's Cholonely shows the politicians what can be achieved and that their proposal (their way of working) is doable for organizations in the organizational field. In addition, Tony's Cholonely lobbies through

collective activism, by collecting signatures for petitions for legislation. By stimulating changing legislation and lobbying an institutional entrepreneur is more able to change the institutional logics of an organizational field. Thus, to change the institutional logics creating awareness, creating collective activism, creating social movement, and lobbying for legal change are needed to be able to change the institutional logics of an organizational field.

Fourth, according to Battilana et al. (2009) in the context of institutional entrepreneurship, it is important for institutional entrepreneurs to develop a vision that appeals to actors who must implement the change. The case study of Tony's Cholonely supports this notion. For instance, this is shown in their activities with regard to creating awareness and lobbying. Furthermore, Tony's Cholonely shows that the approach is feasible, also from a commercial perspective. Moreover, they make consumers and retailers aware of the fact that the organizational field needs to be socially responsible and show what organizations can do to act more socially responsible, produce in a fairtrade way, and still be profitable. Being able to show the organizational field the successful achievement of the mission of Tony's Cholonely, can be used in order to change the institutional logics of the organizational field. The contribution of this thesis lies within the notion that developing an approach and vision that appeals to organizations which do not have a solely commercial mission. Other organizations (with only a commercial mission) in the organizational field can be resistant to change the institutional logics of profit maximization. Hence, the mission of Tony's Cholonely can be a factor in changing the institutional logics because it can be used to set an example that is possible to pursue the institutional logics while being a profitable organization.

Finally, the collected data about the internal strategy within Tony's Cholonely, for instance regarding types of employees they hire as well as about the challenge to keep a balance between the social mission and being profitable to maintain as organization. The types of employees Tony's Cholonely hires will be discussed in section 5.2 Managerial implications. However, balancing between different visions in an organization is also studied in the organizational field with competing logics (Greenwood & Suddaby, 2006; Tracey et al., 2011; Harris & Holt, 2013). The studies of Harris and Holt (2013) and Greenwood and Suddaby (2006) showed that there can be tensions with combining or balancing different visions. Consistent with earlier research on the tension of balancing the institutional logics, the data collection revealed that some of those tensions also could arise within Tony's Cholonely, because of the mix of commercial and idealistic employees they hire. This

thesis contributes to this by outlining how Tony's Chokolony deals with this in the managerial implications. This will be discussed in the next section.

5.2 Managerial implications

Implications for management are difficult to provide based on only this case study. However, the data collection did yield interesting information regarding Tony's Chokolony internal approach. It is key that the mission and goals of Tony's Chokolony are embedded in the entire organization to be able to change the institutional logics of the organizational field. Therefore, there is a prevailing idea at Tony's Chokolony that employees must meet a number of character traits to be suitable to work at their organization. Within Tony's Chokolony, they look for a mix of more commercial employees and employees who are less commercially minded but more idealistic. In addition, all employees of Tony's Chokolony are mission-driven and consciously choose to be a part of a purpose organization. From the interviews and annual reports, four core values emerged that Tony's Chokolony employees should ideally meet: willful, outspoken, entrepreneurial, and positive. Employees should ideally be creative to come up with and try out new things, be able to do things differently, and remain positive when something does not work out and try again or in a different way. This makes sure that Tony's Chokolony hires the suitable employees who have the mindset that Tony's Chokolony describes in their mission. Thus, the employees of every department can spread the mission of Tony's Chokolony including the norms, values, and beliefs (institutional logics) they want to change in the organizational field.

Furthermore, it is important that Tony's Chokolony keeps managing their employees and make each other internally aware of the mission they have and for what they strive. It is also important to manage the tension between the commercial and social side of the mission, when making decisions. Otherwise, the balance can shift into being too commercial and not striving for their mission or being too social and not making profit. The data collection shows that Tony's Chokolony therefore makes its mission clear in important meetings and that employees also talk about it with each other every day. Tony's Chokolony tries to keep alive what they stand for, what they do and what they want to achieve when decisions have to be made. This is also important because in every department of the organization the mission is relevant, even in a more commercial department like sales. It is therefore important to make that mission clear throughout the organization so that everyone can contribute to it and the mission is not lost sight of maintaining the goal of changing the institutional logics in the

organizational field is done by constantly challenging each other and spreading the mission. In this way Tony's Cholonely ensures that internally the employees stay focused and keep on going motivating other organizations to change and to get a bigger voice in the organizational field. In order to eventually change the institutional logics of the organizational field.

5.3 Limitations

For this study, a qualitative single case study was conducted. This method is chosen as it was aimed to understand the relationship between the institutional entrepreneur and changing the institutional logics within an organizational field. Case studies are criticized for having no grounds for generalization (Yin, 2014). This is because of the specific organization and situation that is being examined. A frequent criticism of single case studies is therefore that the production of general conclusions is undermined (Tellis, 1997). Although the researcher could go into depth in this case study because of the focus on one particular case, it would have contributed to the generalization of the study when it did investigate multiple cases. This is an opportunity for future research.

An additional limitation of this study is the limited number of interviews being held. Only ten employees of Tony's Cholonely were being interviewed. According to Marshall et al. 2013, the advice is to conduct fifteen to thirty interviews. However, it was expected that this was too much for a company like Tony's Cholonely, since Tony's Cholonely is an organization with 76 employees and a small number of employees in managing positions. So, a larger sample size could not be determined. The sample of this study will be insufficient to generalize the findings and the results will not apply to all types of organizations. A higher number of interviews could have contributed to the understanding on the role of an institutional entrepreneurs in the company of this case study. Employees from several departments or other layers of the organization may have other experiences concerning this subject in comparison to the current participants.

Another critical issue that arises with a qualitative case study is the validity and accuracy of the results (Tellis, 1997). The underlying subjectivity of the interviewees and the researcher influence the obtained results. In this study, the researcher tried to be objective and open-minded as possible. However, the interviewer in qualitative data collection can still impose several biases on the process (Chenail, 2011). These biases can be based on the researcher's disposition, appearance, or relation with the research participants. Research bias can therefore affect the validity of research outcomes.

Furthermore, working in a circle thesis can be a limitation. It has advantages to conduct research with multiple researchers, since there is the ability to collect more data. However, all the researchers were investigating another main subject in their thesis. This resulted in an unintentionally focus on the researcher its own subject. By coding the first interview together and address everyone's interest, it has ensured that this bias was kept to a minimum.

5.4 Future research

Although this study represents a start for developing a better understanding of the effect on how institutional entrepreneurs trying to change the institutional logics of an organizational field, future research is necessary. Interpretive research should be continued to contribute to this thesis on the limitations of a single qualitative case study. The effect of institutional entrepreneurs changing the institutional logics of an organizational field could be explored further by interviewing a larger sample of employees in different organizations to gain more insight. Doing a multiple case study could also be beneficial because it provides the possibility to interpret the options across and within various situations (Yin, 2014). This will also improve the reliability of the findings.

Subsequently, from the perspective of this research it would be recommended to keep collecting data in this case study. Although Tony's Cholonely is a small organization, not everyone is interviewed yet. It would be interesting to examine more employees with different functions and from different departments of the organization, in order gain more information and to assess if the mission of Tony's Cholonely is woven into the entire organization. More interviews and documents will ensure an increasing reliability. In addition, the results would be improved by reviewing internal documents such as records of an internal meeting.

The final recommendation for future research is to use a quantitative study to generate more findings that can lead to new perspectives can also be an option. It can lead to new perspectives on the indirect relationship between institutional entrepreneurs and institutional logics. Based on this, unexplained findings of the quantitative research can therefore again be studied through qualitative research.

5.5 Role as researcher

Tony's Cholonely is a well-known and unique Dutch organization. The researcher is positive about the organization and its unique view. This can cause a bias which can have a negative influence on the results of the research. To prevent this, the researcher tried to be as

objective as possible. When conducting the interviews, the enthusiasm of Tony's Chokolony was noticeable. The researcher has tried to focus on the main topics of the research and repeated the questions for the interviewee to get an appropriate answer.

Additionally, the researcher was part of a thesis circle. This circle consisted of a group of five students with the same case study of Tony's Chokolony and all a different topic about this case study. Unfortunately, two of the five students left the thesis circle which meant that the other three students started with the data collection. Every student did their part in the documentary analysis and the coding of the interviews. Because every research had their own topic, the focus was unintentionally on their subject. The students tried to prevent this by coding one document together to be assured of the same coding style.

5.6 Conclusion

The central question of this thesis is "*How do institutional entrepreneurs change the institutional logics of an organizational field?*". It was found that an institutional entrepreneur, such as Tony's Chokolony, change the institutional logics of an organizational field in various ways. For Tony's Chokolony, creating awareness, collective activism, social movement, and stimulating changing legislation and lobbying are important to be able to change the institutional logics in the organizational field. For instance, Tony's Chokolony creates awareness for their mission, the problems in the chocolate industry, and solutions to these problems. In doing so, Tony's Chokolony tries to create collective activism by connecting people to their organization while forming a fan base, in order to be able to mobilize them later for actions such as (lobby) campaigns and petitions for legal change. Tony's Chokolony also aims for legal change that supports its mission. Tony's Chokolony does this by creating awareness among politics/politicians through lobbying and petitions. Furthermore, Tony's Chokolony stimulates consumers and retailers in putting pressure on organizations with regard to their socially responsible behavior. This is part of the social movement that Tony's Chokolony creates by campaigns, social media, and newsletters. The four interrelated categories (creating awareness, creating collective activism, creating social movement, and stimulating changing legislation and lobbying) provide Tony's Chokolony the opportunity to change the institutional logics in the organizational field.

Although Tony's Chokolony is trying to change the institutional logics in the chocolate industry and sees the opportunity to make changes in the organizational field, they are not there yet. According to collected data, Tony's Chokolony does not have the majority

of the market share in the chocolate industry, which therefore makes it hard to change the institutional logics of the organizational field. It can be concluded that Tony's Cholonely needs more participation of other organizations or legislations (that supports the mission of Tony's Cholonely) to be able to change the institutional logics in the organizational field.

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Appendix 1 Planning

The following table provides the planning that will be followed during this thesis.

Table 1

The planning of the master thesis

Appointment	Week number and month													
	March		April				May				June			
	12	13	14	15	16	17	18	19	20	21	22	23	24	
Proposal deadline														
Data collection														
- Desk research														
- Interview questions														
- Interviews Tony's Cholonely														
Analysing Data														
Write up results, Discussion, and conclusion														
Final changes														
Final thesis deadline														

Appendix 2 Newspapers

Number	Newspaper/company	Title
1.	AD	Beursgang Tony's is pr-stunt
2.	AD	Chocolade zonder slavenbloed, het kan dus
3.	AD	Chocoladeletters uit de supermarkt met fairtrade keurmerk: bekende merken vallen tegen
4.	AD	Tony's Chokolonly groeit niet meer in ons land: 'Milka is dit jaar nummer 1'
5.	AD	Topman Tony's Chokolonly aangehouden na 'politiek statement'
6.	AD	Impact Tony's Chokolonly voor slaafvrije chocolade blijft druppel op gloeiende plaat
7.	AD	Tony's Chokolonly wil cacao-industrie (opnieuw) wakker schudden
8.	De Telegraaf	Flinke groei maar geen winst bij Tony's
9.	De Telegraaf	Tony's Chokolonly laat groei zien in coronatijd
10.	De Telegraaf	Hogere chocolaprijs dreigt door cacaokartel in Afrika
11.	De Telegraaf	Eigenaar Tony's Chokolonly lonkt naar multinational
12.	De Telegraaf	Belangenclub: Tony's Chokolonly geen 'ethische producent'
13.	De Volkskrant	In de chocola van Tony zitten óók slaven
14.	De Volkskrant	Afgekeurd
15.	De Volkskrant	Cacaoboer heeft genoeg van hongerloon
16.	De Volkskrant	Tony brandt zich aan Zwarte Piet
17.	De Volkskrant	Tony's Chokolonly valt af van lijst van slaafvrije chocoladeproducenten ook al is de chocola zelf 100 procent slaafvrij
18.	De Volkskrant	Ruzies en blunders worden breed uitgemeten in Siebelinks boek over Tony's Chokolonly
19.	NRC	Chocola stuwt verkoop fairtrade
20.	Tony's Chokolonly	Here is our take on Nestlé's new program
21.	Trouw	Tony's Chokolonly helpt amper
22.	Trouw	Voor veel cacaoboeren is een leefbaar inkomen onrealistisch. Zij zijn meer geholpen met ander werk.
23.	Trouw	Tony's Chokolonly mag zich slaafvrij noemen
24.	Trouw	Chocola; Cacaoketen kiest voor verlicht eigenbelang

25.	Trouw	Chocoladejournalistiek; Hoe de Keuringsdienst van Waarde in repen gaat en laat zien hoe slaven cacao verbouwen.; zij van de media
26.	Trouw	De 'slaafvrije' chocolade van de KVV
27.	Trouw	De alarmbel die op de redactie had moeten klinken, ging niet af
28.	Trouw	Rechter erkent 'slaafvrije' chocolade
29.	Trouw	'Eerlijke' chocoladeletter op de markt
30.	Trouw	Tony's Cholonely pleit voor wet die eerlijke cacaohandel afdwingt

Appendix 3 Interview guide

Interview protocol Tony's Cholonely

Introductie

Wij zijn masterstudenten Business Administration in de specialisatie Strategic Management aan de Radboud Universiteit in Nijmegen. In het kader van onze afstudeerscriptie doen wij onderzoek naar de vraag hoe organisaties het gedrag van andere partijen in de industrie kunnen beïnvloeden. Individueel onderzoeken we dit onderwerp vanuit verschillende deelonderwerpen, maar allemaal door middel van een case study van Tony's Cholonely. Om onze onderzoeksvragen goed te kunnen beantwoorden, hebben wij via Ester interviews met medewerkers van Tony's Cholonely georganiseerd. Wij hopen dat u ons relevante en interessante informatie kan verschaffen. De informatie die wordt verkregen uit dit interview zal worden verwerkt in de resultaten en data-analyse van ons onderzoek en worden gebruikt voor onze conclusie. Het transcript van dit interview wordt niet gedeeld met Tony's Cholonely, enkel de algemene bevindingen en getrokken conclusies. Indien gewenst, kunt u anoniem blijven. Anders zullen we mogelijk uw naam en functie benoemen.

Het interview bestaat uit open vragen. U bent uiteraard vrij om te bepalen op welke vragen u wel of geen antwoord geeft en op welke manier u dat doet. U bent ook vrij om op ieder moment te stoppen met het interview. Voor het verwerken van de informatie uit dit interview in de resultaten van ons onderzoek en in onze scripties zouden wij het gesprek graag willen opnemen, zodat wij het later volledig en betrouwbaar kunnen transcriberen. Gaat u hiermee akkoord?

Tot slot, heeft u zelf nog vragen of wensen voordat we starten met het inhoudelijke interview?

Afsluiting

Tot zover onze inhoudelijke interviewvragen. Wij zullen betrouwbaar en met vertrouwelijkheid met uw antwoorden omgaan. Onze grote dank voor uw medewerking en openheid. Wij zullen naar aanleiding van de opname dit interview transcriberen. Het is mogelijk dat we u het transcript van het interview toesturen en ook onze uiteindelijke versie van de master thesis, zodat u de resultaten van het interview kunt inzien. Wilt u dat?

Dan willen we u, ook namens de overige groepsleden die niet aanwezig zijn, nogmaals hartelijk danken voor uw medewerking aan dit interview. Mocht u nu of hierna nog vragen hebben, schroom dan niet om contact met ons op te nemen. Indien gewenst, kan een van ons zijn of haar contactgegevens achterlaten.

Interview vragen medewerkers Tony's Cholonely

<p>Introductie</p>	<ol style="list-style-type: none"> 1. Hoe lang werkt u al bij Tony's Cholonely en in wat voor functies bent u werkzaam geweest? <ol style="list-style-type: none"> a. Mogelijke vervolgvraag; op welke afdelingen werkte u precies? b. Waarom bent u hier gaan werken?
<p>Nu duidelijk is wie u bent en wat uw functie is binnen Tony's Cholonely, zal het volgende gedeelte van het interview zich richten op enkele vragen over de strategie van het bedrijf en de wijze waarop deze tot stand komt.</p>	
<p>Strategie</p>	<ol style="list-style-type: none"> 1. Kunt u in uw eigen woorden vertellen waar Tony's Cholonely voor staat? <i>Doelen, missie, visie...</i> 2. Hoe merkt u dat Tony's Cholonely bijdraagt aan verandering in de chocolade industrie? <ol style="list-style-type: none"> 0. Mogelijke vervolgvraag: Zijn er specifieke medewerkers dan wel functies die hieraan bijdragen en op welke manier? <ol style="list-style-type: none"> 1. Mogelijke vervolgvraag: hoe probeert u (in uw functie) bij te dragen aan deze verandering/missie die Tony's Cholonely nastreeft?
<p>De volgende vragen focussen zich op de vraag hoe Tony's Cholonely probeert invloed uit te oefenen op bestaande instituties. Tony's Cholonely bezit in onze ogen kenmerken van 'institutional entrepreneurship' en 'social entrepreneurship'. Bent u bekend met deze begrippen of zullen we u hier kort toelichting over geven?</p>	

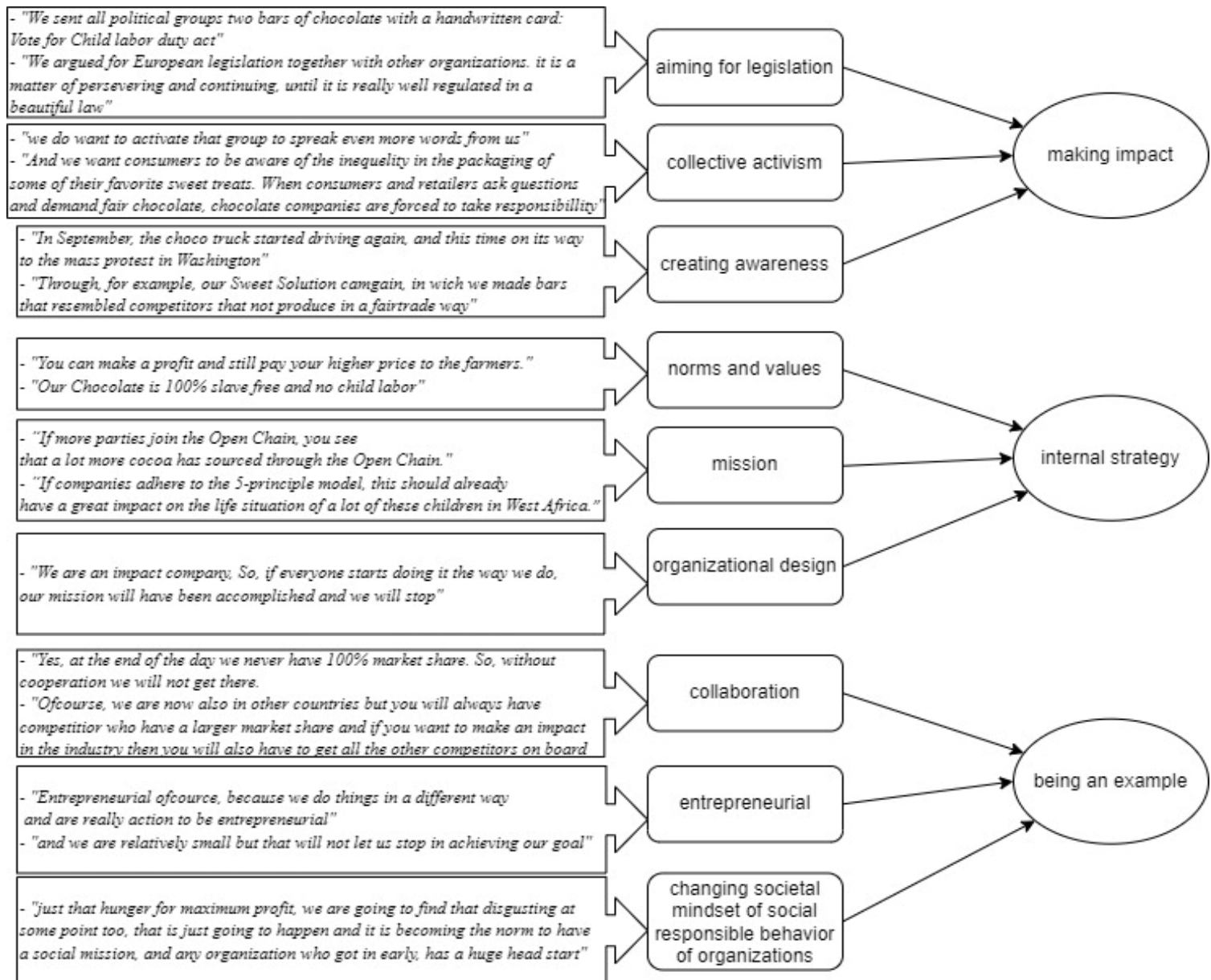
<p>Institutional logics, institutional entrepreneurs /entrepreneurship & institutional change</p>	<ol style="list-style-type: none"> 1. Aan welke normen en waarden hecht Tony's Cholonely waarde? <ol style="list-style-type: none"> 0. Wat is de impact van deze normen en waarden op de strategievorming van Tony's Cholonely? <ol style="list-style-type: none"> 1. Welke normen en waarden willen jullie graag overdragen in de industrie? 2. Tony's Cholonely is een profit organisatie, aan de andere kant wil Tony's Cholonely marktleider zijn op het gebied van duurzaamheid en fairtrade. Hoe balanceren jullie die tweeledige doelstelling van winst en duurzaamheid? <ol style="list-style-type: none"> 1. Hoe proberen jullie ervoor te zorgen dat overheden en wetgeving meer oog krijgen voor de problemen in de industrie die jullie willen aanpakken en hoe zorgen jullie ervoor dat er iets veranderd op het gebied van wetgeving en sanctionering? → <i>normen en waarden in industrie</i> <ol style="list-style-type: none"> 0. Mogelijke vervolgvragen; wat is de strategie erachter? Passen jullie de organisatie daarop aan? Zien jullie al resultaat? 2. Hoe zorgen jullie ervoor dat jullie consumenten of andere groepen bijdragen aan verandering in de chocolade industrie? <i>Bijvoorbeeld door hen problemen in de industrie onder de aandacht te laten brengen en de regering en andere organisaties in de industrie ter verantwoording te laten roepen?</i> <ol style="list-style-type: none"> 0. Wat is jullie strategie daarachter? <ol style="list-style-type: none"> 1. Creëren jullie verder ook nog ander collectief activisme en waarom en hoe? 2. Welke resultaten hebben jullie hiermee bereikt?
<p>De volgende vragen die we u willen stellen, hebben betrekking op de concurrentie van Tony's Cholonely en hoe en waarom Tony's daarmee samenwerkt en verandering in hun gedrag probeert te bewerkstelligen.</p>	
<p>Concurrentie en imitatie</p>	<ol style="list-style-type: none"> 1. Waarom is het belangrijk/interessant om samen te werken met concurrenten? <ol style="list-style-type: none"> 0. Wat wilt u bereiken met deze samenwerking? 2. Wat heeft het voor een impact als een concurrent de activiteiten en doelen van Tony's imiteert? <ol style="list-style-type: none"> 0. Is er een manier waarop deze imitatie gestimuleerd wordt?

	<p>3. Waarom denkt Tony's dat het streven naar winstgevendheid van concurrenten leidt tot de problemen in de industrie? En hoe proberen jullie verandering te brengen in de focus op het streven naar winstgevendheid door andere spelers in de industrie? → <i>meest recente jaarverslag</i></p> <p>a. Mogelijke vervolgvraag: zien jullie hier resultaat van?</p>
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Appendix 4 Coding

RED	Aiming for legislation
BLACK	Change (institutional/social)
PINK	Changing societal mindset of socially responsible behavior of companies
TURQUOISE	Collaboration
PURPLE	Collective activism
DARK BLUE	Competitor behavior
LIGHT BLUE	Creating awareness
DARK GREEN	Imitation
YELLOW	Entrepreneurial
ORANGE	Mission
BROWN	Norms & values
GREY	Organizational design

Appendix 5 Gioia method



Appendix 6 Wrapper

