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Practitioner-policymaker interplay and field governance: conceptual and empirical studies using the case of the european impact investing field of practice

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Doctoral Thesis

DOCTORAL THESIS

Title	Practitioner-Policymaker Interplay and Field Governance: Conceptual and Empirical Studies Using the Case of the European Impact Investing Field of Practice
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DISSERTATION ABSTRACT

Field governance represents an important but overlooked area of organizational and institutional field research. This dissertation theorizes practitioner-policymaker interplay as one of the underlying mechanisms of field governance, and suggests the importance of considering practitioners as active contributors to field governance. Using conceptual and empirical methods of research and ideas from field governance, institutional work, and robust action studies, this thesis examines who participates in practitioner-policymaker interplay, how and when the interplay can be organized, sustained, and scaled, and what outcomes the interplay produces. This dissertation uses the case of the European Impact Investing field of practice to demonstrate how practitioner-policymaker interplay develops under convening activities of an association with a perceived mandate to orchestrate and stabilize interactions between field actors as a part of its maintenance work. Also, the case allows to map and analyze the activities the association used to enable and manage interactions that, when repeated over time, generate routines and norms that constitute institutional order.

To my family, friends and the one significant other

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Chapter 1. General Introduction

1.1 Introducing the area of research and setting the research question

This dissertation aims to provide a deeper understanding of field governance and its underlying interactional mechanisms, such as practitioner-policymaker interplay. Although the questions related to governance and regulations of organizational fields have attracted attention of organizational scholars for some time already, field governance as a theory represents a relatively underexplored and interesting area of research (Hinings, Logue, & Zietsma, 2017). Field governance could be defined as the formal and informal mechanisms of supporting a field's "rules of the game" that guide interactions between actors and enhance field development, stability, structure, and order (e.g., Faulconbridge & Muzio, 2021; Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Hinings et al., 2017). Field governance enables the definition of field boundaries, legitimize key practices, determine which actors are allowed to participate in field interactions and how they can do it. It allows further structuration of a field, standardization of core practices and a clearer differentiation from other fields. The literature suggests that policymakers, regulators, and informal governance actors like associations and accreditation bodies carry out field governance that includes the development and maintenance of field regulations, norms and standards, and the definition of field boundaries (Hinings et al., 2017). However, practitioners, including pioneering entrepreneurs, individuals, different types of organizations and NGOs, who actively participate in the field and shape, implement, and adhere to the practices and policies that constitute the field, are often depicted as secondary characters in governing, who are affected by policy change and provide some input for policymaking activities.

Nevertheless, the data about the development of the impact investing field in Europe seems to demonstrate that field governance develops through a delicate interplay between these different actors. The data shows that practitioners were actively involved in developing field governance on par

with policymakers. These observations suggest that impact investors as practitioners participated in the creation of regulations, rules, norms, and established representatives bodies, like associations, to "grow the industry" (EVPA, 2016b) to establish supportive conditions for the industry to thrive (EVPA, 2020a). In doing so, impact investors continuously interacted and collaborated with different actors, including European policymakers and representatives of different governmental institutions. One of them is the GECES, an expert group set up by the European Commission to consult and support the development of social business in Europe (EVPA, 2020e). The outcomes of the collaborations became the development of the field, creation of the European and local impact investing standards and regulations, and growth of external legitimacy (Gianoncelli, Gaggiotti, Boiardi, & Martínez, 2019) as a part of field governance. This way, impact investors not only played the role of practitioners in the field but became field builders and regulatory actors due to their interactions with policymakers.

These observations from the impact investing field challenge the perceptions in the field governance literature of practitioners as secondary actors in the governing process. They also extend our understanding of how field governance and supporting infrastructure could be maintained by activities of practitioners and central field actors as representatives of practitioners. Empirical studies drawing on institutional work and institutional entrepreneurship literature (e.g., Alvarez, Young, & Woolley, 2015; Tracey, Phillips, & Jarvis, 2011; Zietsma & Lawrence, 2010) support these observations and call for further research into the interaction between practitioners and policymakers in the development of field governance. Based on our empirical work and theorizing, this dissertation presents practitioner-policymaker interplay as an underlying mechanism of governing, where the term "interplay" describes purposeful and continuous interactions between practitioners, policymakers, and other field actors, oriented toward the

development of field regulations, practices, standards, or infrastructure.

Organizational fields could be defined as arenas of interaction between actors that adhere to similar norms and rules that guide their actions (DiMaggio & Powell, 1983; Scott, 2014; Wooten & Hoffman, 2008). Considering the interactive and evolving nature of the fields (Furnari, 2016; Zietsma, Groenewegen, Logue, & Hinings, 2017), it becomes important to study field actors' interactions, especially the ones where policymakers are involved. Non-inclusion of practitioners into field governance infrastructure limits our understanding of how fields could be governed, developed, and changed through the continued agency and purposeful interactions between various field actors and, to some extent, limits and simplifies a field governing process to only the specific activities of policymakers and formal and informal governance institutions. Furthermore, the inclusion of practitioners and practitioner-policymaker interplay into the field governing infrastructure can provide scholars with additional information about the development and dissemination of specific practices, norms, routines, and regulations and explain why and how practitioners become involved in field activities and events.

Studying practitioner-policymaker interplay and interaction-related activities of practitioners, policymakers, and informal governance institutions or co-called central field players, such as associations, this dissertation aims to extend the work of Hinings and colleagues (2017) on fields, their infrastructure, and governance, and state the following overall research question: *What is the role of practitioner-policymaker interplay in field governance?* Answering this question, this thesis aims to extend our knowledge about field governing mechanisms and infrastructure that represent critical but overlooked characteristics of organizational fields (Hinings et al., 2017). Also, it intends to demonstrate additional ways for field development and maintenance through practitioner-policymaker

interplay that allows for creating and strengthening field norms, regulations, and boundaries.

1.2 The thesis structure and methodology used

This research focuses on the interplay between practitioners and policymakers as an underlying governing mechanism, following the observations from the impact investing field and suggestions from the literature. This thesis represents a monograph which provides a literature review that is followed by three chapters (Chapter 3, 4 and 5) that explore questions related to practitioner-policymaker interplay both conceptually and empirically, and finally the overall discussion and conclusions.

The conceptual part of the dissertation (Chapter 3) takes the form of a review and addresses following question: *How does the interplay between practitioners and policymakers contribute to field governance?*[1] The current state of the field governance literature suggests that practitioners less actively contribute to field governance and they are non-included as elements of field infrastructure that supports field governance (Hinings et al., 2017). However, if the current research supports the results of the field observations that practitioners represent active contributors for the field governance process, then, for the future studies it might be important to consider practitioners as part of field governance infrastructure and participants of a governing process. The research question for the conceptual chapter is addressed by a) reviewing existing organizational theory and public policy literature to search the information about *who* participates in practitioner-policymaker interplay, *how* actors contribute to the interplay, *why* actors join the interplay, and

[1] Please note that Chapter 3 is based on the article called "The interplay between practitioners and policymakers in field governance: a review and research agenda," that I wrote in collaboration with my thesis supervisor, Lisa Hehenberger (Universitat Ramon Llull, Esade)

what outcomes the interplay creates. I also create a typology and a model of practitioner-policymaker interplay. 108 empirical articles from leading management and public policy outlets create the basis for the research and enables me to provide an overview of practitioner-policymaker interplay and further theorize it as an underlying mechanism of field governance. The review defines practitioner-policymaker interplay as a continuous process of purposeful interactive actions and counteractions by practitioners, policymakers, and central field actors to change or maintain political, nominal, and social order. These actors' interactions and counteractions are connected to initiation and participation in governing-related activities and discussions, development, and transfer of field and practice-related data and knowledge, and enable supportive interactional infrastructure and order. The choice of underlying interplay activities depends on the resources of each participating actor, the current state of the field, and how open field governance is to collaborations. Among the other proposed directions for future research, the review suggests devoting attention to questions about how practitioner-policymaker interplay as a part of field governance could be organized and sustained over the period of field evolution and how central field actors enact and adapt their governing activities to the work of policymakers.

The subsequent empirical chapter of the dissertation (Chapter 4) addresses some of the questions that emerged in the previous chapter and pays attention to governing activities of central field actors, such as associations[2]. Central field actors simultaneously play roles of informal governance

[2] Please note that Chapter 4 is based on the article called "Scripting as Governing Strategies in a Field of Practice: Maintenance work in Action," that I wrote in collaboration with my thesis supervisor, Lisa Hehenberger (Universitat Ramon Llull, Esade), and Johanna Mair (the Hertie School of Governance), who was my tutor during my research stay at Hertie.

institutions and representatives of practitioners. Thus, central field actors become simultaneously governing and governed actors, who, due to their place in the field, could provide support to and influence both policymakers and practitioners and connect them (Greenwood, Suddaby, & Hinings, 2002; Micelotta & Washington, 2013; Vermeulen, Büch, & Greenwood, 2007). To understand how central field actors can contribute to field governance, the research in Chapter 4 is focused on the following question: *What are the governing strategies that field central actors deploy to generate institutional order, and how do they enact these governing strategies over time as a field evolves?* This chapter aims to explore how associations as central field players and mediating agents between practitioners and policymakers participate in field governing by leading field actors' interactions and creating supportive conditions for practitioner-policymaker interplay as an overlooked area of the field governance literature. More specifically, we put forward scripting as a governing mechanism that allows an association to organize and support governing-related interplay over time and to make field interactions viable and relevant so that participants remain engaged. The research of Chapter 4 is based on an in-depth qualitative single case study of the European impact investing field that emerged in the 2000s and includes archival and observational data about the European Venture Philanthropy Association (EVPA) activities as a window for research. To complement the field governance literature idea about agency and organization of interactional governing, this chapter incorporates ideas from maintenance work (Hampel, Lawrence, & Tracey, 2017; Lawrence, Suddaby, & Leca, 2009) and robust action literature studies (Ferraro, Etzion, & Gehman, 2015).

Chapter 5 further elaborates the ideas presented in Chapters 3 and 4. This chapter provides more detailed explanations of how governing strategies of a central field player allow to organize and support practitioner-policymaker interplay in the European impact investing field and transfer

ideas and practices previously created by practitioners and a central field actor to policymakers. Overall, this chapter of the dissertation provides ideas about *how the work of central field actors allows to support and scale practitioner-policymaker interplay for field development* to complement and extend the findings of the previous chapters.

In conclusion, the dissertation makes several contributions to the field governance literature through conceptual and empirical findings. First of all, it suggests new interactional mechanisms of field governing, through practitioner-policymaker interplay. Also, the research allows to demonstrate how different actors, including practitioners and central field actors, contribute to field governance and field infrastructure through their interactional activities. That provides an opportunity to present practitioners as contributors to field governance and have a broader understanding of field governing as an interactive process, where policymakers, central field actors, and practitioners are involved. Moreover, this dissertation suggests that building interactive infrastructure and developing field knowledge represent important areas of field governing.

Chapter 2. Theory background

2.1 Field governance as an interactive process for developing and supporting "rules of the game"

Fields are a central construct in institutional theory that defines institutional fields (Wooten & Hoffman, 2008) and organizational fields (DiMaggio & Powell, 1983; Scott, 2014) as arenas of interaction between actors that adhere to similar norms and rules that guide their action. Focusing our attention on interplay between field actors as one of the driving forces in field development and governance, the dissertation follows an interactionist tradition that suggests that interactions and negotiations between different actors and organizations create and alter field's social, nominal, and political orders (Barley, 2017; Hehenberger, Mair, & Metz, 2019). The term "interplay" describes various types of purposeful and continuous interactions between practitioners, policymakers, and other field actors, such as arguing, collaborations, negotiations, lobbying or banning, oriented towards maintenance or development of field regulations, practices, standards, and infrastructure elements. Relations and frequent interactions between field members alongside organized structure and order represent important conditions for making fields "recognizable areas of institutional life" (DiMaggio & Powell, 1983, p. 183) and creating shared meaning systems that support field development processes (e.g., Furnari, 2014; Leibel, Hallett, & Bechky, 2018; Scott, 2014).

As part of a field infrastructure, field governance develops, reinforces, legitimizes, and makes field actors' relations and interactions performable (Hinings et al., 2017). Specifically, field governance represents formal and informal mechanisms of supporting a field's policies, norms, and standards that guide interactions between actors and enhance field development, stability, structure, and order (e.g., Faulconbridge & Muzio, 2021; Greenwood et al., 2011; Hinings et al., 2017). It brings together field actors and coordinates their interactions and collaborations for making, enabling, and

implementing joint decisions regarding field-level activities and dynamics (Ansell, 2012; Hinings et al., 2017). Moreover, field governance defines roles, structures, rules, reward systems, and standards to maintain institutional order within a field and facilitate the system's functioning (Fligstein & McAdam, 2012; Hinings et al., 2017).

Field governance relies on cultural, nominal, and relational institutional infrastructure mechanisms that include a set of actors and institutions that judge, govern, and organize other actors in the field (Hinings et al., 2017; Kraatz & Block, 2008; Zietsma et al., 2017). This set of governing actors and institutions includes regulators, policymakers, informal governance bodies like collective actors, infomediaries, and social control agents, where the activities of these actors are supported by rituals, theorization, and enforcement mechanisms (Faulconbridge & Muzio, 2021; Hinings et al., 2017; Kraatz & Block, 2008; Raaijmakers, Vermeulen, Meeus, & Zietsma, 2015). In addition, the literature demonstrates that governing as a process includes building a common agenda and mutual reinforcement and might be accompanied by the emergence of collective entities, formal forums for establishing dialogue and face-to-face interactions between various stakeholders, and the promotion of various labels, common practices, field-configuring events, educational programs, and the development of common language and meaning system (e.g., Ansell 2012; Hinings et al., 2017). Thus, overall, the field governance literature pays less attention to the active involvement of practitioners as field actors in the governing infrastructure, limiting their involvement to the participation in various events and receiving and implementing governance decisions and regulations. However, there are some notable exceptions. Hinings et al. (2017) demonstrate using examples of the professional services field (Empson, Muzio, Broschak, & Hinings, 2015), the forestry field (Zietsma & Lawrence, 2010), and the Australian impact investing field (Logue, 2014) that governance processes of these fields

in various periods included interactions and collaborations between representatives of governments and multiple field actors, including practitioners, which in some degree affected regulatory processes and governance infrastructure. This study defines practitioners as individual actors and organizations who actively execute, perform and adhere to the practices and supporting them policies that constitute the field in their everyday activities. Additionally, this study includes individuals and organizations that do work to influence the application of constituting the field practices through activism. Examples of practitioners in this dissertation include but are not limited to entrepreneurs (e.g., Alvarez et al., 2015; Tracey et al., 2011), NGOs (e.g., van Bommel & Spicer, 2011; Wijen & Ansari, 2007), other types of organizations, like banks (e.g., Huault & Rainelli-Le Montagner, 2009; Lawrence, Hardy, & Phillips, 2002), consultancy firms (e.g., Greenwood & Suddaby, 2006), or institutions (e.g., Batory & Lindstrom, 2011) and activists (e.g., Maguire, Hardy, & Lawrence, 2004) or environmental organizations and groups (Zietsma & Lawrence, 2010).

Field governance literature suggests that interactions between field actors are one of the driving forces of field governing (Barley, 2017; Hehenberger et al., 2019; Helms, Oliver, & Web, 2012; Oliver & Montgomery, 2008; Olsen, 2017). How actors' interactions are organized, happen, and evolve could affect the trajectory of field development processes (Zilber, 2011). However, the governing process and its drivers of change are less known. The literature suggests that the involvement of various actors with different logics and ideas in governance-related interactions could complicate the governing process (Greenwood et al., 2011; Fligstein & McAdam, 2012) and lead to conflict. Collaborative work is required that searches for multivocal solutions that satisfy different actors (Fligstein & McAdam, 2012; Furnari, 2014; Lawrence & Zietsma, 2010), which could create some unexpected outcomes and changes (Hallett & Hawbaker, 2020). Hence, it is

important to organize the governing process in a way that allows for solving conflicts. Moreover, searching for multivocal solutions represents an important task for coordinators of governance-related interactions, where the process of interactions could be altered by changes happening in a particular field.

Furthermore, Hinings and colleagues (2017) also suggest that underlying field governance interactions depend on the stage of field development. For example, governance at the nascent field stage tends to be more normative. It aims to educate actors and enable consistent action compared with governance systems of more mature fields that are more formal and structural and oriented toward compliance with a current order (Hinings et al., 2017; Zietsma et al., 2017) to keep the field's important characteristics stable and relevant for actors (Scott, 2014). This way, field governance represents a dynamic developmental structure responsible for and at the same time responsive to changes and processes that happen in a particular field.

Overall, field governance literature provides ideas about the actors who carry out governance, outcomes of the governing process, supporting elements and parts of institutional infrastructure, and supports the idea that field governance includes interactions between various actors whose "efforts and activities need to at least be aligned towards achieving a common agenda and mutually reinforcing for a field to emerge" (Hinings et al., 2017, p. 182). Nevertheless, how governing-related interactions happen and develop and the role of practitioners in these interactions represent partly overlooked areas in the field governance literature. Implementation of ideas from other streams of literature can help refine our understanding of field governance and provide answers to these inquiries. For example, Chapter 4 of the thesis incorporates ideas from institutional work (Lawrence & Suddaby, 2006) and robust action literature (Ferraro et al., 2015) to add to the explanations about actors' agency

in governing and organization of interactions. The following sub-chapters briefly introduce the suggested literature streams.

2.2 Institutional work and agency of actors to maintain institutional order

Institutional work scholars have extensively studied connections between field development and actors' purposeful actions and specifically the activities of actors to "interact with and influence institutions" (Hampel et al., 2017, p. 559). Hence, studying field governance through lenses of institutional work provides ideas about field actors' governing-related activities. Institutional work literature describes various types of activities that actors individually or collectively use to intentionally create, maintain, and disrupt institutions (Lawrence & Suddaby, 2006; Lawrence, Suddaby, & Leca, 2009). In their seminal paper, Lawrence and Suddaby (2006) suggested that governing activities relate to creating and maintaining types of institutional work, where activities related to development, theorization, and mobilization of support for newly developed regulations communicate to creating institutions types of institutional work. In turn, preservation of regulations, development of supporting infrastructure, and defense become part of maintenance work for ensuring compliance with established order. The last type of institutional work stated by the authors, disrupting institutions, is connected with disturbance of established governance and legalization of non-compliance with established norms and regulations (Ozcan & Gurses, 2018). Some authors suggest that different types of institutional work could happen simultaneously, leading to changes in fields' regulative, normative and coercive structures (e.g., Currie, Lockett, Finn, Martin, & Waring, 2012; Jarzabkowski, Matthiesen, & Van de Ven, 2009).

Considering field governance as formal and informal mechanisms for enhancing development, stability, structure, and order within a field, the most relevant type of work seems to be maintenance that allows governing and

supports stability and institutional order (Lawrence et al., 2009; Trank & Washington, 2009; Zietsma & Lawrence, 2010). Activities for maintenance are important for supporting field infrastructure and governing as a continuous process essential for field functioning. Maintenance work represents a strategic activity that includes the development of regulatory, normative, and cognitive structures of institutions and the reproduction of associated belief systems and norms (Lawrence & Suddaby, 2006; Trank & Washington, 2009; Zietsma & Lawrence, 2010). Supported by maintenance work, the norms, policies, practices, standards, and regulations aim to increase field stability, establish and strengthen specific institutional order (Empson, Cleaver, & Allen, 2013; Zietsma & McKnight, 2009). In their paper, Lawrence and Suddaby (2006) define six forms of maintenance work (enabling, policing, deterring, valorizing or demonizing, mythologizing, and embedding and routinizing), where the first three lead to the development of a regulatory system that enable field actors' compliance with formal rules and the other three lead to reproduction of normative and cognitive systems and embedding them into daily routines and practices of field actors. Subsequent studies leverage this list of activities and suggest additional forms of maintenance work (Barin Cruz, Aguilar Delgado, Leca, & Gond, 2016), including but not limited to repair work to reestablish status and opportunities for self-regulation of professions (Micelotta & Washington, 2013; Ramirez, 2013), and legitimation work that is based on activities related to symbolic work, calculative framing, conveying and educating for the legitimation of standards created (Slager, Gond, & Moon, 2012).

Notably, all the papers reviewed include some examples of practitioner-policymaker interplay as a part of a governing process. This way, maintenance as a part of institutional work depends on interactions between field actors, including practitioners and policymakers. Even when actors initiate institutional work individually, its implementation might require

collective work with regulators and other field actors to create solutions and suppress alternatives (David, Sine, & Haveman, 2013; Hampel et al., 2017; Perkmann & Spicer, 2008; Zietsma & Lawrence, 2010). Maintenance work includes activities for obtaining support, forming coalitions and building networks with other actors, negotiating, and developing rules, regulations, and standards (Helfen & Sydow, 2013; Perkmann & Spicer, 2008; Zietsma & McKnight, 2009). As shown in the studies of Wijen and Ansari (2007) and Helfen and Sydow (2013), outcomes of such interaction-based institutional work depend on many factors, including how an interactional process was organized, led, and supported and how actors could make sense of other participants and their actions. Even so, it is less clear which activities are needed to support actors' involvement and interactions for governing and maintenance work, especially if this work continues over some time and might lead to some unpredicted results (Hallett & Hawbaker, 2020; Hampel et al., 2017; Helfen & Sydow, 2013). Robust action literature can provide some solutions to these issues and I highlight some of the ideas from this literature in the following part.

2.3 Robust action literature and the development of a collaborative decision-making process

A stream of research building on the principles of robust action (Leifer, 1991; Padgett & Ansell, 1993) has shown how organizations could sustain interactions and collaborative work between heterogeneous actors in complex and uncertain environments to generate novelty and support engagement through the application of specific strategies (Alexander, 2020; Etzion, Gehman, Ferraro, & Avidan, 2017; Porter, Tuertscher, & Huysman, 2020).

The main strategies include participatory architecture, multivocal inscription, and distributed experimentation (Ferraro et al., 2015; Gehman, Etzion, & Ferraro, 2022). Participatory architecture represents the development of specific conditions, like rules of participation and or

interactions, that allow and guide prolonged interactions between heterogeneous groups of actors (Ferraro et al., 2015). Multivocal inscription supports the inclusion and sustaining of multiple perspectives and different interpretations among participants of interactions (Ferraro et al., 2015) through discursive activities, face-to-face interactions, or the use of material artifacts, such as Cubism artworks, presented in the study of Sgourev (2013) about the rise of Cubism in France. Distributed experimentation allows testing and application of solutions on a small scale to support local actors' involvement and testing solutions for evolutionary learning that can lead to small incremental changes and then be transferred to a bigger scale (Ansell, 2011; Ferraro et al., 2015). The process of repetitive iterations and experimentation of proposed solutions enables continuous learning and motivates additional collaborative work (Ansell, 2011) that can be supported through sustaining novelty of previously created ideas (Porter et al., 2020), use of collective resources, and proven collaborative work practices, formats, and designs and participants' roles changes (Alexander, 2020; Hargadon & Douglas, 2001).

In the later years, the list of robust action strategies was extended by the works of Porter and colleagues (2020) and Alexander (2020). Porter and colleagues (2020) suggest generating engagement and sustaining novelty as strategies to support the continuous development of ideas without breaks over several stages. Additionally, Alexander (2020) pays attention to the convener's role adjustment throughout the action and strategical development of operational resources to support the development of collective projects. Altogether, the presented strategies suggest ways of organizing and leading collaborations as an iterative learning and experimental process that supports the existence of various interpretations of work and continuous engagement of heterogeneous actors (Alexander, 2020; Ferraro et al., 2015; Porter et al., 2020). Importantly, the works of Porter et al. (2020) and Alexander (2020)

propose solutions for sustaining robust action strategies in dynamics, the area where additional research is needed (Gehman et al., 2021).

Applying robust action to governance, Ansell and colleagues (2020) suggest that collaborative governance requires a framework that supports multivocality, generates mutual trust and a shared understanding between participants, and produces short or medium-term visible outcomes to support commitment and initiate evolutionary learning (Ansell, 2012; Ansell & Gash, 2008; Ansell et al., 2020). Hence, the principles of robust action could be applied to leading practitioner-policymaker interplay and field governance. The next chapters, among other things, will examine how robust action principles could be used for the development and support of field governance and practitioner-policymaker interactions as a part of their maintenance work.

Chapter 3. The interplay between practitioners and policymakers in field governance: a review and research agenda[3]

[3] This chapter is based on the conceptual article **"**The interplay between practitioners and policymakers in field governance: a review and research agenda," written by Natalia Mityushina and Lisa Hehenberger

3.1 Introduction to the review study

This chapter aims to theorize practitioner-policymaker interplay as an underlying mechanism of field governance and demonstrate possible ways of how practitioners can contribute to field governance using the research ideas and findings from organization theory and public policy articles. As stated above, the motivation for this chapter is to better understand the role of practitioners and practitioner-policymaker interactions for field governance based on institutional theory and field governance literature. The interest stems from empirical observations of the agency of practitioners in developing field governance that has also been observed in various empirical studies. For example, the efforts of Lowell Wakefield, the founder of Wakefield Seafoods and a pioneer of the king crab industry, included active negotiations, lobbying, and close cooperation with state and federal policymakers, and eventually led to the establishment of quality control regulations, international expansion of the practice, and ultimately to the development of the king crab industry (Alvarez et al., 2015). This study is an example of how interactions between practitioners, such as pioneering entrepreneurs, and policymakers build and strengthen the governance of emerging fields helping to "facilitate wealth and value creation for entrepreneurs and society at large" (Zahra & Wright, 2011, p. 70).

In the field of impact investing that has emerged over the past decade in Europe, it was observed that practitioners participated in field development because they required some structure and rules in terms of, for example, how to set up a fund, investment eligibility criteria and impact measurement standards. They collaborated closely with policymakers who started to take the emerging field seriously and hence developed such rules and eventually regulations. However, the field governance literature seems to suggest that field governance depends on the activities of regulators and informal governance bodies and considers to a lesser extent the role of practitioners like

pioneering entrepreneurs as important contributors to field governance and infrastructure (Hinings et al., 2017). Nevertheless, ideas and inventions of practitioners can motivate the development of new regulations or alteration of the existing ones and help policymakers solve some societal issues (e.g., Tracey et al., 2011).

Actors' interactions become driving forces of field development, allowing actors and organizations to create and alter the field's social, nominal, and political orders (Barley, 2017; Hehenberger et al., 2019; Zara & Delacour, 2021). Field governance clarifies boundaries of a field, determines which actors are allowed to participate in field interactions and how they can do it. Hence, field governance represents one of the important structuring and developmental elements of fields. Although organizational theory scholars have devoted significant attention to studying various aspects of fields theoretically and empirically (Wooten & Hoffman, 2017), field governance represents a critical but understudied part of organizational field literature (Hinings et al., 2017). For example, recent work by Leibel et al. (2018) and Zietsma et al. (2017) provides exhaustive reviews of field-related studies. However, these reviews do not include the role of field actors' interactions for field governance and field development, and organizational or institutional fields are defined as arenas of interaction between actors that adhere to similar norms and rules that guide their actions (DiMaggio & Powell, 1983; Scott, 2014; Wooten & Hoffman, 2008).

This review views policymakers as various regulatory bodies, including governments and public authorities, that have coercive power to create and develop policies and practices for other field participants to follow and manage the field. Practitioners represent individuals and organizations who actively participate in the field and shape, implement, and adhere to the practices and policies that constitute the field. Entrepreneurs, NGOs, other types of organizations, and activists constitute the list of practitioners but do

not limit it. This review also considers central field actors (i.e., associations, networks, societies) as active contributors to practitioner-policymaker interplay because these actors represent practitioners and can set different standards and norms, hence, they play a role of informal governance bodies.

The extant field literature demonstrates that organizational fields and the institutions and infrastructure supporting them might be developed as the result of interactions by and between field actors (Mountford & Geiger, 2020; Reay & Hinings, 2005), including policymakers (Buhr, 2012; Mele & Compagni, 2010) and other field actors such as pioneering entrepreneurs (e.g., Alvarez et al., 2015; Tracey et al., 2011) and central field actors, like associations (e.g., Greenwood et al., 2002). Also, previous studies demonstrate that an institutional order is prescribed by field regulations, standards and norms (Buhr, 2012; Powell & DiMaggio, 1991) and predicated partly by policymakers (Arshed, Carter, & Mason, 2014), informal governance bodies, including accreditation bodies (Hinings et al., 2017; Trank & Washington, 2009) or by practitioners, who encourage the creation of new regulations (Alvarez et al., 2015; Barley, 2010) or "changing the topography of an organizational field" (Vermeulen et al., 2007, p. 516) in their favor. Therefore, this review argues that practitioner-policymaker interactions can affect the field's institutional order and contribute to field governance. Furthermore, studying practitioner-policymaker interplay can provide important insights for understanding field governance and, thus, the process of field development. This review suggests that the proposed practitioner-policymaker interplay can help researchers to trace field trajectories and compare fields.

By studying interactions between practitioners and policymakers, this review aims to extend the work of Hinings and colleagues (2017), which represents one of the few studies dedicated to theorizing about field governance. This chapter states the following question: *How does the*

interplay between practitioners and policymakers contribute to field governance? Importantly, this review does not aim to provide a comprehensive summary of all the work related to practitioner-policymaker interplay, as very few studies explicitly address such interplay (see for example Bartley, 2010) but to use the ideas and observations from the extant work to build our understanding of practitioner-policymaker interplay theoretically. This review conceptualizes interplay as an underlying mechanism of field governance that allows practitioners to co-govern in a particular field, to motivate further development or changes of field boundaries, and to theorize and legitimize specific practices and co-create and deepen the knowledge about the field. Also, this review aims to contribute further ideas about regulatory legitimization of new practices and institutional innovations. To reach the stated goal, we reviewed 108 empirical articles from leading management journals with the focus on bridging organizational theory with work on governance.

3.2 Methods

3.2.1 Article selection

A number of top-tier journals in the areas of entrepreneurship, strategy, general management, social science, public policy, and public administration was selected to conduct this review. Assumedly, the broad area of research helps capture more aspects of the issue at hand, which is crucial for an initial search. The list of journals includes the following outlets: *Academy of Management Journal, Administrative Science Quarterly, American Journal of Sociology, Entrepreneurship Theory and Practice, Governance, Journal of Business Ethics, Journal of Business Venturing, Journal of Management Studies, Organization Science, Organization Studies, Strategic Entrepreneurship Journal, Public Administration.*

The term “organizational field" became the main search term that was

paired with several supportive research terms: "field regulation$," "govern$ of field," "regulat$ work," "institutional work," "institutional entrepreneur$." The last three supportive terms allow to introduce articles from areas of institutional work and institutional entrepreneurship to the research sample and provide a reader with a broader understanding of actors' agency for field governance and development.

Step 1. Doing an initial search. The first stage of the search for articles written in English contained the main research terms using the Google Scholar and Web of Science search engines for further cross-checking of the results. The final list of the articles included 1031 positions, from which we excluded ten articles that did not have abstracts.

Step 2. Filtering articles using their titles, abstracts, introductions, and discussions. During the second selection stage titles and abstracts were examined and introductions and discussion parts were screened. This exercise aimed to find articles that did not contain empirical qualitative studies or illustrative empirical examples or (and) information about field development nor any kind of entrepreneurial activity; thus, they are irrelevant for the research and needed to be excluded. The studies dedicated to team or organization level of analysis were not considered as well as important for the research. The second selection step provided 383 articles in total.

Step 3. Tracing cases of practitioner-policymaker interplay. This step included careful examination of the entire bodies of articles. Mentions of any possible type of interaction between practitioners and policymakers was sought, and the articles that did not contain any action of interaction were excluded. The list of searched interplay activities included (a) direct interactions, including communication between different types of practitioners and representatives of policymaking and governmental institutions, (b) activities that support or lead to the organization of interplay between practitioners and policymakers, such as organization of policy-

related events and invitation of entrepreneurs and policymakers to participate in the same events jointly, (c) actions which could possibly affect policy-related processes or decisions, like publishing of policy report or organizing political campaigns. This three-step selection process resulted with the final list of 108 articles that formed the basis of the research. Table 3.1 demonstrates the list of outlets used, the number of articles per outlets, range of publication years, and the main theoretical domains.

Table 3.1 Information about the sample

Outlets	Number of Articles	Range of Years	Main theoretical domains applied
Organization Studies	39	2004-2021	Institutional entrepreneurship, institutional work, institutional change, framing, discourse, Social Movement theory
Academy of Management Journal	21	2002-2020	Institutional entrepreneurship, institutional change, institutional theory, institutional work, institutional logics, field studies, Social Movement theory, identity, rituals
Organization Science	8	2010-2021	Institutional logics, institutional entrepreneurship, institutional work, social movement theory, institutional change, emotions, legitimacy
Administrative Science Quarterly	6	2008-2018	Institutional change, social movement theory, legitimacy, status
Governance	7	2008-2018	Policy entrepreneurship, supranational entrepreneurship
Journal of Management Inquiry	7	2013-2021	Institutional work, institutional change, public entrepreneurship, materiality, decision-making rationality
Public Administration	4	2009-2014	Policy entrepreneurship, policy change
Journal of Management Studies	4	2010-2018	Institutional work, institutional logics, social movement theory
American Journal of Sociology	3	2004-2007	Social movement theory, certification, cultural entrepreneurship, imprinting
Journal of Business Ethics	2	2013-2020	Institutional theory, institutional entrepreneurship, Stakeholder theory
Journal of Business Venturing	4	2009-2015	Institutional work, institutional entrepreneurship, social entrepreneurship, institutional change
American Sociological Review	1	2018	Policy entrepreneurship
Nonprofit and Voluntary Sector Quarterly	1	2019	Institutional theory
Strategic Entrepreneurship Journal	1	2013	Institutional logics, institutional entrepreneurship
In Total	108	2002-2021	

The papers in this sample represent qualitative case studies from the areas of institutional work, institutional entrepreneurship, institutional change, policy entrepreneurship, and social movement. This notion suggests that participation of practitioners in the practitioner-policymaker interplay and field governance represents strategic activities of practitioners and other actors and might produce regulatory, nominal, or social changes in institutional order. The other theoretical domains presented suggest that the studied interplay might happen through discourse and activism. Furthermore, organization and embodiment of practitioner-policymaker interplay might require specific material and practical mediation.

3.2.2 Data analysis

The selected articles was the material for researching underlying practitioner-policymaker interplay activities, actors participating in the interplay, the outcomes of interplay, and motives. To determine these components of the interplay, the articles were coded using NVIVO software. During each step of the coding process, the authors constantly moved between the data and the literature on field governance, institutional work, and institutional change to make precise coding and correct aggregation, following the steps suggested by Gioia (e.g., Corley & Gioia, 2004).

Step 1. Doing the initial coding. The data analysis process started with determining which actors presented in each article play the roles of practitioners, policymakers, and central field actors. Then, all the interactions and the activities related to these interactions of the determined actors were coded using an open coding technique. More specifically, the authors coded all the activities that happened between practitioners, policymakers, and central field actors that allowed for exchanging ideas, opinions, knowledge, and influencing other interplay participants. For example, the activities of the Honda Motor Company (the HMC) who, "in contrast to the hostile attitude of the major manufacturers, which refused to submit any technical data,"

"continuously fostered a positive image of the firm with municipal governments by sharing test results and specific data" described by Shu and Lewin(2017, p. 1050) were coded as "publishing reports" and the activities of the main manufactures were coded as "resisting to cooperate" and were included in practitioners' list of interplay activities. The activities of the HMC stated in this example represent activities related to interaction. Other examples of such activities include organizing spaces for interactions, doing research to persuade other participants, or inviting other actors to join the interplay. Overall, the first step resulted in creating a list of examples of various supporting interplay activities for each group of actors researched.

Step 2. Identifying underlying practitioner-policymaker interplay activities. In the second step of the data analysis, we constructed aggregated categories from the examples of interplay activities for each type of actor, following the nature and purpose of each of the activities. For example, the following examples of central field actors' activities, including "Founding and leading new entities to support new initiatives and programs," "Launching committees and taskforces for collective work," and "Setting up entities for negotiations and lobbying" were aggregated to "Setting up additional infrastructure elements" category.

Step 3. Specifying broad groups of activities for each participating in the interplay actor. In the last step, the authors generated broader groups of interplay activities from the aggregate dimensions defined in the previous step, considering what overarching component of the interplay process each emerged category contributes to. The last analytical step provided the research with the three categories of interplay activities with similarities and differences across the typology of actors and allowed to define three central components of practitioner-policymaker interplay. Table 3.2 demonstrates the data structure.

Additionally, the authors searched and coded for outcomes of the

practitioner-policymaker interplay, mention of other actors involved in the interplay, possible causes of the interplay, and additional information about the participating actors. This additional information allowed us to enrich the analysis and improve our understanding of the process of interplay.

3.3 Findings

This part presents the results of the extensive literature review to illustrate the role of different types of actors, their interplay, and the outcomes thereof for the field governing process. Appendix 1 demonstrates articles studied and an overview of details of practitioner-policymaker interplay for each of them (see page 211).

3.3.1 Actors

The literature studied demonstrates three main broad groups - practitioners, policymakers, and central field actors, - who participate in the practitioner-policymaker interplay.

Practitioners include individual actors, entrepreneurs, and organizations who create and actively work or are occupied in the field. For example, Aspire is an organization that aims at homeless support by providing working places (Tracey et al., 2011). The literature studied demonstrates interacting practitioners as experienced actors (e.g., Lawrence, 2017; Tracey et al., 2011; Weber, Heinze, & DeSoucey, 2008), who can experiment with new practices and technologies (e.g., Beunza & Ferraro, 2019; Cartel, Boxenbaum, & Aggeri, 2019) and have the willingness to share their expertise with others (Castel & Friedberg, 2009), and who, by using their political and social skills, try to convince others to accept these changes (e.g., Alvarez et al., 2015; Wijen, 2014). This description communicates with the idea of institutional entrepreneurs as actors with the willingness and resources to bring changes in a particular field, stated in the literature (Battilana, 2006; Dimaggio, 1988; Dorado, 2005). However, the research demonstrates that, in

some cases, other players, like policymakers or central field actors contacted and involved practitioners in interplay because of their experience or resources (e.g., Bakir, 2009a; Bindman, Kulmala, & Bogdanova, 2018; Bunea & Thomson, 2015). Hence, these practitioners might not have been exactly interested in or thinking about changing the existing institutional order. Nevertheless, this finding suggests a possibility of an overlooked type of institutional work for practitioners, namely induced work and its conditions.

Policymakers include all actors whose primary activities are concentrated in making and implementing different types of policies, like governmental organizations (e.g., Brown, Ainsworth, & Grant, 2012), public officials (e.g., Anderson, 2018; Bakir, 2009a; Mele & Compagni, 2010), state, local and federal governments (Bakir, 2009b; Batory & Lindstrom, 2011). These actors aim to resolve "conflicts toward institutional and policy change in a crisis environment" (Bakir, 2009a, p. 593). They pursue public or policy goals by identifying market opportunities, bringing innovations, and improving policies (Bakir, 2009a; Beyes, 2015). Joining the interplay, policymakers provide other participants with the resources, knowledge, and opportunities to affect regulations and government agendas (e.g., Granqvist & Laurila, 2011; Van Wijk, Stam, Elfring, Zietsma, & Den Hond, 2013). For example, in their study of the temporal institutional work for the establishment of Innovation University, Granqvist and Gustafsson (2016) provide some ideas about policymakers' characteristics that could be considered important for further interplay. The authors suggest that long-term political experience and connections with business and policy communities allowed an interacting policymaker (in the case of the study, a Minister of Education) to mediate the policy interactions in the government and support the initiatives of field actors. The works of Granqvist and Gustafsson (2016) and Ozcan and Gurses (2018) portray policymakers as actors that support scientific approaches and arguments for interactions. The studies of Anderson (2018) and Bakir (2009a)

describe a leading policymaker as a powerful, well-known, and experienced actor with connections in business and policy networks. These articles become rare exceptions in the literature studied and institutional theory literature overall (Ozcan & Gurses, 2018), where it is more common for practitioners than policymakers to be portrayed as pioneering or institutional entrepreneurs (e.g., Alvarez et al., 2015; Dorado, 2013). Assumedly, having a deeper insight into the personality and characteristics of interacting policymakers, their positions, expertise, and connections could provide scholars with a better understanding of some of the underlining mechanisms and configurations of practitioner-policymaker partnerships and interplay.

Central field actors include different types of organizations who aim to unite practitioners to manage, support, control, represent, and regulate their work in a related field. These field agents include various types of associations (e.g., Delmestri & Greenwood, 2016; Greenwood et al., 2002; Micelotta & Washington, 2013; Olsen, 2017), such as the Forest Stewardship Council (FSC), an international association that sets standards for responsible forestry in the study of Bartley (2007b), or the European Venture Philanthropy Association, who aim to build an effective venture philanthropy sector in Europe (Mair & Hehenberger, 2014). Also, central field actors include social movement organizations (e.g., Claus & Tracey, 2020; Sine & Lee, 2009) and professional societies and sport clubs and communities (e.g., Wright & Zammuto, 2013), like the Mulhouse Society, who advocated for creating the child labor legislation in France in the 19th century (Anderson, 2018). Furthermore, the literature studied demonstrates that central field actors support communication between practitioners and policymakers through organizing spaces and opportunities for interplay and educating practitioners and other players how to communicate (e.g., Mair & Hehenberger, 2014; Zilber, 2011), and making advocacy and lobbying policymakers and other governmental institutions (Ansari, Wijen, & Gray,

2013; Barley, 2010; Pacheco, York, & Hargrave, 2014).

By the nature of their activities, central field actors in some cases combine activities of informal regulators and representatives of practitioners (e.g., Pellandini-Simányi & Vargha, 2021; Wright & Zammuto, 2013). For example, an association could play the role of a central field actor, representing practitioners, like the example of the Canadian Institute of Chartered Accountants (CICA) or the Institute of Chartered Accountants of Alberta (ICAA), and at the same time a creator of normative policies - CICA is responsible for the development of uniform standards of practice and the strategic development of the profession (Greenwood et al., 2002). Central field actors focus their attention on creating different standards, such as forest certification standards (e.g., Bartley, 2007a), or practice standards (e.g., Ramirez, 2013) to promote appropriate types of practices, like civil regulations or "soft power" regulations. These standards act through normative pressure, a voluntary approach (Wijen, 2014), necessary to follow for practitioners who want to be associated with the field. On the other hand, public regulations, created by governments, have a more coercive effect on actors in a field and can take the form of different regulations and policies – for instance, climate policies for aviation in the form of pollution permits on an emission (Buhr, 2012) or various bans (e.g., Esparza, Walker, & Rossman, 2013; Maguire & Hardy, 2009; Mele & Compagni, 2010). In both cases, the aim for a policy change could include improvement of the practice field and a wish to find a solution to problems the field is struggling with (e.g., Alvarez et al., 2015), an improvement of the status of the participants (e.g., Greenwood et al., 2002), or the introduction of innovations (Tracey et al., 2011). Creation and implementation of such regulations, practices, and standards help determine boundaries of the field for a clearer differentiation from other fields and provide support for further field development and stabilization.

According to the literature studied, initiators of policy change or new

policy creation could be any institutional actors individually (e.g., Greenwood et al., 2002) or in groups with other actors (Van Wijk et al., 2013; Zietsma & Lawrence, 2010), who see the opportunity or need to interact and change (e.g., Beyes, 2015; Ugur & Yankaya, 2008). Initiators of change could be actors present in the field, insiders, or actors, who, in the beginning, were not involved in field activities, or outsiders (Maguire & Hardy, 2009). Also, the leading role in field creation could belong to different actors at the various stages of field development. In their study, Child et al. (2007) research the process of emergence of China's environmental protection system (EPS) and find that in the beginning, the initiatives came from the government (the State Council and ministries), In the next stages, SEPA (State Environmental Protection Administration) became the leading institutional entrepreneur of that field.,

3.3.2 Practitioner-policymaker interplay

The analysis shows that practitioner-policymaker interplay is a complex process that is based on three interrelated groups of activities - enabling interactional infrastructure and opportunities (e.g., Mair & Hehenberger, 2014), creating and transferring data and knowledge that relate to discursive processes (e.g., Maguire & Hardy, 2009) and supporting decision-making processes by participating in governing activities (Perkmann & Spicer, 2008) - in which all three studied groups of actors contribute. Table 3.2 represents the data structure that demonstrates how different actors participate in each group of activities. The emerging data structure suggests some similarities and differences between actors' activities.

Table 3.2 Data structure

Groups of activities	Practitioners	Policymakers	Mediating central field actors
Enabling interactional infrastructure and opportunities	**Building relationships and involving actors to interplay**: Building coalitions and partnerships with industry and other field actors Building relationships with governments **Developing infrastructure for interactions and political work:** Developing entities for collaborations with policymakers and collaborative projects Establishing informal governing bodies Launching Associations, Networks, and Alliances for representation Launching individual and collective entities for advocacy **Organizing spaces and opportunities for interplay:** Leading and facilitating events Organizing discussion events Organizing events for sharing information Searching attention and support from policymakers	**Convening and orchestrating collaborations and interactions:** Orchestrating interactions Convening collaborations **Organizing spaces and opportunities for interplay:** Inviting actors for interactions Organizing interactional spaces for education purposes Organizing meetings and other interactional events Organizing spaces for interactions for collecting data and expertise **Creating additional interactional infrastructure:** Founding institutions for introducing new initiatives and practices Launching interactional platforms and entities that support interactions Setting committees and groups for collective work and advising	**Supporting practitioner-policymaker interplay**: Building relationships with policymakers Establishing relationships with other field actors **Organizing spaces and opportunities for interactions:** Inviting practitioners and policymakers, and other actors to collaborate Creating interactional templates and rules Organizing and leading meetings and offering spaces for debates Organizing conferences, summits, and forums **Setting up an additional infrastructure for interactions and political work:** Founding and leading institutions for introducing new initiatives and practices Launching committees and task forces for collective work and consultations Setting up entities for negotiations and lobbying **Supporting practitioner-policymaker interplay:** Building communication routines between practitioners and policymakers Motivating and training practitioners to work with policymakers and government officials
Developing and transferring data and knowledge	**Doing research and collecting information:** Experimenting Collecting information about the field Doing research **Sharing information and expertise**	**Collecting data and expert opinion from practitioners and other actors:** Collecting public opinion and holding consultations Collecting scientific data Organizing and leading experiments	**Collecting and creating data and knowledge:** Collecting data and knowledge Conducting and funding research Designing and conducting experiments

Groups of activities	Practitioners	Policymakers	Mediating central field actors
	using various sources of communication: Publishing reports Publishing texts and using different sources of media to share information Speaking at different events Leading workshops and trainings	**Raising awareness using different communication channels:** Publishing guidelines and policy papers Publishing reports Running educational and information-related campaigns	**Sharing data and knowledge:** Consulting practitioners and other actors Organizing and leading trainings and workshops Organizing campaigns for raising awareness Publishing newsletters, pamphlets, and information brochures Publishing reports Representing practitioners and transferring their ideas
Participating in governing activities	**Collaborating with policymakers:** Assisting policymakers in their activities Collaboratively working with policymakers Communicating with policymakers Joining regulatory networks and activities Providing policy-related expertise and consultations Stating and providing support for policymakers **Doing advocacy work:** Advocating Lobbying Persuading Obtaining and mobilizing support from other actors, including highly legitimate and known field actors **Opposing policymakers' initiatives:** Resisting and stating disagreement with policymakers' decisions and initiatives Organizing and leading protests, marches, boycotts, and other forceful opposing activities Organizing campaigns Using the legal system and appealing to courts **Making legislative efforts:** Proposing policy ideas and suggestions Transferring and scaling standards and regulations	**Collaborating with practitioners and other actors:** Having discussions and communicating Joining interactions and interactional events of other actors Working collaboratively with practitioners and other actors Seeking public and industry support **Restricting and opposing policy activities of practitioners** Banning practitioners' requests, proposals, and ideas Pressing and criticizing Using law enforcement and punishment methods **Supporting political actions of practitioners** Helping integrate projects and ideas Openly stating support and agreement with activities and proposals of practitioners and other actors Providing financial support Responding by organizing additional activities and events to solve interaction-related issues Satisfying requests of practitioners and other actors Motivating practitioners to act	**Collaborating with policymakers:** Advising and consulting policymakers Collaborating and communicating with policymakers Demonstrating support to governmental actions Joining governmental routines, consultations, and events **Doing advocacy work:** Advocating Lobbying Pressing regulators Obtaining support from highly legitimate actors **Opposing policymakers' ideas and initiatives:** Criticizing and pressing governmental actors Organizing and leading campaigns Protesting Using the legal system and suing governments **Making legislative efforts:** Auditing practitioners Communicating with practitioners Creating internal regulations, legislative decisions, and standards Designing policy instruments and papers Satisfying legislative requests of practitioners

3.3.2.1 Enabling interactional infrastructure and opportunities

Activities of the first group show how a process of practitioner-policymaker interplay could be organized and supported by the interacting actors. Table 3.2 demonstrates that each type of actor actively contributes to enabling interactional infrastructure and opportunities by building official relationships with other field actors, including governmental and industry representatives, organizing and supporting interactive spaces and opportunities, and establishing new entities as part of institutional infrastructure (Hinings et al., 2017). For practitioners and central field actors, establishing partnerships with policymakers means opportunities to communicate and collaborate with policymakers directly and on an ongoing basis (Claus & Tracey, 2020; Tello-Rozas, Pozzebon, & Mailhot, 2015; Tracey et al., 2011) or having easier access to policy discussions using their partners' connections (e.g., Lawrence et al., 2002; Shaul Bar Nissim, 2019; Teets, 2018; York, Hargrave, & Pacheco, 2016).

Established connections with policymakers and other field actors also help practitioners and central field actors to increase their status, and identify and strengthen their position in a field (e.g., Anand & Watson, 2004; Bertels, Hoffman, & DeJordy, 2014; Kim, Croidieu, & Lippmann, 2016; Tracey et al., 2011; van Bommel & Spicer, 2011) to be able to affect field development further (e.g., Oborn, Barrett, & Exworthy, 2011; Teets, 2018; Zara & Delacour, 2021). However, the literature studied does not address why policymakers, practitioners, and central field actors join interplay organized by others in the first place. What do these actors aim to obtain or avoid by accepting "invitations" of others to participate in interplay? How do these actors measure the value added of their participation in specific interactions and discussions?

The second type of activity in the enabling interactional infrastructure and opportunities group includes activities connected with the organization of

interactional spaces and opportunities. Organizing and leading events, actors can support a change of institutional order and, thus, affect governing because the way how interactive spaces and processes are organized can affect outcomes of interplay and perceptions of participating actors (Mair & Hehenberger, 2014; Zilber, 2011). Organizing interplay events and spaces, actors craft and support rules and processes of interactions (Canales, 2016; Cartel et al., 2019; Mair & Hehenberger, 2014), maintain or alter existing power and status relationships between actors (Bindman et al., 2018; Bucher, Chreim, Langley, & Reay, 2016; Hardy & Maguire, 2010) and communicate their views to further shape a field trajectory (Zilber, 2011).

The analysis demonstrates that each type of actor organizes and leads interplay events, bounded by actors' resources, goals, and the nature of actors' activities. The studies reviewed demonstrate that among actors participating in practitioner-policymaker interplay, central field actors stand out by the variety of organized events. These actors organize meetings, conferences, summits, and debates that allow field actors to communicate, exchange knowledge and ideas and collaborate (e.g., Kim et al., 2016; Mair & Hehenberger, 2014) when practitioners and policymakers tend to organize more specialized and targeted events for the exchange of information (e.g., Canales, 2016), presenting new ideas and persuading others to accept them (e.g., Bakir, 2009a) and defining collective work (e.g., Bindman et al., 2018). For example, policymakers initiate policy-related events, such as meetings or consultations with practitioners (e.g., Buhr, 2012; Khavul, Chavez, & Bruton, 2013; Tracey et al., 2011), or organize research to obtain the needed information from practitioners (Anderson, 2018; Ansari et al., 2013; Bakir, 2009b). The information gathered can support policy creation and implementation processes (e.g., Bunea & Thomson, 2015; Mele & Compagni, 2010; Pellandini-Simányi & Vargha, 2021). Practitioners often organize information exchange and education activities, including workshops and

training programs (e.g., Canales, 2016; Hardy & Maguire, 2010; Perkmann & Spicer, 2008; Teets, 2018; Van Wijk et al., 2013). The difference between the types of events organized could be explained by the connecting, representing, and communicating nature of central field actors' activities (Esparza et al., 2013; Greenwood et al., 2002). The latter is also reflected in their attempts to motivate and train their members how to target and interact with policymakers (e.g., Hardy & Maguire, 2010; Kim et al., 2016; Pacheco, York, Dean, & Sarasvathy, 2010; Sine & Lee, 2009; Tello-Rozas et al., 2015) and help them to build relationships with policymakers (Barley, 2010; Lawrence, 2017).

Furthermore, central field actors (e.g., Tello-Rozas et al., 2015; Van Wijk et al., 2013; Zilber, 2011) and government representatives (Barley, 2010; Canales, 2016) usually participate in convening or leading activities. However, the literature studied provides less knowledge about the convening activities of practitioners. That might be because practitioners have fewer resources and opportunities for organizing events themselves when government representatives use their power dominance and resources to lead or appoint a chair for collaborative activities (Barley, 2010; Hehenberger et al., 2019). Thus, practitioners might represent less powerful and resourceful actors with fewer opportunities to affect field governance through individually organized field-level events and activities. However, the involvement of outside powerful actors and resources could positively affect practitioners' agenda- and process-building opportunities (e.g., Monteiro & Nicolini, 2015; Teets, 2018). Importantly, the involvement of external actors should support the integrity and predictability of the interactional process for the other actors. The literature studied suggests that unpredicted and non-discussed changes that happen owing to policymakers or other actors could lead to negative consequences, including breaking existing partnerships. For example, Borum (2004) illustrates that when policymakers from the National Board of Health individually appointed a new taskforce chair for the collaborative project, that included practitioners from the Danish Medical Society, practitioners

terminated the partnership and stopped collaborating . This shows that the integrity of the process and decision-making are important for interplay.

Also, the works that study the cognitive aspects of institutional processes argue the importance of creating a safe and supportive environment, where actors trust, respect, and like each other and can jointly work, experiment, discuss and create novel ideas (e.g., Cartel et al., 2019; Dorado, 2013; Fan & Zietsma, 2017). These studies and observations recommend that scholars devote attention to an overlooked question in the literature of how conveners can organize supportive environments for continuous collective work and interactions and how actors coordinate their power relations during interplay events and activities. A possible power imbalance between participants of the interplay can lead to a predominance of views of more powerful actors and decrease variability and critical evaluations of proposed solutions in case of insufficient control from a convener.

Actors can also contribute to interplay by developing additional infrastructure elements for interactions and political work, including setting up new entities (i.e., creating networks, associations, agencies, etc.), projects, and groups (i.e., committees, research groups, etc.) that support interplay activities and political work in the field. These new infrastructure elements provide opportunities for collective work, research, and advice (e.g., Child et al., 2007; Grodal, 2018; Hehenberger et al., 2019; Oborn et al., 2011; Perkmann & Spicer, 2007). Moreover, actors can use these new infrastructure elements for lobbying, advocacy activities, and practitioners' representation (e.g., Delmestri & Greenwood, 2016; Dorado, 2013; Khan, Munir, & Willmott, 2007; Leung, Zietsma, & Peredo, 2014), or for raising awareness among field players (Maguire et al., 2004; Vermeulen et al., 2007), and developing informal regulation, like participation rules and practice standards. (Bartley, 2007b; Castel & Friedberg, 2009; Faulconbridge & Muzio, 2021; van Bommel & Spicer, 2011; Wright & Zammuto, 2013).

. Similar to the organization of interaction events, the actors studied establish different types of entities. However, policymakers and central field actors act in a similar manner. The analysis demonstrates that both policymakers and central field actors tend to set up infrastructure elements that allow for the introduction of new initiatives and practices (e.g., Olsen, 2017). For example, the Ad Hoc Committee on Multidisciplinary Practices formation created opportunities for updating the established auditing practice by including more multidisciplinary elements into it (Greenwood et al., 2002). Also, infrastructure elements established by policymakers and central field actors can be used to provide information for policymaking activities and collective work. For example, as a part of the Joint Solutions Project, described in the study of Zietsma and Lawrence (2010), the Canadian government formed multistakeholder committees "to oversee the development of eco-system-based management" (2010, p. 211), test acceptance of new practices in the field, and provide recommendations for the government.

Practitioners tend to establish new infrastructure elements that allow them to participate in field governance by creating informal government or representing organizations, like associations, networks, alliances, etc. (Hinings et al., 2017; Pedeliento, Andreini, & Dalli, 2020). These established informal collective governance entities help to develop and diffuse specific regulations and practices in favor of practitioners (e.g., Ansari et al., 2013; Avetisyan & Ferrary, 2013; Buhr, 2012; Gutierrez, Howard-Grenville, & Scully, 2010; Van Wijk et al., 2013; Wright & Zammuto, 2013) and create specific guidelines (e.g., Castel & Friedberg, 2009; Maguire et al., 2004) for decreasing ambiguity and bringing stability into a field. Establishing an association and network allows consolidating the powers and resources of various field actors for more effective work with policymakers (Huybrechts & Haugh, 2018). Moreover, establishing a new collaborative entity and the

beginning of its work can be a signal of for governmental institutions that previously were not interested in or informed about a field and its related practices. The studies by Canales (2016) and Giamporcaro and Gond (2016) illustrate this scenario. In case of the non-existence of a policy or opportunity window, attempts and activities of one practitioner or a small group of actors might not produce enough pressure to enact practitioner-policymaker interplay. In that case, practitioner-policymaker interplay can start only after establishing collective entities like central field actors (Barley, 2010; Croidieu & Kim, 2018; Delmestri & Greenwood, 2016; Leung et al., 2014). Investigating ways to signal a need for interactions and enable practitioner-policymaker interplay for less powerful field actors will provide a better understanding of accessibility of field governance for field actors and the conditions needed for practitioner-policymaker interplay. Besides, by establishing associations and networks for starting the interplay suggests that practitioners (that were previously powerless) can play a role as active developers of field infrastructure, aiming to structure it for practitioners' needs.

3.3.2.2 Developing and transferring data and knowledge

Developing and transferring data and knowledge represents the second group of activities related to practitioner-policymaker interplay, in which all three types of actors studied are involved. The activities of this group aim to support information exchange (Cartel et al., 2019) and raise awareness (e.g., Avetisyan & Ferrary, 2013; Ben-Slimane, Justo, & Khelil, 2020; Slager et al., 2012) by collecting field data and knowledge (e.g., Giamporcaro & Gond, 2016; Lawrence, 2017; Vermeulen et al., 2007), testing suggested practices and regulations (e.g., Cattani, Ferriani, & Lanza, 2017; Perkmann & Spicer, 2007; Sine & Lee, 2009; Tracey et al., 2011), and sharing the knowledge created for making informed decisions and regulations (e.g., Ansari et al., 2013; Gurses & Ozcan, 2015; Shu & Lewin, 2017; Teets, 2018). In their study

of the development of the Hungarian mortgage market, Pellandini-Simányi and Vargha (2021) demonstrate the importance of sharing and obtaining legal and practical knowledge between all actors engaged in interplay. The authors argue that the creation of working laws and practices became possible because of the collaborative work of policy representatives, practitioners, experts, and other actors and the shared understanding of legal and practical challenges, requirements, and possibilities among these actors. Pellandini-Simányi and Vargha (2021) suggest that the previous attempt to create regulations failed because regulatory actors had only a one-sided picture and did not fully acknowledge the practices and situation of the banking community. Similarly, misunderstanding of rules complicated and delayed the process for collecting citizens signatures by students, which were needed for having the Public Hearing amendment and introducing changes to the regulatory decision-making process of a local municipality in one of the communities of the Argentinean city of San Carlos de Bariloche (Marti, Courpasson, & Dubard Barbosa, 2013). To solve the emerged issue, the students met and consulted with a local government council to "in order to force it to come up with clear regulations about how to collect the signatures so that the amendment would be finally approved" (2013, p. 23).

Overall, the activities from this group allow for local experimentation with practices and regulations and the development of shared understanding and meanings, which can lead to further development of shared practices and strengthen field boundaries (Zietsma & Lawrence, 2010). Importantly, local experimentation is not always organized. For example, in the study of Monteiro and Nicolini (2015), we see how local contests allow to collect and evaluate field practices and later discuss and share "best practices" with policymakers and other field actors. This way, participating as jurors policymakers receive access to results tested by practitioners and can use this knowledge to update their policy agenda. Furthermore, the study of Monteiro

and Nicolini (2015) demonstrates important activity and contribution of central field actors, namely the possibility of integrating practitioners' ideas and results of experiments for further use in interplay (Huybrechts & Haugh, 2018).

The review of how actors participate in the development and transfer of data and knowledge demonstrates that all types of actors collect public opinion, consult with experts, and organize different types of research. Interestingly, practitioners tend to experiment more with new practices and schemes (Aversa, Furnari, & Jenkins, 2021; Cartel et al., 2019; Tukiainen & Granqvist, 2016) that later allow them to initiate (e.g., Canales, 2016; Cartel et al., 2019) or join practitioner-policymaker interplay as experts (e.g., Ansari et al., 2013; Hehenberger et al., 2019; Oborn et al., 2011). Furthermore, the organization of novel forms of enterprises and practices (e.g., Alvarez et al., 2015; Lawrence, 2017; Van Wijk et al., 2013) can be considered as a type of local experimentation and later lead to interplay in the case of successful implementation. For example, setting up a new enterprise to provide unique solutions for some social problems might create a new institutional logic, which could influence or change existing relationships or practices in the field. Current policies might not cover such changes, hence there is a need for new policies to legitimize them. In their study, Tracey and colleagues (2011) describe such a process for the legitimization of a new organizational form of hybrid logic (homeless support and for-profit business) through the interplay between owners of the private enterprise, Aspire, with macro-level (governmental) actors in the UK. Also, due to the interplay, the government changed its vision of social entrepreneurship, which led to the transformation of social and political strategies in the UK.

Policymakers usually organize experiments in collaboration with practitioners or central field actors to test regulations and practice standards (e.g., Canales, 2016; Ramirez, 2013; Zietsma & Lawrence, 2010). Similar to

policymakers, central field actors fund or support organization of data collection process with practitioners or do it themselves (e.g., Sine & Lee, 2009; Slager et al., 2012; Tello-Rozas et al., 2015). Moreover, policymakers tend to appoint well-known practitioners to lead groups to test implementation and for research (e.g., Alvarez et al., 2015; Bartley, 2007b; Jain & Sharma, 2013). For example, in the same study, Tracey and colleagues describe that after leading institutional entrepreneurs became known as experts and built connections with Prime Minister Tony Blair, one of them, Harrold, was appointed to lead the implementation of a policy group "to ensure that government policy on social enterprise is "relevant and effective" (2011, p. 66). Thus, practitioners could support field governance by organizing and leading regulatory experiments and being governance experts critical for making field-based regulations and decisions.

The second type of activities related to the "*developing and transferring data and knowledge"* group includes the means of communication of information and data. Practitioners frequently deliver speeches at conferences and do other public performances such as appearing on national television or participating in other mass media activities. They do so to attract public and policymakers' attention to some problems or promote their ideas, views, and practices (e.g., Buhr, 2012; Hardy & Maguire, 2010; Perkmann & Spicer, 2007). For example, Beyes (2015) shows how a theatrical performance in Swiss St. Gallen organized by the International Institute of Political Murder production company raised local citizens' awareness and called governance for pushing the agenda for a new constitution that would include the opinion of foreign residents. In addition, practitioners share information by publishing articles, reports, and books (e.g., Kim et al., 2016; Lawrence, 2017; Van Wijk et al., 2013). The study of Maguire & Hardy (2009) about the deinstitutionalization of DDT is an iconic example of how the publication of a book by Rachel Carson called *Silent Spring* initiated the

activities of various field actors, including NGOs and policymakers, to ban the pesticide. Even though the interplay between Rachel Carson and politicians was limited politicians seeking written advice from Rachel, the publication informed and pushed other actors to initiate rounds of interplay.

Policymakers also deliver speeches at conferences and involve mass media (e.g., Child et al., 2007; Gurses & Ozcan, 2015) to gain support from practitioners and other field actor or to state their position and ideas. For example, Li and colleagues (2018) demonstrate that, using state-controlled media channels, Chinese authorities theorized and legitimized specific investing practices and supported the development of the Chinese Stock Exchange market. Policymakers can also use other means of communication like publishing reports and supportive materials and organizing training for practitioners. The global goal of these activities for policymakers is to inform practitioners and other actors about implementing new policies and educating practitioners about the requirements of new policies (e.g., Canales, 2016). Besides, publishing reports by policymakers could initiate interactions (e.g., Avetisyan & Ferrary, 2013; Bucher et al., 2016; Pedriana & Stryker, 2005) or become an output of collective work between them and practitioners (e.g., Granqvist & Laurila, 2011).

Central field actors tend to organize educational campaigns and training events to raise awareness about specific issues and apply new practices and regulations (e.g., Faulconbridge & Muzio, 2021; Slager et al., 2012). Also, raising public awareness allows motivating public activism for the subsequent lobby of policymakers (e.g., Bertels et al., 2014; Kim et al., 2016; Pacheco et al., 2014; Sine & Lee, 2009; Tello-Rozas et al., 2015). To inform practitioners and others, central field actors also publish different types of papers, including reports, newsletters, and brochures (e.g., Cattani et al., 2017; Greenwood et al., 2002; Hardy & Maguire, 2010) and consult and educate them for various purposes (e.g., Bertels et al., 2014; Pacheco et al.,

2014; Perkmann & Spicer, 2007; Ramirez, 2013). Moreover, these actors usually do bridging work by transferring and translating ideas, data, and knowledge from practitioners to policymakers and vice versa (Bucher et al., 2016; Grodal & O'mahony, 2017; Vermeulen et al., 2007). By doing so, central field actors can influence policymakers' agendas and lobby for changes (Maguire et al., 2004).

The findings show many similarities between sharing information and data activities of practitioners, policymakers, and central field actors. However, these actors share different types of information depending on their position and role within a field. Practitioners share more specific information about field issues and practices, and results of their experiments, whereas central field actors provide more integrated and generalized field information. Policymakers, in turn, share details about policies and regulations with other participants of interplay. Connected and examined together, this information provides a more fine-grained interpretation of the issues discussed and allows a deeper understanding of how collaborative work creates and implements multivocal solutions (Pellandini-Simányi & Vargha, 2021).

3.3.2.3 Leading and participating in governing activities

Interplay activities from the last group directly relate to field governing and policy- and decision-making process. This group of activities demonstrates how practitioners, policymakers, and central field actors can interact and collaborate in regulatory decision-making process. Also, this group of activities includes actors' counteractions to political activities and decisions of the interplay counterparts.

This review analysis demonstrates that practitioners and central field actors can participate in a field governing process by persuading and supporting the work of policymakers, opposing policymakers' initiatives and decisions, and making legislative activities themselves, that includes proposing policy and regulatory changes. Aiming to support policy creation

and implementation, practitioners and central field actors collaborate with policymakers (e.g., Avetisyan & Ferrary, 2013; Claus & Tracey, 2020; Huybrechts & Haugh, 2018). They participate in specifically organized events, like meetings or hearings (e.g., Grodal, 2018; Hehenberger et al., 2019; Mele & Compagni, 2010; Tukiainen & Granqvist, 2016) or join governmental routines, activities, and consultations (e.g., Beunza & Ferraro, 2019; Hamann & Bertels, 2018; van Bommel & Spicer, 2011). Also, practitioners and central field actors advise and discuss policies with policymakers (e.g., Bindman et al., 2018; Child et al., 2007; Mair & Marti, 2009; Van Wijk et al., 2013). Doing so, they play the role of experts who help policymakers shape regulations and initiatives and can directly influence the decision-making process, for example, through collaborative work.

Furthermore, participation in this group of activities entails the existence or willingness to reach a more or less shared level of agreement between different parties and an openness to collective action and interaction. In some cases, practitioners and central field actors can demonstrate their overall willingness to collaborate through stating support to policymakers' initiatives and regulations. For example, they can show their agreement with policymakers by voluntarily joining their initiatives (e.g., Avetisyan & Ferrary, 2013; Cartel et al., 2019; Lamberg & Pajunen, 2010; York et al., 2016), publicity stating their support (e.g., Feront & Bertels, 2021; Pacheco et al., 2010; Ugur & Yankaya, 2008) or by funding specific initiatives, political actions or decisions (Barley, 2010). The latter could also include bribing (Zara & Delacour, 2021) or be considered as lobbying, which is one of the most frequently used way to persuade and influence policymakers' work (Bertels et al., 2014; Huault & Rainelli-Le Montagner, 2009; e.g., Huybrechts & Haugh, 2018; Pedeliento et al., 2020; Vermeulen et al., 2007; York et al., 2016) that emerges from the analysis.

Lobbying as a part of advocacy activities allows actors to state an

opportunity or need for the creation or change of policies in the interest of practitioners or other field actors and persuade policymakers to implement such changes (Alvarez et al., 2015). In addition to lobbying, persuasion could happen in other various ways, including threats to refuse to cooperate with policymakers in their projects (Tukiainen & Granqvist, 2016) or involvement of various actors in interplay and request for their support (e.g., Cattani et al., 2017; Tello-Rozas et al., 2015). Practitioners and central field actors can involve specific advocacy groups (Bertels et al., 2014) and professional lobbyists (Barley, 2010; Djelic, 2013; Greenwood & Suddaby, 2006), or seek support from highly legitimate actors, like village leaders and different governmental actors, including representatives of foreign governments (e.g., Hamann & Bertels, 2018; Huybrechts & Haugh, 2018; Oborn et al., 2011; Zietsma & Lawrence, 2010), famous athletes, artists, and business people (e.g., Staggs, Wright, & Jarvis, 2021; Tello-Rozas et al., 2015). Mobilization of additional actors could happen by raising public support (Ansari et al., 2013; Ben-Slimane et al., 2020; Marti et al., 2013; Ozcan & Gurses, 2018), using mass media channels (e.g., Claus & Tracey, 2020; Goodstein & Velamuri, 2009; Gurses & Ozcan, 2015; Xiao & Klarin, 2021), publishing different reports and papers, and organizing various conferences and campaigns (e.g., Beyes, 2015; Huault & Rainelli-Le Montagner, 2009). The involvement of other field actors increases the pressure on policymakers and can signal the overall importance of a lobbied issue. In addition to more formal and open ways of lobbying, practitioners and central field actors can persuade policymakers during informal communication and "corridor talks" (e.g., Hardy & Maguire, 2010; Xiao & Klarin, 2021) and by being part of the same club or being invited to the same political circles (e.g., Canales, 2016; Tracey et al., 2011). It remains an open question in the articles studied when and under which circumstances practitioners and central field actors can use persuasion and lobbying most effectively and how to combine these practices with the other underlying practitioner-policymakers interplay activities.

One of the key components of persuasion of practitioners and central field actors may be the effective use of language and discourse (Etzion & Ferraro, 2010). Therefore, it is interesting to explore how practitioners, policymakers, and central field players use discourse and language in their persuasion techniques. Comparing the types and styles of information sharing and persuasion, Ozcan and Gurses (2018) suggest that policymakers tend to use and share more scientific information when practitioners and central field actors apply dramaturgy and rhetoric in their messages. The authors demonstrate that some actors related to the Nutritional Health Alliance compared the actions of the local regulator, FDA, with the Nazis to win public support and involve more actors in its campaigns (Ozcan & Gurses, 2018). Additionally, Micelotta and Washington (2013) argue that the use of rhetoric allowed lawyers unhappy with new policies to "disarm the government's arguments" (2013, p. 1153) and to repair the status of the legal profession in Italy. Thus, practitioners and central field actors can use a broader repertoire to persuade interplay partners, the public, and opponents. Accordingly, it could be interesting to study when and which arguments could be used more effectively in practitioner-policymaker interplay. In his study, using the debates on Heathrow airport's expansion, the extension of Gurkha rights, and wearing hijab in Britain, Bouwmeester (2013) provides some answers to this question and suggests that in their arguments, policymakers and field actors need to adjust to field rationale and to follow the rationale of their opponents to convince them. Understanding the rationale of the opposite side helps to better argument actors' position and weakens possible counterarguments (Gutierrez et al., 2010). Moreover, the literature recommends that actors use various arguments in their messages, like political, economic, ethical, and others (Djelic, 2013; Greenwood et al., 2002). In addition, some studies suggest that successful interplay requires actors to send clear messages with well-defined ideas to avoid framing ambiguity (Feront & Bertels, 2021). As Feront and Bertels (2021) explain, framing ambiguity could lead to

misunderstandings by interplay participants and the nominal adoption of ideas, decreasing the level of interplay efficiency. Hence, sharing and obtaining knowledge from other participants of interplay becomes an important step for interacting actors. Also, using shared and familiar terminology supports interplay, where central field actors, such as associations help “translating” between the language of policymakers and practitioners (e.g., Greenwood et al., 2002).

Several studies from the sample demonstrate that practitioners and central field actors use combinations of persuading and opposing or so-called disrupting activities (Bertels et al., 2014) to state their opinion and disagreement with the current or proposed order. For example, practitioners and central field actors usually organize and lead campaigns, collect signatures on petitions and engage in other types of activism (e.g., Carter & Jacobs, 2014; Guérard, Bode, & Gustafsson, 2013; Navot & Cohen, 2015; Pedriana & Stryker, 2005; Reay & Hinings, 2005; Tello-Rozas et al., 2015) that might support peaceful and sometimes "passive revolution" (e.g., Bo, Böhm, & Reynolds, 2019, p. 1062) and regulatory and practice change (e.g., van Bommel & Spicer, 2011). The latter is illustrated in the study of York et al. (2016) when a coalition of environmental SMOs collected citizens' votes for integrating new practices of obtaining wind power in Colorado, which led to formalizing and embedding a new hybridized logic by policymakers and big utility firms. Sometimes practitioners and central field actors organize campaigns to affect practices of other practitioners through the involvement of policymakers in-between actors' conflicts (e.g., Guérard et al., 2013; Kim et al., 2016; York et al., 2016). In this case, policymakers are considered not as opposition but as actors who can support and affect change and arbitrate the conflict between practitioners. For example, Wright and Zammuto (2013) demonstrate that the majority of interactions and discussions about changes in cricket qualification rules in England happened between central elite, marginalized, and peripheral cricket clubs, where the field governmental

body, the Marylebone Cricket Club (MCC) was less active in interplay with these actors. The other actors used government's help to resist changes provided by opposite sides.

When practitioners and central field actors disagree with policies and existing practices, they can also refuse to cooperate or scrutinize policy changes (e.g., Bakir, 2009b; Canales, 2016; Reay & Hinings, 2005; Van Wijk et al., 2013) and voice their criticism (Khavul et al., 2013; e.g., Pedriana & Stryker, 2005; Reay & Hinings, 2009; Shaul Bar Nissim, 2019; Slager et al., 2012). More radical disagreement can take the form of organizing strikes, boycotts, marches, protests (e.g., Anand & Watson, 2004; Castro & Ansari, 2017; Hamann & Bertels, 2018; van Bommel & Spicer, 2011; Zietsma & Lawrence, 2010) with involvement of numerous other field actors. Zara and Delacour in their study of political and economic transition happened in Serbia in 2001-2008 (2021) show that mafia used threatening, blackmailing, and pressing policymakers to state its disagreement with initiated by the state changes. Additionally, practitioners and sometimes central field actors tend to challenge policymakers in courts (e.g., Bertels et al., 2014; Goodstein & Velamuri, 2009; Greenwood & Suddaby, 2006; Navot & Cohen, 2015; Ozcan & Gurses, 2018) for defending their positions and ideas. The choice of the persuasion and resistance method is an open question. However, the reviewed studies suggest that in case practitioners act in their interests, they prefer to use lobbying, refusing to cooperate, and filing lawsuits, which help them to target specific outcomes where collaborations with other practitioners and central field actors, including organization of mass campaigns, protests, and other activities with the involvement of other field actors allow them to target broader field issues.

Lastly, practitioners and central field actors could participate in field governance by making legislative efforts themselves. This group of interplay activities includes setting informal regulations and standards (e.g., Aversa et

al., 2021; Huybrechts & Haugh, 2018; Shaul Bar Nissim, 2019) for primary standardization of practices in nascent or developing fields that are characterized by unsettled regulations or institutional voids (Mair & Marti, 2009). In some cases, central field actors as legislators were pushed by their members' requests to introduce new regulations and practices (Anand & Watson, 2004) or as a reaction to pressure from practitioners (Cattani et al., 2017) or regulators (Ramirez, 2013). The standards and practices created could be later translated and scaled to the policy level (Feront & Bertels, 2021). Also, central field actors monitor how practitioners comply with practices and regulations and can take appropriate governing measures to affect practitioners. Ramirez (2013) describes this situation in his study about the development of the British audit field, where, at some moment, the development of practice standards requested "auditing" of auditors. Other legislative activities include drafting and sharing policy or projects proposals and position papers to influence the policymaking process (e.g., Bucher et al., 2016; Castel & Friedberg, 2009; Fan & Zietsma, 2017; Hehenberger et al., 2019; Perkmann & Spicer, 2007; Sine & Lee, 2009), which might be considered as a part of collaboration or advocacy activities.

Policymakers in their policy work tend to collaborate with other field actors, restrict and oppose or support policy work of practitioners and central field actors. Policymakers communicate and discuss policies with other actors (e.g., Bakir, 2009a; Batory & Lindstrom, 2011), collectively work on drafting and revising rules (e.g., Child et al., 2007; Pedriana & Stryker, 2005; Pellandini-Simányi & Vargha, 2021), and join regulatory-related activities of other actors (e.g., Grodal & O'mahony, 2017; Hehenberger et al., 2019; Mele & Compagni, 2010; Zilber, 2011). Through the organization of discussions and collaborative work, policymakers can influence practitioners to gain support and ease the policy implementation process (e.g., Bakir, 2009a; Lawrence, 2017; Maguire & Hardy, 2009).

In the case of opposing actions of practitioners and central field actors, policymakers can restrict or support these policy-related activities. Restricting activities include banning requests, proposals, and ideas coming from other actors (e.g., Bakir, 2009a; Lawrence, 2017; Ozcan & Gurses, 2018), ignoring requests for collaborations (Gutierrez et al., 2010), putting pressure on and criticizing these actors' activities (e.g., Ansari et al., 2013; Castel & Friedberg, 2009), and using law enforcement and punishments against other actors (e.g., Ben-Slimane et al., 2020; Goodstein & Velamuri, 2009; Zietsma & Lawrence, 2010). For example, Zara and Delacour (2021) demonstrate the State organized a special judicial operation and prosecuted members of the Mafia in response to their pressure and threatening activities and the assassination of the Prime Minister. The analysis suggests that restricting activities by policymakers can initiate an additional aggressive response from practitioners and central field actors and lead to a continuous conflict until one side decides to withdraw from the interplay (e.g., Goodstein & Velamuri, 2009; Vermeulen et al., 2007), satisfying the requests of the other actors (e.g., Ben-Slimane et al., 2020; Ozcan & Gurses, 2018) or participants come to a compromise (e.g., Zietsma & Lawrence, 2010).

Supporting policy activities of other actors, policymakers can satisfy their request for regulation changes and approve suggested changes (e.g., Bo et al., 2019; Castel & Friedberg, 2009; Castro & Ansari, 2017; Johnson, 2007), which might also be seen as a final outcome of interplay (e.g., Cattani et al., 2017; Zietsma & Lawrence, 2010). Importantly, satisfying requests of practitioners or central field actors, policymakers can alter the proposed ideas despite the attempts of actors, that made the proposition (Johnson, 2007). The latter situation can lead to changes that were not planned by an actor who initiated the interplay. For example, the proposal made by a French poet Pierre Perrin to Louis XIV (the king of France) in 1666 led to the establishment of the Paris Opera as the poet wanted (Johnson, 2007). However, the resulted

format of the opera was different from what Perrin envisioned and tried to defend in the negotiations with the king and his minister due to ideas of Louis XIV.

Moreover, satisfaction of the requests of practitioners can represent a further development of the interplay process (e.g., Ben-Slimane et al., 2020; Micelotta & Washington, 2013), for example by the organization of further investigations or court hearings (e.g., Greenwood & Suddaby, 2006; Gurses & Ozcan, 2015). Additionally, policymakers can openly state their support and promote actions and suggestions of practitioners and central field actors (e.g., Ansari et al., 2013; Canales, 2016; Claus & Tracey, 2020; Pellandini-Simányi & Vargha, 2021), finance their projects and activities (e.g., Batory & Lindstrom, 2011; Monteiro & Nicolini, 2015; Staggs et al., 2021; van Bommel & Spicer, 2011) or help practitioners and central field actors to integrate their initiatives (e.g., Bartley, 2007b; Bo et al., 2019; Staggs et al., 2021), for example, developing supportive these initiatives infrastructure (Reay & Hinings, 2009). For example, Perkmann and Spicer (2007) demonstrate that EUREGIO and the Association of European Border Regions (AEBR) asked the EC and the Council of Europe (CoE) to finance their activities to theorize and develop a new organizational form of the EU inter-region partnerships. Importantly, the character of the response of policymakers on could change along the interplay process. However, we know less about which activities or arguments of practitioners and central field actors affect policymakers' decisions to accept the solutions provided or change their tactics from repressions to support and when and under what circumstances these decisions happen. Understanding these issues allows us to theorize more effective ways of interplay and its supporting conditions.

Interestingly, the literature studied mostly focuses on cases where policy activities of practitioners and central field actors become satisfied at the end of the process, for example where policymakers transition from

opposition to support, like in the studies of Ben-Slimane and colleagues (2020), Ozcan & Gurses (2018) or Zietsma & Lawrence (2010). However, there were only a few cases where collaborations or agreements between interplay counterparts worsened the relations and led to continued conflict. Possible exceptions include the studies of Castro and Ansari (2017) and Hamann and Bertels (2018), where the authors describe how the agency of motivated actors allowed to change "bad" governmental practices, like bribery in Brazil (Castro & Ansari, 2017) and exploitation in the mining field in South Africa (Hamann & Bertels, 2018). In both cases, policymakers terminated the relations with those practitioners that previously supported the negative behavior and initiated work with the other actors to change the situation. Possibly, scholars have a research bias toward choosing and studying cases with more positive outcomes or conflicts between practitioners and policymakers have a shorter life span and are more difficult to observe and to get access to.

Overall, the analysis demonstrates that practitioner-policymakers interplay represents a consensus-seeking process among field actors for governing-related purposes and is accompanied by organizing interactional infrastructure and developing and sharing field-related data and knowledge activities. For example, to reach a consensus, practitioners and policymakers can work together (e.g., Buhr, 2012; Pellandini-Simányi & Vargha, 2021) or attract help from other participants, such as academics, experts, knowledgeable practitioners, consumers, mass media, and other field actors with an agenda (e.g., Aversa et al., 2021; Carter & Jacobs, 2014; Claus & Tracey, 2020; Djelic, 2013; Oborn et al., 2011; Perkmann & Spicer, 2008).

3.3.3 Interplay outcomes

Previous studies have shown that the interplay could influence field construction and produce different governance-related outcomes (Buhr, 2012). These outcomes include field development through articulation and

legitimization of new practices and regulations. They also include field boundary work and the emergence of new field infrastructure elements that support field governance. Analyzing the interplay results, we suggest that interplay might produce changes on a field level, affect an interplay process, and influence interplaying actors.

Developing organizational fields, sub-fields, and industries (Child et al., 2007; Faulconbridge & Muzio, 2021; Giamporcaro & Gond, 2016; Lawrence, 2017; Van Wijk et al., 2013) represents one of the important macro-level outcomes of the interplay, that policymakers (e.g., Child et al., 2007) or practitioners and their representatives (e.g., Alvarez et al., 2015; Van Wijk et al., 2013) could start. Sustainable tourism (e.g., Van Wijk et al., 2013), and the king crab industry (Alvarez et al., 2015), exemplify fields where practitioner-policymaker interplay led to macro-level changes and transformations. Also, transformations could happen in financial (Bakir, 2009b; Barley, 2010), political (e.g., Beyes, 2015; Ugur & Yankaya, 2008), and other spheres.

Furthermore, practitioner-policymaker interplay can lead to field change through practice and boundary work that affects a field's regulatory, normative, and social orders (Zietsma & Lawrence, 2010). Boundary work happens when roles and a set of appropriate actions and practices of field actors are articulated, redefined, specified (e.g., Child et al., 2007; Hamann & Bertels, 2018; Monteiro & Nicolini, 2015; Van Wijk et al., 2013). Moreover, boundary work happens by articulation and legitimization of new practices (e.g., Greenwood et al., 2002; Grodal, 2018; Grodal & O'mahony, 2017; Montgomery & Oliver, 2007; van Bommel & Spicer, 2011) and establishment or alteration of regulations (e.g., Ansari et al., 2013; Claus & Tracey, 2020; Khavul et al., 2013; Lawrence et al., 2002; Maguire et al., 2004). The literature studied demonstrates that interplay in some cases can lead to disruption or maintenance of previously established regulations (e.g., Croidieu & Kim,

2018; Feront & Bertels, 2021; Gurses & Ozcan, 2015; Ozcan & Gurses, 2018). For example, in their study about the creation and change of categories of gin, Pedeliento and colleagues (2020) argue that the successful lobbying of one gin distiller allowed for abolishing in 2009 the restrictive governance Act from 1823. This event attracted attention of small distillers, who later moved their production to the UK. Thus, one actor's lobbying led to the field growth. Establishing and altering regulations could be the result of adoption of initiatives and policy instruments drafted and then proposed by practitioners and central field actors (Aversa et al., 2021; Tukiainen & Granqvist, 2016; Van Wijk et al., 2013; York et al., 2016) that allows us to consider practitioners as co-creators of policies and see field governing as a simultaneously bottom-up and top-down regulation-creation process.

Establishing new institutions (e.g., Grodal & O'mahony, 2017; Hehenberger et al., 2019; Pellandini-Simányi & Vargha, 2021; Perkmann & Spicer, 2008; Wijen & Ansari, 2007) and launching new associations and collective bodies and groups (e.g., Avetisyan & Ferrary, 2013; Buhr, 2012; Giamporcaro & Gond, 2016; Gutierrez et al., 2010; Slager et al., 2012) exemplify intermediate-level of interplay outcomes. These outcomes aim to establish or support the process of interactions between practitioners, central field actors, and policymakers. For example, the study of Olsen (2017) about the development of microfinance sector in Mexico and Brazil argues that openness of policymakers to collaborate and underlying practitioner-policymaker interplay activities affect the formation of new institutions. The author suggests that less accessible for interactions state governments provoke more active creation of collective entities and central field actors to defend practitioners, like it happened in Mexico (2017). In some cases, these outcomes represent intermediate steps for supporting a field governing process and developing field infrastructure.

Other intermediate-level interplay outcomes include the creation of

windows of opportunities. These windows of opportunities allow interacting actors to continue interplay for reaching field-level or other targeted outcomes and create possibilities for others to join or start their own interplay (e.g., Batory & Lindstrom, 2011; Canales, 2016; Staggs et al., 2021; Ugur & Yankaya, 2008; Zietsma & McKnight, 2009). By the windows of opportunities, this review means where practitioner-policymakers interactions lead to creating some outcomes that provoke further interplay activities from the same or other actors. For example, mass anti-corruption protests in Brazil allowed more anti-corruption actors to push for their agendas and delegitimate the practice further (Castro & Ansari, 2017). The similar situation happen in anticorruption policy field in Israel (Navot & Cohen, 2015).

The last group of practitioner-policymakers interplay outcomes includes the ones that affect participating actors, such as empowering practitioners and central field actors, making changes to their internal structures, and pushing them to comply with policies. As a result of interplay, practitioners can strengthen their legitimacy and credibility, and increase their visibility in the field, or maintain their practices (e.g., Lamberg & Pajunen, 2010; Mair & Hehenberger, 2014; Micelotta & Washington, 2013; Monteiro & Nicolini, 2015; Ozcan & Gurses, 2018; Reay & Hinings, 2009; York et al., 2016), what can be seen as empowerment. For example, Cattani and colleagues (2017) demonstrate how Harrison, a self-taught craftsman, in his attempts to overcome resistance and opposition of the Board of Longitude commissioners built his credibility as an inventor of a marine chronometer and a skillful engineer, which allowed him to change from an outsider position of the field to a more central one and to organize a cartel of workers building chronometers. Also, Castel and Friedberg (2009) argue that interplay allowed cancer centers to restore their legitimacy in the field of cancer care. The stated examples demonstrate positive and supportive outcomes of the interplay. On the other hand, Gutierrez and colleagues (2010) and Song

(2021) studies demonstrate that the participation of central field actors in practitioner-policymaker interplay and regulatory activities could lead to internal conflicts and discussions within a collective body. Hence, these actors should also be attentive to internal interactions processes to keep their integrity (Gutierrez et al., 2010).

In some cases, practitioners and central field actors fail to overpower or persuade policymakers, for example, because of unethical behavior of one of the actors that puts under a threat the reputation of other actors from the same professional field (Greenwood & Suddaby, 2006). Actors who lost "a battle" can alter their interplay strategy and arguments and continue interactions (e.g., Anand & Watson, 2004; Batory & Lindstrom, 2011; Claus & Tracey, 2020; Khavul et al., 2013; Maguire & Hardy, 2009), or they can comply with the decisions of regulators (e.g., Reay & Hinings, 2005; Xiao & Klarin, 2021) and in some cases exit from interactions (Bartley, 2007b; Castro & Ansari, 2017; Goodstein & Velamuri, 2009; Tello-Rozas et al., 2015). For example, bar and restaurants owners in Italy, after some time, stopped arguing and complied with a smoking ban proposed by the government (Mele & Compagni, 2010). In some cases, practitioners and central field actors might still negotiate some issues, even though they failed to negotiate the main ones (Reay & Hinings, 2005).

In conclusion, practitioner-policymaker interplay affects regulatory, nominal, and social orders by creating and altering field regulations and practices, maintaining interaction norms and practices, and developing additional infrastructure elements for governance and interactions. All these outcomes contribute to establishing temporal stability in the field that later could be challenged and lead to initiation or continuation of the next round of interplay. Even when the outcomes of practitioner-policymaker interplay are known, in many cases, it becomes a challenge to link specific outcomes to only one interplay activity or a defined group of activities or correctly predict the effects of interplay on field governance in the future.

3.3.4 A typology of practitioner-policymaker interplay

The connection between underlying practitioner-policymaker activities and field configurations represents an interesting area of future research. We propose four types of practitioner-policymaker interplay that depend on how many different actors participate in the interplay (the number of various actors' engaged) and what activities participating actors use to contribute to the interplay. For the latter, this review pays specific attention to activities from the "participating in governing activities" because these activities reflect the collaborative and non-collaborative character of relationships between practitioners, central field actors, and policymakers and how open for collaboration the field governance is. This study defines the non-collaborative type of relationships as those where actors participating in the interplay act in a non-supportive manner or against each other, trying not to allow the ideas of the opposite side of the interplay to thrive. For example, practitioners can organize boycotts to demonstrate their disagreement with policymakers' ideas (e.g., Zietsma & Lawrence, 2010) , and policymakers can impose bans on some practitioners' activities and ideas (e.g., Mele & Compagni, 2010). Collaborative types of relationships assume that actors participating in interplay work together to find or develop practices, solutions, or ideas, or at least when one of the participating sides helps the other actors in their work, for example, by providing information(e.g., Slager et al., 2012). Table 3.3 demonstrates proposed types of interplay.

Table 3.3 Types of the practitioner-policymaker interplay

Level of collaboration **----------** **Number of actors engaged**	**Non-collaborative types of relationships between practitioners, central field actors and policymakers**	**Collaborative types of relationships between practitioners, central field actors, and policymakers**
Only a limited number of practitioners and central field actors participate in interplay	Individual opposition	Expert "lobbying"
A significant number of practitioners, central field actors and other field actors actively participate in interplay	Mass advocacy	Collaborative governance work

Individual opposition happens when a practitioner or a small group of field actors disagree with policymakers and act against them, for example, by resisting governmental initiatives, criticizing governmental decisions or disagreeing to cooperate with policymakers (e.g., Bakir, 2009b). The literature studied includes examples such as practitioners' attempts to cancel government monopoly on telecommunication in Zimbabwe (Goodstein & Velamuri, 2009) or pushing for acceptance of new technology for sea navigation (Cattani et al., 2017). The involvement of activities by practitioners to oppose and state disagreements with government decisions or current order and sue representatives of government (e.g., Goodstein & Velamuri, 2009) characterize this type of interplay.

Individual opposition usually includes practitioners and policymakers with different and sometimes opposite logics. Although, in most cases, practitioners and policymakers tend to fight and defend their ideas and are not interested in collaborations or searching for a compromise with the opposite party, the study of Xiao and Klarin (2021) demonstrates an interesting example of peaceful individual opposition. The authors demonstrate how China's migrant workers NGO (ZMWU) opposed to some government's requests and threats through "superficial deference" and use of "hidden forms of resistance", i.e., through extending deadlines for submission requested

papers or faking some of requested activities (2021, p. 24). In the case of individual opposition, policymakers represent more powerful actors that can use oppression techniques or put legal boundaries, pushing practitioners to step out (e.g., Bakir, 2009b; Goodstein & Velamuri, 2009).To overcome the pressure, practitioners tend to involve support from other field actors (Ben-Slimane et al., 2020) or, over time, prove their ideas through expertise (Cattani et al., 2017), which represents a move from one type of interplay to another.
The analysis of the field types demonstrates that individual opposition more frequently happens in fields that have some developed institutional order and field infrastructure (e.g., Bakir, 2009b; Cattani et al., 2017; Goodstein & Velamuri, 2009).

Mass advocacy represents the second type of interplay related to non-collaborative relationships between practitioners and policymakers and the most frequently occurring form of interplay in the sample. It characterizes situations when different actors jointly challenge policymakers' decisions and activities or current institutional order (e.g., Micelotta & Washington, 2013; Ozcan & Gurses, 2018; Zietsma & Lawrence, 2010). Mass advocacy represents cases when policymakers in collaborations with various organizations, i.e., NGOs, campaign against practitioners or industry, like in the study of Khan and colleagues (2007) about the "dark" side of entrepreneurship. However, these cases represent rare exceptions.

Mass advocacy includes activities for raising public awareness about specific field issues (e.g., Carter & Jacobs, 2014; Sine & Lee, 2009; Tello-Rozas et al., 2015), obtaining and mobilizing support from different actors, including mass media and experts (e.g., Carter & Jacobs, 2014; Wijen & Ansari, 2007), and organizing of various campaigns, movements, and protests (e.g., Feront & Bertels, 2021; Guérard et al., 2013). This type of practitioner-policymaker interplay allows building connections and coalitions with different field actors (Castel & Friedberg, 2009). Moreover, it provides opportunities for less powerful actors to signal their opinion and ideas (Leung

et al., 2014).

Mass advocacy also could be transformed to other types of interplay. The analysis demonstrates a move from mass advocacy to expert "lobbying" (e.g., Lawrence, 2017; Maguire et al., 2004) or collaborative governance work (Barley, 2010), when opposing sides start learning from each other, developing sharing understanding and/or working together on searching a compromise solution. The study of Zietsma and Lawrence (2010) represents a vivid example of the application of mass advocacy type of interplay to overcome the existing institutional order and bring over policymakers who were initially hesitant. The authors describe how environmental groups and First Nations opposed a clear-cutting logging practice, supported by the forestry firms and the Canadian government, by organizing campaigns and protests and involving various activists and other highly legitimate field actors to change the practice. In the later stages of interplay, mass advocacy of actors turned into collaborative governance work on a project to test new ways of logging.

Expert "lobbying" characterizes a more collaborative type of interplay. It happens when an individual actor or limited group of practitioners or central field actors communicate with policymakers to provide them with the required information or expert opinion to affect policymakers work or push forward specific practices or ideas through persuasion and lobbying. Expert "lobbying" assumes having an expert practitioner or a group of them (e.g., Lawrence et al., 2002), a central field actor (e.g., Delmestri & Greenwood, 2016; Faulconbridge & Muzio, 2021; Ramirez, 2013) or a leader of a group opinion (e.g., Giamporcaro & Gond, 2016) who share expertise and ideas with policymakers to shape field regulations and order (e.g., Mair, Marti, & Ventresca, 2012). For example, Lowell Wakefield was a pioneering entrepreneur of the king's crab industry in the US, who initiated work with policymakers and whose ideas and experiments laid a foundation for developing the local and international regulation of the field (Alvarez et al.,

2015). Similarly, the innovative ideas and experiences of Harrod and Richardson, founders of Aspire, helped shape the UK policies on homelessness (Tracey et al., 2011). Hence, expert "lobbying" implies the dominance of one individual or a homogeneous group of field actors' ideas, which decreases the level of multivocality in related decision-making. Like mass advocacy, expert "lobbying" is connected to persuasion of policymakers in importance of incorporating specific changes to policies and practices. However, mass advocacy tends to happen over conflicting issues, and expert "lobbying" accompanies work over predominantly accepted or agreed issues, or issues that do not raise confrontations. In both cases, interacting practitioners and central field actors aim to include their ideas into policymakers' agendas or even replace some of them.

Expert “lobbying” could be initiated by policymakers, who search for an expert opinion on a specific issue from a targeted group of practitioners or central field actors (e.g., Beunza & Ferraro, 2019; Bucher et al., 2016; Bunea & Thomson, 2015). Moreover, an interacting practitioner or central field actor alters field regulations by transferring the internal norms and standards to a policy level through interplay (e.g., Alvarez et al., 2015; Ansari et al., 2013; Aversa et al., 2021; Hamann & Bertels, 2018). Expert “lobbying” also characterizes the work of organizers of interactional or educational events, such as conferences or practice contests (Mair & Hehenberger, 2014; Monteiro & Nicolini, 2015; Zilber, 2011) because they can influence activities and ideas of participants through the carefully scripted agenda of an event. The analysis demonstrates that this type of interplay is more typical for emerging and developing fields, where, probably, only a few central field actors are in play and field regulations are only forming (e.g., Alvarez et al., 2015; Granqvist & Laurila, 2011; Kim et al., 2016; Van Wijk et al., 2013), or in more developed fields, with formed institutional order, where actors aim to bring some specific changes for a limited group of actors (e.g., Delmestri & Greenwood, 2016; Pedeliento et al., 2020).

In comparison with expert "lobbying", ***collaborative governance work*** type of interplay assumes involvement of various practitioners and central field actors into interplay with policymakers for collaborative work and decision-making (e.g., Buhr, 2012; Canales, 2016; Cartel et al., 2019; Fan & Zietsma, 2017; Grodal & O'mahony, 2017; van Bommel & Spicer, 2011). Collaborative governance work can include joint work in various projects, committees, and taskforces for shaping policies and creation of various solutions and proposals (e.g., Avetisyan & Ferrary, 2013; Borum, 2004; Croidieu & Kim, 2018; Fan & Zietsma, 2017; Hehenberger et al., 2019). The outcomes of collaborative work include co-developed regulations, practices, and ideas that include blended logics and the experience of participating actors. Compared to other types of interplay, collaborative governance work is more tightly connected with building relationships between actors, developing additional infrastructure for collaborations and initiation of projects, and co-development of different types of regulations and practices. This way, collaborative governance work might require more resources for initiation and later support of collaborations; thus, it might require specific convening activities and knowledge.

Moreover, collaborative governance work could become a result or continuation of other types of interplay, like in the studies of Claus & Tracey (2020), Zietsma & Lawrence (2010), Croidieu & Kim (2018), and York and colleagues (2016), where actors came from opposition and mass advocacy to collaborative work for searching solutions and alteration of practices and regulations. The study of Reay and Hinings (2009) suggests that collaborative governance work can rise from individual opposition between actors, in case of existence of the third actor, who opposes the other actors. In this study about the development of the health care in Alberta, Canada, the authors shows that physicians started collaborating with Regional Health Authorities (RHAs) because these both actors were against activities of the Government. Also, the case of Eurelectric, presented in the study of Cartel and colleagues

(2019), demonstrates the move from expert “lobbying” using the results of the first experimental project to collaborative governance work with the involvement of policymakers and other industry leaders for the development of carbon market models in the EU as a second experiment. This way, collaborative governance work might be a targeted form of interplay for the democratic-like and multivocal field governance, where different types of actors have an opportunity to affect regulations in a way that is beneficial for them and other actors. In the case of the study of Reay and Hinings (2009), collaborative governance work allowed physicians to maintain their practices and medical service logics, and RHAs to receive expertise and knowledge needed for their work. Also, the analysis of the data suggests that the involvement of multiple supportive field actors in interplay, use of various tactics to show their expertise and successful examples of solving related issues, and the creation of a supportive environment for collaboration provide practitioners and central field actors with opportunities to challenge policymakers’ decisions and motivate them for collaborations.

The analysis demonstrates the possibility of co-existence of multiple types of interactions during the course of action, especially for multiactor interactions (e.g., Staggs et al., 2021). For example, in his study, Bakir (2009a) describes that some banking market representatives disagreed with the ideas of Kemal Dervis, a leading policymaker, when the other practitioners and union representatives worked collaboratively with him. Additionally, the case of the Honda Motor Company, presented in the study of Shu & Lewin (2017), demonstrates that mass advocacy of anti-LDP political forces and environmental activist groups created a window of opportunity for Honda's expert "lobbying" though sharing the data, including test results, with governmental institutions. Being only informally and quasi-aligned, environmentalists and Honda helped each other by using different types of interplay. In the end, interplay activities of different actors that happened simultaneously created a positive impact and led to the introduction of new

emission standards. This notion suggests the importance of careful consideration of interplay types and their effects on field governance and its development. Windows of opportunity created by other actors can help less-powerful or visible actors to join or initiate practitioner-policymaker interplay and spend fewer resources for signaling or involving the public. Paying attention to the type and choice of interactions affecting field governance is important for future research.

3.4 Review discussion

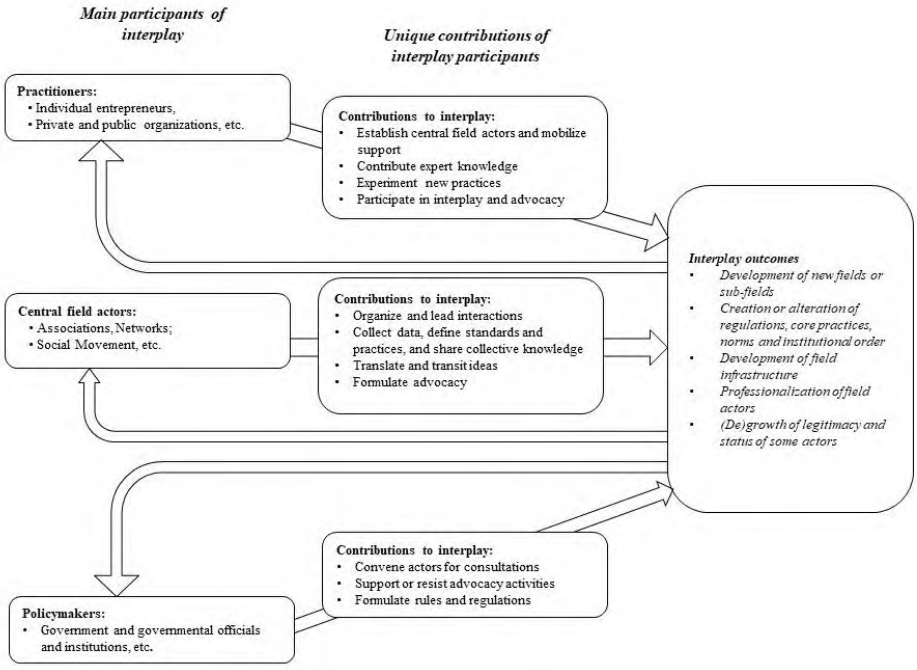
This chapter in the form of a literature review aims to conceptualize and communicate the idea of practitioner-policymaker interplay as an underlying mechanism of field governance. The findings of the review allow us to extend the initial definition of interplay and state practitioner-policymaker interplay as a continuous process of purposeful interactive actions and counteractions by practitioners, policymakers, and central field actors to change or maintain political, nominal, and social order, where at least two out of three stated groups of actors are involved. These actors' interactions and counteractions are connected to the initiation and participation in governing-related activities and discussions, development, and transfer of field and practice-related data and knowledge, and enabling supportive interactional infrastructure and order. The choice of underlying interplay activities depends on the resources of each participating actor, the current state of the field (i.e., existing windows of opportunities for joining the interplay, supportive for interplay infrastructure) and how open field government is for collaborations. Initiating or joining a practitioner-policymaker interplay, actors are motivated to obtain information and support from other participants, influence, or inform them to affect field governance process and field institutional order. Outcomes of interplay include field establishment or development through boundary work, including creating or changing boundaries, altering, or developing new practices, regulations,

establishing new institutions, and creating new governance bodies. In addition to field level and organizational level outcomes, participating actors can change their positions and obtain or lose their legitimacy.

A model of the interplay between practitioners and policymakers

Figure 3.1 summarizes the review and describes a model of the interplay between practitioners, central field actors and policymakers.

Figure 3.1 Model of the practitioner-policymaker interplay



Using the findings, the review suggests that field governance represents not only formal and informal mechanisms for developing, change and supporting fields' policies and regulations (Faulconbridge & Muzio, 2021; Greenwood et al., 2011; Hinings et al., 2017), but is connected to knowledge-building and interactional infrastructure-developing activities, where different field actors are involved. Although the analysis demonstrates many similarities in the activities of all three types of studied actors (see Table 3.2), where each actor provides specific contributions in the interplay and

governing process. Practitioners, including individual entrepreneurs, private and public and non-governmental organizations, etc., contribute to interplay by creating informal field governance infrastructure, and by establishing central field actors and mobilizing their support. Also, practitioners contribute to policy discussions through their expert knowledge and by testing new practices, which allows regulations to be more connected to practices. Finally, practitioners do advocacy themselves or join interplay and advocacy activities organized by other actors, usually central field actors, to strengthen the pressure on policymakers. This way, the involvement of practitioners makes regulations more practice-connected, -supported, and -tested and eases the implementation of these regulations. Consequently, in the course of interplay, practitioners play the role of experts, experimenters, co-creators, motivators, and beneficiaries of governmental decisions and active participants, organizers, and contributors of a field governing process. Thus, this work argues that it is important to consider practitioner-policymaker interactions and practitioner activities supporting them as part of field governing infrastructure. It suggests to consider practitioner-policymaker interplay as a type of supportive field governance activities as an important element of field infrastructure (Hinings et al., 2017).

Central field actors, including different types of associations, networks, social movements, etc., contribute to the process of interplay by organizing, leading, and defining interactions; thus, these actors take an important role of interplay conveners (Ansell, 2011; Dacin, Dacin, & Kent, 2019; Zilber, 2011). Through access to many different practitioners, these actors collect multivocal data, define standards and practices, and share collective knowledge with policymakers, practitioners, and other field actors.

These activities allow filtering and defining “best field practices” for further standardization of a field and further policy work on these practices. Whether practitioners share specifics of particular practices or field configurations, central field actors can obtain and share more consolidated,

generalizable views and ideas about specific issues. In addition to collecting and sharing data, central field actors transmit and translate ideas from practitioners and policymakers and vice versa. These activities allow better communication between participants of interplay and the creation of shared and updated meaning and understanding, which is important for collaborative work (Ansell & Gash, 2008).

In case of disagreement with the current order or detecting opportunities for change, central field actors function as collective and powerful actors who can mobilize advocacy and involve practitioners and other field actors in it. In addition to their role as informal governance bodies, central field actors take responsibility as interplay conveners. They bridge practitioners and policymakers through the organization of events, development, and translation of data and ideas. Being mediators between practitioners and policymakers allows central field actors to function as practitioners and policymakers depending on the type of activities they do and adapting to the field governance situation. For example, by enabling institutional infrastructure and opportunities, collecting and transferring data and knowledge, central field actors act similarly to policymakers. However, when participating in field governing activities, the behavioral patterns of central field actors become more related to the activities of practitioners when policymakers are in play. In the case of non-active involvement of policymakers, central mediating players can partly substitute them and make informal decisions (e.g., Aversa et al., 2021; Slager et al., 2012; Van Wijk et al., 2013). Presumably, the choice of interplay activities for central field actors and other participants of the practitioner-policymaker interplay depends on the particular situation in the field and resources that each participant has.

Policymakers represented by the government, public officials, etc., contribute to interplay by providing interacting actors with financial and other resources and power for making changes and legitimizing activities of interacting actors. Moreover, policymakers tend to convene practitioners,

central field actors, and others for consultations. Hence, these actors can initiate interplay and also join interactions organized by the other actors. Policymakers are motivated to obtain support and data from practitioners and inform practitioners for the purpose of policy creation and enabling policy implementation. Also, due to their position, policymakers connect practitioners' ideas with a broader policy agenda and convert these ideas into policies and regulations. Other than that, policymakers can support or ban policy initiatives of practitioners, thus, providing or limiting the opportunities for the latter of making regulatory changes in the field. Overall, policymakers become important resource-providers and interplay initiators, who communicate policy expertise, ideas, and agenda with other participants of interactions, control their policy activities, and make final policy decisions. This review argues that policymakers' attitude and stance towards collaborations and acceptance of practitioners and central field actors' ideas affect the way how practitioner-policymaker interplay can look.

Policymakers' stance and attitude toward the role of other actors in the decision-making process reflect the field governance's openness to collaborate and help define relationships between practitioners, central field actors, and policymakers. Alongside the number of involved practitioners, central field actors, and others, this parameter helps us define various interplay types. Specifically, this study proposes four types of interplay, including a) *individual opposition* that happens when a practitioner or a small group of field actors compete against policymakers' logic on some specific issues, b) *mass advocacy* that happens when different types of actors collaboratively challenge decisions and activities of policymakers and/or current institutional order, c) *expert "lobbying"* happens when an individual actor or limited group of practitioners or central field actors persuade policymakers to make specific decisions by sharing with them their expertise or lobbying, and d) *collaborative governance work* is based on the involvement of various practitioners and central field actors into collective work and decision-making

together with policymakers.

Implications for tracing field trajectories

The examples used for the review allow to assume that field development can be accompanied by a move from types of interplay involving individual to multiple actors and from non-collaborative to collaborative types of interplay. Comparison based on the example of the European impact investing field, presented in the studies of Mair and Hehenberger (2014) and Hehenberger and colleagues (2019)[4] demonstrates that in the field's early years, practitioner-policymaker interplay took a form of expert "lobbying" by several experienced practitioners and central field actors during conferences and other events, including EVPA. Over time practitioner-policymaker interplay transformed into collaborative governance work between representatives of policymakers, experts, practitioners, and central field actors, who all together aimed to define practices and regulations. The provided example demonstrates that the development of the field was accompanied by the development of field infrastructure and the growth of the number of experienced and motivated actors. Therefore, this observation allows to propose to use the suggested types of interplay as additional ways to trace the development of a particular field over time or compare states of governing types of different fields, following the suggestions of Greenwood et al. (2011) and Hinings et al. (2017). These authors argue that there is a need for providing additional ways for field comparison. Assumably, the state of relationships between practitioners and policymakers can become an

[4] Please note that, at the early development stage of the field, European impact investors used the term "venture philanthropy" instead of "impact investing" to name the practice. Later, the term "impact investing" became prevailing for labeling the practice (Hehenberger et al., 2019). In this dissertation, I will use both terms interchangeably

additional indicator of openness of governance for collaborations that can be useful in governance-related studies. The number and variety of actors involved in interplay represents an indirect indicator of field development, where more mature fields normally consist of a wider range of types of actors, such as practitioners, central field actors, experts, beneficiaries, and others. Thus, changes in the compositions of actors involved could indicate moments of change in a particular field. Other than that, changes in the number of actors involved can indicate a change in perceptions of the importance or timeliness of interacting issues or the effectiveness of discussion or persuasion techniques (ability to mobilize support). Regarding other actors' involvement, the findings suggest considering the role that involvement of mass media, experts, other highly legitimate actors, and the general public plays in the development of interplay. The review suggests studying the effects of these different actors' involvement in the practitioner-policymaker interplay for a more detailed view on field governance Being secondary actors in interactions, mass media, experts, and the public can significantly influence the outcomes of the interplay and provide resources for one or another side of interplay. As such scholars can consider how and where to place these secondary actors in terms of field governance infrastructure and governing process.

As shown in this study, the interplay could be seen as a continuous process of a variety of interactions between practitioners, policymakers, and mediating central field actors. However, the analysis demonstrates that most studies in the sample concentrate their attention on only a short period of field evolutions and do not provide with opportunities to trace the development of field governance on a larger scale. If we consider field governance as a continuous process that supports field development, it might be valuable to devote more attention to longitudinal studies. The review suggests focusing these studies on field governance and the agency of specific actors over time, like Lamberg and Pajunen (2010) do in their study about the individual agency

of two Finnish paper industry entrepreneurs before, during, and after the Finish Civil War (1917-1919) period. However, the review recommends concentrating more attention on work of different governing bodies, like policymakers, or on the evolution of practitioner-policymaker interplay as a change and maintenance work of actors. Staggs and colleagues' study (2021) represents a promising example of a longitudinal study that demonstrates the development of a scientific research field through several rounds of interplay of the Australian government with different practitioners and central field actors over several years. Although the authors do not specifically focus on practitioner-policymaker interactions and the interaction rituals of policymakers, they show how the initial round of interplay between policymakers and the Australian Science and Technology Council made of experts, practitioners, and field leaders enabled changes in regulations and financing practices, which created a window of opportunity for the University of Queensland to initiate its own practitioner-policymaker interplay and develop a Smart State project.

Also, many studies in the sample address the activities of practitioners and central field actors to make or resist changes in the field, which might suggest that practitioner-policymaker interplay is about change only. However, as an underlying field governance and, thus, field supporting mechanism it also needs to maintain some elements of field institutional order and field stability (Hinings et al., 2017). Possibly, tracing overtime how policymakers or other governance bodies navigate various acts of practitioner-policymaker interplay could provide scholars with a better understanding of various aspects of policymakers and other governance-related actors' maintenance work and how it communicates both elements of change and stability (Jarzabkowski et al., 2009; Lawrence et al., 2009). This review also suggests paying more attention to policymakers in organizational studies, their activities, personalities, motivations, and how they interact with other field actors. Answers to these questions will provide additional understanding of

the practitioner-policymaker interplay and trajectories of field development.

A future research agenda

Additionally, the review demonstrates that questions related to organization and support of continuous practitioner-policymaker interplay remain overlooked, although the analysis shows that the way in which interplay is organized affects governance process. Only a small number of the studies in the used sample focus on the organizational questions of the interplay (e.g., Cartel et al., 2019; Dorado, 2013; Mair & Hehenberger, 2014). However, these studies focus more on the organization of the interactive process for a specific or current moment of time and provide less clarity on how to maintain practitioner-policymakers interplay on an ongoing basis as a field develops. Study of Bertels and colleagues (2014) represents a promising exception. The authors suggest that the involvement of indirect institutional work makes possible future institutional work activities, allows coordination of these future activities, and supports their efficiency. There might be an opportunity to study organizational processes of field governance and the interplay that supports it. Another suggestion includes involvement of ideas from robust action (e.g., Ferraro et al., 2015; Furnari, 2014) or collective governance (e.g., Ansell & Gash, 2018; Ansell et al., 2020) literature for inspiration. Also, there is less understanding of when practitioner-policymaker interplay can be initiated and under which field conditions. Some studies demonstrate that practitioner-policymakers starts after launching practitioners' representative entities, namely central field actors (e.g., Croidieu & Kim, 2018; Leung et al., 2014). However, other studies exemplify acts of successful practitioner-policymakers interplay that lead to changes in institutional order without involvement of central field actors (e.g., Pedeliento et al., 2020; Tracey et al., 2011). Comparing of multiple cases of practitioner-policymaker interplay, for example with and without the involvement of central field actors, might help to extract some essential conditions for enabling and sustaining the interplay.

Besides, scholars interested in studying the organization of practitioner-policymaker interplay for field governance can devote their attention to the facilitation and distribution of power relations among participants of interplay. This study predicts that power could be especially important to study for the collaborative governance work type of interplay. Ideally, participants should have equal opportunities for affecting the decisions and the collaborative process. However, as the research demonstrates, policymakers and central field actors tend to have more governance powers. Central field actors and policymakers have more administrative and financial resources and connections to organize different types of events and projects that include more participants than practitioners. But practitioners have greater direct access to practice and more updated practical and field knowledge. Consequentially, they can have the experience themselves and use this knowledge to persuade central field actors and policymakers. Hence, each type of participating actor has different resources for persuasion and governance. Therefore, it becomes important to study ways of facilitation of interplay, so that actors with different resources can contribute equally to the interactions and have equal possibilities for affecting the outcomes.

Moreover, it might be beneficial for scholars to devote further attention to the complexity of field governance and its evolution. For example, researchers might want to explore the evolution of field governance and the work of the central field actors before and after policymakers' involvement in the interplay and how power relations between different participants of the interplay and their governance-related activities change due to changes in institutional order. Studying how central field actors can connect both governing styles and adapt their governing-related activities to changing interplay and governing conditions become one of the possible examples of research in this area.

Furthermore, the literature consists of only a few examples of failed

practitioner-policymaker interplay or interplay with negative outcomes for fields. Studying failure would allow researchers to explore what works and does not work for organizing interplay. Therefore, it might be important for researchers to be "bolder" and more explorative so their works could bring more contributions to both theory and practice.

Additionally, only a few of the studies used provide opportunities to follow several episodes of interplay that happened simultaneously in the field (e.g., Castro & Ansari, 2017; Shu & Lewin, 2017). In these studies, the presented episodes of interplay have similar motivations. However, it is less known about the field level outcomes when conflicting or non-related actors simultaneously start their episodes of practitioner-policymaker interplay to persuade policymakers. What will be the interplay outcomes in this case?

Limitations

Lastly, this study includes several limitations. The main one is based on the limited list of high-impact journals with several added journals to balance between comprehensiveness and preciseness. For more accuracy and integrity, it would be beneficial to add to the list more country-specific and field-oriented journals and other sources, such as books and reports. Moreover, related to the method of searching the articles, it is crucial to mention the key assumption of this review. To have a broader view, it was assumed that most of the governmental officials, public institutions, and governments have the ability and right to affect policymaking processes and represent policymakers in this study. Also, the choice of field-level studies affected the way in which participating organizations were considered. Organizations that include more than one representative were considered as entities with shared views, logic, and ideas. Hence, this study did not consider inter-organizational conflicts and interplay that could add more complexity to the decisions to be made and enacted. Furthermore, this review only considered papers that include episodes of the practitioner-policymaker interplay. It is important acknowledge that field governance can exist without

active interactions between practitioners and policymakers.

Conclusion

The interplay between practitioners and policymakers when constructing and maintaining an organization field is important because it determines the "rules of the game" in organizational fields. Questions such as who is allowed to participate, how field actors can operate, what types of resources exist, and more generally, what are the boundaries of the field are important for practitioners who need to determine suitable organizational structures and for policymakers to determine when and how to develop more formal rules and regulations. This study has aimed to shed light on how practitioners and policymakers collaborate or confront each other as fields develop over time.

Chapter 4. Scripting as Governing Strategies in a Field of Practice: Maintenance work in Action[5]

[5] This chapter is based on the empirical article "Scripting as Governing Strategies in a Field of Practice: Maintenance work in Action," written by Natalia Mityushina, Lisa Hehenberger, and Johanna Mair

4.1 Foreword for Chapter 4

This chapter aims to complement the ideas and findings from the review presented in Chapter 3 and provide suggestions about how practitioner-policymaker interplay could be organized and supported as a field evolves, using the case of the European impact investing field of practice. More specifically, Chapter 4 concentrates on the governing activities of central field actors as a part of maintenance work, following the review's suggestions that demonstrate that these actors tend to contribute to the interplay and field governance through organizational and convening activities. Additionally, this chapter introduces scripting as one of the governing mechanisms of central field actors that allows to introduce, organize, lead, and sustain interactions between field participants, including practitioner-policymaker interplay. Also, it presents ideas from institutional work and robust action literature to support field governance studies because it focuses on the agency of central field actors and their activities to organize interplay.

4.2 Introduction

The concept of institutional work has attracted the attention of scholars interested in studying various aspects of agency for field development (Hampel et al., 2017). Institutional scholarship on organizations has highlighted the importance of *work* (Grodal, 2017; Lawrence & Suddaby, 2006) to collaboratively develop a distinctive set of practices and shared understanding in and about fields of practice (Scott, Ruef, Mendel, & Caronna, 2000). Whereas multiple studies have centered on aspects of institutional work related to the creation of new institutions in early stage of field formation, it is less known about the maintenance work that generates institutional order at critical stages of a field's settlement or consolidation. As fields of practice are arenas of interaction between actors (Wooten & Hoffman, 2008) maintenance work can be implemented through ongoing

governing activities that guide field actors' interactions and over time develop and support a field's regulatory, normative, and cognitive elements (Lawrence & Suddaby, 2006; Scott, 2014; Zietsma & Lawrence, 2010). Recent literature at the nexus of organizations, fields and institutions has brought attention to the role of central field actors, including associations, certification and accreditation bodies, in orchestrating interactions between a broader set of field actors and collaborating with policymakers to generate institutional rules (e.g., Dacin et al., 2019; Greenwood et al., 2002; Mair & Hehenberger, 2014; Trank & Washington, 2009; Zilber, 2011). However, the literature does not provide clear answers about *how* central field actors enable and manage interactions between different actors that over time facilitate development of field-specific routines and norms (Hampel et al., 2017; Lawrence et al., 2009).

This study proposes the term "scripting" to refer to the activities that an association as a central field actor uses to orchestrate interactions and collaborative work between heterogeneous actors (Gioia & Poole, 1984; Johnson, Smith, & Codling, 2000). Scripting helps generate repeated behavioral patterns such as routines, incentive structures and rituals that establish and support institutional order (Hinings et al., 2017; Kraatz & Block, 2008). This research uses the literature on robust action that has identified activities that help to sustain interactions and collaborative work between heterogeneous actors in complex and uncertain environments to generate novelty and encourage engagement (Alexander, 2020; Etzion et al., 2017; Ferraro et al., 2015; Porter et al., 2020). Ansell and colleagues (e.g., Ansell et al., 2020) further applied robust action to collaborative governance, suggesting that it requires multivocality, trust, a shared understanding, and visible outcomes to initiate evolutionary learning. This study leverages these insights for analytical and theory-developing purposes.

The research is built on an in-depth qualitative single case study of the European impact investing field that emerged in the 2000s (EVPA, 2016b).

Impact investing is an investment practice aimed at generating positive social and environmental impacts together with financial returns. The European Venture Philanthropy Association (EVPA or the "Association" henceforth) has played a vital role in developing the impact investing field of practice and operates with a perceived mandate to orchestrate and support repeated interactions between different field actors. Thus, EVPA is an ideal empirical setting to study maintenance work of a central field actor and the governing activity to generate institutional order in the European impact investing field of practice. Moreover, we leveraged privileged access to archival and internal documents and observations (more than 7000 pages that cover the Association's activities over 15 years). We used this data to analyze how EVPA engaged and managed members and to identify scripting activities that led to repeated interactional and behavioral patterns. A robust action lens was applied to categorize scripting activities into four distinct governance strategies that constituted the Association's governance activity.

The analysis finds that the Association mainly relies on four governing strategies - *creating a sociomaterial architecture for interactions, engaging field members, fostering collaborative learning, and setting collective field agenda* – that generate institutional order. The analysis of the data of the Association's activities allows us to develop a theoretical model of maintenance work that demonstrates how governing strategies are at play, enacted by the Association, and in play, generating norms and rules. Thus, this research demonstrates how a central field actor organizes continuous collaborative work of heterogeneous field actors to establish and disseminate rules and norms that make up institutional order. Moreover, it contributes to institutional work and field governance literatures by proposing scripting as a governing activity that allows to stabilize interactions and institutionalize specific behavioral patterns within a field and specify the core elements of maintenance work, including the creation, experimentation, and

dissemination of ideas, rituals, routines, norms, practices and rules as well as actor engagement (e.g., Hampel et al., 2017; Helfen & Sydow, 2013; Hinings et al., 2017; Wijen & Ansari, 2007). Notably, our research demonstrates that scripting matters because it generates the type of gradual change that allows the field to stay vibrant and alive so that field actors do not lose interest while remaining familiar and trusted and sustaining engagement. Thereby the study finds that field actors' engagement is one of the key elements supporting maintenance work, warranting further investigation, and it shows how establishing and maintaining institutional order requires both stability and change.

4.3 Theory Background

Fields are a central construct in institutional theory that defines institutional fields (Wooten & Hoffman, 2008) and organizational fields (DiMaggio & Powell, 1983; Scott, 2014) as arenas of interaction between actors that adhere to similar norms and rules that guide their action. Institutional scholars have studied extensively how fields emerge and change, for example, through external shocks (Meyer, Brooks, & Goes, 1990), as a consequence of agency by so-called institutional entrepreneurs (e.g., Maguire et al., 2004) and through institutional work (Lawrence & Suddaby, 2006; Lawrence et al., 2009).

Institutional work literature describes various types of activities that actors individually or collectively use to intentionally create, maintain, and disrupt institutions (Lawrence et al., 2009). Maintenance work is a strategic activity that includes the development of regulatory, normative, and cognitive structures of institutions and the reproduction of associated belief systems and norms (Lawrence & Suddaby, 2006; Trank & Washington, 2009; Zietsma & Lawrence, 2010). These elements enable institutional order of the field and can decrease the number of intra-field conflicts (Empson, Cleaver, & Allen, 2013; Zietsma & McKnight, 2009). Maintenance work includes activities that

promote repair, and enforce the established institutional order and opposing contrary practices, rules, and logics (Heaphy, 2013; Jarzabkowski et al., 2009; Lawrence et al., 2009; Lok & de Rond, 2013; Micelotta & Washington, 2013). In less contested fields, maintenance work includes translating and embedding meta-narratives in activities of organizations and people (Zilber, 2009) and making various actors acquainted with rituals, traditions, and symbols that support established institutional norms and structures (Canales, 2016; Dacin et al., 2019; Dacin, Munir, & Tracey, 2010).

The examples provided from the literature demonstrate that at any stage, maintenance work represented through governance activities of actors "involves generating social support for a practice by recruiting relevant actors into coalitions and networks and establishing rules and regulations" (Perkmann & Spicer, 2008, p. 825). This type of activities includes collaborative co-creation of proto-institutions such as standards (Zietsma & McKnight, 2009) achieved through consultations and negotiations, obtaining support from relevant actors and elites for more effective dissemination of practices, and requires continuous interaction between various actors (Canales, 2016; Fligstein & McAdam, 2012; Hinings et al., 2017; Zilber, 2011). Thus, maintenance work and its related governing activities aim to establish a long-term and open-ended cooperation with the involvement of diverse actors into the decision-making process (Ansell, 2012; Ansell & Gash, 2008; Jarzabkowski et al., 2009). Different individual and collective actors undertake this work, convening actors and facilitating and governing interactions and cooperation between field actors (Ansell & Torfing, 2015; Dacin et al., 2019, 2010; Greenwood et al., 2002; Wright, Meyer, Reay, & Staggs, 2020). Prior studies show that professional associations often take part in the development of regulatory and normative systems by supporting regulatory institutions' work or acting as regulatory actors with a governing role (e.g., Delmestri & Greenwood, 2016; Greenwood et al., 2002; Hinings et

al., 2017; Mair & Hehenberger, 2014). Recent institutional scholarship suggests that central field actors or custodians support the collaborative creation and dissemination of rules and scripts, enact routines and rituals, and defend values and field boundaries (Dacin et al., 2019, 2010; Lok & de Rond, 2013; Wright et al., 2020). By developing and managing interactions between various field actors, a central actor can affect norms, rules, standards, and practices. However, beyond convening (Mair & Hehenberger, 2014), it is known less how a central actor enables, supports and sustains interaction over time as the field evolves. We turn to robust action literature to shed light on governance as critical maintenance work to sustain interactions, rules and norms that generate institutional order.

A stream of research building on the principles of robust action (Leifer, 1991; Padgett & Ansell, 1993) has shown how organizations could sustain interactions and collaborative work between heterogeneous actors in complex and uncertain environments to generate novelty and support engagement (Alexander, 2020; Etzion et al., 2017; Porter et al., 2020). Applying robust action to governance, Ansell and colleagues (e.g., Ansell et al., 2020) suggest that an ideal collaborative governance arrangement supports multivocality, generates mutual trust and a shared understanding between participants, and produces short or medium-term visible outcomes to generate commitment and initiate evolutionary learning (Ansell, 2012; Ansell & Gash, 2008; Ansell et al., 2020). Elements of such a robust arrangement are participatory architecture, multivocal inscription, and distributed experimentation (Ferraro et al., 2015). Specifically, participatory architecture refers to conditions that allow and guide interactions between heterogeneous groups of actors (Ferraro et al., 2015). Such conditions include the creation of rules of participation and interaction in spaces (Furnari, 2014), that allows to set and formalize interactions, and support the credibility of interaction leaders (Khoury, Shymko, & Vermeire, 2021). Multivocal inscription enables the inclusion and

sustenance of multiple perspectives and different interpretations "among various audiences with different evaluative criteria, in a manner that promotes coordination without requiring explicit consensus" (Ferraro et al., 2015, p. 13), generating and promoting new ideas at a faster rate (Porter et al., 2020). Sustaining the existence of various interpretations could be reached through discursive activities, including face-to-face interactions, combined with the use of texts and material artifacts. Distributed experimentation allows testing and application of solutions on a small scale to support local actors' involvement and test solutions for evolutionary learning that can lead to small incremental changes (Ansell, 2011; Ferraro et al., 2015). The process of repetitive iterations and experimentation of proposed solutions enables continuous learning and motivates additional collaborative work (Ansell, 2011). Thus, robust action literature provides compelling insights into how field actors organize, lead, and sustain collaborative work and interactions in changing and unstable environments (e.g., Alexander, 2020; Etzion et al., 2017; Porter et al., 2020). This study combines these insights with an interest in how a central field actor stabilizes patterns of interaction and behavior in a field of practice. Therefore, this study asks: *What are the governing strategies that field central actors deploy to generate institutional order, and how do they enact these governing strategies over time as a field evolves?*

4.4 Methods

4.4.1 Setting

To address our research questions, the authors develop an in-depth qualitative single case study of the European impact investing field. Impact investing, also known as venture philanthropy (VP), social investing or investing for impact (EVPA, 2020b; Hebb, 2013) is a field of practice; a relational space for actors to interact frequently and collaboratively define and develop a distinctive set of practices that they apply or relate to and have a collectively shared understanding about (DiMaggio & Powell, 1983; Wooten

& Hoffman, 2008). The impact investing field in Europe is particularly suited to address our research question because it is partly led by the European Venture Philanthropy Association, a central field actor, that convenes a heterogenous group of actors and has an objective to stabilize the field.

In Europe, the field of impact investing emerged at the beginning of the 2000s at the junction of ideas taken from philanthropy and venture capital. This field involves a number of diverse actors, including practitioners (impact investing and venture philanthropy funds, grantmaking foundations, private equity firms), policymakers (representatives of the European Commission, state governments, and governmental institutions), and collective actors such as associations and networks (i.e., Ashoka, European Venture Philanthropy Association (EVPA), Donors and Foundations Networks in Europe (DAFNE), etc.). The growth of the field have been supported by the development of standards, guidelines, norms, and regulations (Gianoncelli et al., 2019).

The research investigates the activities of EVPA as a key actor involved in developing the field of study (Directorate-General for Employment Social Affairs and Inclusion (European Commission), 2019; EVPA, 2020e). It is a membership association founded in 2004 to represent the interests of venture philanthropists and grantmakers and develop the practice of impact investing. Its goals include increasing the sector's funding and expertise, improving venture philanthropists' and social investors' effectiveness, and co-creating the eco-system for social impact, including field standards, through collaborations with field experts, policymakers, practitioners, academics, and other actors (EVPA, 2020a). Every year, EVPA organizes annual conferences, meetings for field leaders, and other networking and learning events, including webinars and workshops where field actors have opportunities to meet, network, learn from each other and the Association, explore and discuss practices and strategic questions for the field,

and work together on the creation and dissemination of field norms, guidelines, and knowledge. The activities of the Association provide us with an empirical window for studying the maintenance work in a field of practice.

4.4.2 Data collection

The authors apply an inside-out research approach (Hehenberger et al., 2019), including one researcher who was an active member of the field of study, working in collaboration with the other two researchers (Van de Ven, 2007) to conduct data analysis in an unbiased manner and to theorize on emerging findings as a team. The second author was an integral member of the impact investing field and worked for six years at EVPA, leading its policy-related activities. She also participated in most of the meetings related to the impact investing field construction organized by other field agents during the data collection period. Inside-out research provided us with the opportunity to study the issue from an insider perspective (Evered & Louis, 1981) and get access to rich data extended over a time period (2006-2016). Importantly, the insider author collected the data before this research project started, thereby removing potential biases on the data she collected and shared. In addition to the data provided by the second author, we extended the data collection process further and collected the data related to the activities of the Association during the period of 2016-2021. In general, the data collection included participant observations from various meetings and events related to the activities of EVPA and the other field agents, archival data published by the Association and other field actors, like social entrepreneurship and philanthropy magazines, minutes from the meetings of EVPA's Policy Committee and annual EVPA CEO meetings, and field notes from numerous interactions between practitioners and policymakers. Archival sources also included EVPA publications, video recordings, photos, social media posts, and publications by other field agents, such as the European Union policymakers and impact investors. Overall, the data collected for this

study covers the period of 2006-2021 and consists of 7000+ pages of text, web pages, videos, and presentation slides. Table 4.1 demonstrates the data collected.

Table 4.1 Description of data sources

Type of documents	*Number of pages*	*Period*
EVPA events agendas, including lists of participants and bios of participants	200+	2007-2020
EVPA Activities Reports, Annual reports, Position & Strategy Papers and regulations	130+	2012-2020
EVPA Contributions to Consultations	100+	2011-2016
EVPA Internal documents and instructions	240	2009-2020
EVPA Letters and correspondence with officials	70+	2011-2017
EVPA Meetings and conferences notes, minutes, reports and preparation documents	470+	2007-2019
EVPA Newsletters & Press Releases	120+	2011–2020
Publications, documents, and reports created by other actors	870+	2006-2020
EVPA Reports, Research Publications, including publications on website, research proposals	3350+	2009-2020
EVPA Working documents and papers	300+	2008-2017
Web Sources (number of documents)	240+	2009-2021
Slides for webinars and meetings	1010+	2007-2020
In total:	7150+	2006-2021

4.4.3 Data analysis

The primary data analysis was performed by one of the outsider authors, who was involved only in the later stages of data gathering by observing actors' interactions at EVPA events and collecting archival documents and social media data, without prior consultations with the insider author. The primary "outsider" analysis results were demonstrated to the insider author and both perspectives were compared and contrasted. The

research team of the first two authors then presented analysis and findings to the third author who critically evaluated and contrasted emerging findings with existing theory and sharpened the contribution. This sequence of data collection, analysis, and comparison increased the reliability and validity of our findings.

The authors performed a qualitative analysis of the data collected to identify the strategic repertoire of EVPA's governing activities as a central field actor (Directorate-General for Employment Social Affairs and Inclusion (European Commission), 2019). The analysis looked for governing strategies and supporting activities that allowed and led to stabilizing the field actors' interactions and collaborations for development of shared understanding, objectives, practices, rules, and norms. The data analysis included several steps.

Step 1. Taking stock of EVPA's repeated engaging activities. As a first step, the authors coded the data using NVIVO software. The analysis was started with open coding of the Association's activities related to participating, organizing, and leading collaborative work and interactions with various field actors (Corbin & Strauss, 2014). The result of this preparatory step was a map of activities that EVPA performed repeatedly to facilitate engagement of its members and other field actors. To reduce potential bias of the insider author stating the actual strategies EVPA had developed, the first outsider author focused the attention on patterned activities that were written, stated, or openly discussed, thus, available for field players. These activities enabled EVPA to guide and facilitate social interactions within the impact investing field and represent the first-order codes in our data structure that was created according to the principles promoted by Gioia and colleagues (e.g., Corley & Gioia, 2004).

Step 2. Identifying scripting activities. As a second step, EVPA's repeated activities were grouped into broader categories. The initial analyses

of the emerging groups of activities demonstrated connections with prior literature on robust action (Etzion et al., 2017; Ferraro et al., 2015). For example, first-order codes such as “Highlighting the importance of collective efforts and collaborative work of different groups of actors in the Association activities,” and "Stating the Association’s position as intermediary among field actors” demonstrate coordination efforts of EVPA to support multivocality in its activities while keeping an intermediary position, which resonates with the work of Furnari (2014) on interstitial spaces. Therefore, a robust action analytical lens was applied (i.e., Alexander, 2020; Etzion et al., 2017; Porter et al., 2020) to communicate the broader groups of the repeated engaging activities developed in the first step as second-order themes that became named as *scripting* activities. This research defines scripting as the activities of an association as a central field player used to orchestrate interactions and collaborative work between heterogeneous actors (Gioia & Poole, 1984; Johnson et al., 2000; Tolbert & Zucker, 1996), and that can generate repeated behavioral patterns such as routines, incentive structures and rituals (Hinings et al., 2017; Kraatz & Block, 2008). To specify scripting activities, the authors constantly moved between the data, the coding structure, and the literature to make the coding precise and clear. Importantly, some scripting activities, including “Adapting interactional formats to situation and context" were not encompassed by the principles described in the robust action literature (Ferraro et al., 2015) which allowed later to propose new principles.

Step 3. Specifying field governing strategies. In the third step governing strategies that the Association applied for the organization of collaborations and interactions were specified. The authors considered the purpose of each of the scripting activities that emerged in the previous step and theorized about how these scripting activities contributed to the development of regulatory, normative, and cognitive structures of the field.

As a result of the aggregating and theorizing exercise, four field governing strategies were revealed. Each of the strategies affects various dimensions of maintenance work and combines several robust action principles. For example, the scripting activities related to organizing collaborative knowledge-generating work, robustly designing format and principles of collaborative work, generating experimental processes, and sustaining key ideas through the dissemination of practices and learning were all part of the *fostering collaborative learning strategy* that EVPA used over time to generate new knowledge for the field of practice and disseminate the knowledge among field members. Table 4.2 demonstrates the data structure.

Step 4. Field governing strategies over time. After identifying four governing strategies the authors interrogated the data over time to understand if the Association was employing the strategies consistently. This step allowed to validate the strategies themselves but also to understand how they affected each other. To do so, the authors distinguished three specific phases of EVPA's work and created a timeline of the application of the underlying scripting activities of each governing strategy. The interest was focused on major changes in the structure of interactions and compositions of engaged actors to distinguish these phases (Scott et al., 2000). Appendix 2 demonstrates the timeline of scripting activities (see page 239). The findings were compared with the history of the development of the European impact investing field published in EVPA guidelines (Balbo et al., 2016; Gianoncelli et al., 2019). The authors analyzed how the Association applied the four strategies in each period. The attention was concentrated on components of the strategies that the Association applied consistently over the three periods and components that changed.

Table 4.2 Data structure

First-order codes ***Illustrative examples***	***Scripting***	***Field governing strategies***
Planning sessions and discussion topics and sharing this information with participants in advance	Creating interactional rules	***Creating a sociomaterial architecture for interactions***
Appointing actors and their roles		
Creating protocol of interactions between participants of the events and sharing it with participants		
Creating guidelines for speakers, moderators, expert group participants		
Putting restrictions on who can join the events		
Moderating sessions		
Stating specific rules and expectations for participants of the sessions		
Using words like "annual", "traditional", "series of training courses"	Highlighting the ceremonial aspects and repetitiveness of interactions and events	
Using numbers to highlight the continuous character of events		
Supporting vision of Association's events as celebrations		
Leading presentation ceremony for the next annual conference venue		
Organizing an annual conference	Organizing robustly designed spaces for interactions	
Organizing the Venice Gatherings of Leaders		
Organizing multiple events during the year		
Preparing and publishing surveys bi-annually		
Holding a set of the EU webinars annually		
Organizing and leading courses of Training Academy		
Organizing Connect4Change event		
Applying self-evaluation and collecting evaluations from participants for development of the future events	Adapting interactional formats to situation and context	
Including an opportunity to change subsequent events as a result of the outcomes of current or previous events		
Testing discussion topics and formats with experienced practitioners in advance		
Developing and introducing new interactional formats of activities and events following the changes in structure or new partnerships		
Organizing networking events for actors, including networking events for specific groups of actors	Developing familiarity between key actors	
Sharing information about participants of the events, speakers, and moderators before the events		
Making introductions of key participants at the beginning of each event		
Sharing information about actors and their activities via newsletters, case studies, report, publications of Policy Nexus and Policy Briefs, and inviting them to the events as speakers		
Inviting the same group of actors to participate in the Association activities (invite-only events)		
Highlighting social-bonding character of events		
Attracting new members and partners through various events, like presentation at the conferences of others, and communication channels	Generating engagement of new actors	***Engaging field members strategy***
Expanding membership geographically		
Supporting access and work of new type of actors in the field by doing research		
Signing and extending partnerships with governmental institutions and the EC		
Informing about events in newsletters, website, during other events of the Association	Maintaining engagement through various communicational channels and organization events of actors' interest	
Inviting members to participate in multiple events during the year		
Inviting members to collaborate with the Association on research projects		
Updating communication channels		
Organizing groups of events that are dedicated to one specific issue		
Stating exclusive nature of events for participants to contribute to some high-level or expert events	Providing incentives to continuous engagement	
Providing opportunities for participants to get visibility		
Sharing control and ownership over events and activities with the Association partners and members		
Sharing information about participants of invite-only events and research activities and share requirements		

First-order codes ***Illustrative examples***	***Scripting***	***Field governing strategies***
Using such labels like “experts” , “leaders” , “session owners” , “national champions” for actors’ description to highlight the status of actors		
Providing financial support for actors in the form of grants and other financial incentives		
Providing opportunities to gain free tickets for annual conference under conditions of participation in survey research		
Collecting members feedback on the Association activities and proposed solutions	Generating experimentation process	***Fostering collaborative learning strategy***
Testing cases, methodology and findings in collaboration with the Association members and participants of the Association events		
Including into expert groups practitioners “who are willing to provide a test case for the knowledge gathering exercise”		
Collecting the data needed for updating practices through communication with participants of events, including trainings, workshops, etc.	Organizing collaborative knowledge-generating work	
Organizing collaborative work for development of guidelines and collective knowledge		
Highlighting the importance of learning and data collection for practice development		
Stating EVPA’s neutral position in terms of practices, research tools and methods		
Updating information published or shared by the Association		
Organizing learning events and practice courses for practitioners	Sustaining key ideas through dissemination of practices and learning	
Organizing and supporting peer-to-peer learning		
Disseminating the Association ideas through participation in activities of other actors		
Publishing and disseminating best practice reports, case studies		
Organizing discussions and events to share findings from the research		
Developing and sharing specific field terminology		
Publishing and sharing examples of policy initiatives and updates		
Concentrating discussions and content around interest and experiences of participants	Robustly designing format and principles of collaborative work	
Grounding the Association research is in practice		
Building research on existing methodologies		
Using knowledge and data from EVPA Knowledge Center for creation new reports and recommendations		
Using similar research design for creation of the guidelines		
Making the composition of the expert group as subject to change		
Inviting members from previous expert groups to participate in new research studies		
Starting EVPA as a network for an emerging practice	Designing collaborative decision-making structure	***Setting collective field agenda strategy***
Using broad, unconcreted measures to state EVPA goals		
Inviting practitioners to the governance structure and updating Association’s work agenda in partnership with its members		
Orienting the Association activities on field development and change		
Making changes in activities depend on the level of development of collected resources related to work of the Association		
Adjusting role(s) played by the Association		
Adapting the Association work according to the partnership agreement with the EC and policy environment (Involving policymakers into governance structure)		
Building and sharing collective field agenda and norms	Organizing collaborative governance work	
Providing collaborative solutions and suggestions for policies		
Organizing collective discussions about strategic development of the field and the Association		
Organizing opportunities to communicate with policymakers and share concerns		
Targeting various groups of actors in activities	Implementing multivocal coordination style	
Supporting vision of EVPA as a community of different actors with shared goals		
Sharing objectives of collaborative work but does not impose content and allowing outcomes of discussions to depend on participants		
Highlighting the importance of collective efforts and collaborative work of different groups of actors in the Association activities		
Stating the Association’s position as intermediary among field actors		

Also, the authors searched for activities, artefacts or events that were used or affected by several strategies at the same time to theorize about connections between strategies. The comparison allowed to theorize about the key elements of each of the strategies and to define how the strategies were connected with each other. Table 4.3 shows how the four governing strategies were indeed applied over the three phases, although the underlying activities varied over time, as presented at the end of the Findings section. This analytical step allowed to develop a theoretical model (see Figure 4.1) relating the four governing strategies. Besides, the analysis included tracing changes happening within the field, such as the emergence of new regulations and field players when applicable. This additional analysis supported the main analysis and allowed the authors to understand better the context of the Association's field governing strategies and maintenance work.

4.5 Findings

The data analysis suggests that the Association employed four governing strategies - creating a sociomaterial architecture for interactions, engaging field members, fostering collaborative learning, and setting collective field agenda strategies. In what follows, each strategy will be described before outlining how the Association employed them in the three periods identified in the impact investing field.

Creating sociomaterial architecture for interactions. This strategy aims to organize and support interactional infrastructure and to build a supportive atmosphere for collaborations. It relies on creating interactional rules, organizing, and adapting robustly designed spaces for interactions, supporting familiarity between actors, and introducing ceremonial and repetitiveness aspects into the interactions. Our data suggests that this strategy aims to create a social bond between members and enhances EVPA's control and coordination over the process by generating cohesion within the field of practice.

> *Your attention, undivided. Our most productive and interesting work comes about when we are in a state of "deep immersion." These rules are essential to ensure that all participants can reach this state and maximize the value of this experience (EVPA' "Ground Rules" for the Venice Gathering of Leaders, 2018)*

Engaging field members. This strategy attracts new members and retains existing members through continuous involvement of new and already participating actors in the Association's activities and projects. This strategy is built on the generation of engagement of new actors, supporting engagement of already participated actors through different communication channels and the organization of thematic events for specific groups of actors, and the development of various incentives to support actors' interest in joining EVPA's work. It assumes the development of communication channels and expanding EVPA membership and partnership to extend its influence and disseminate ideas and practices valued by the Association.

> *To facilitate access to learning possibilities for EVPA members with limited resources, e.g., start-ups and members from the Central and Eastern Europe Region, the Partnership [with the EC] has established a scholarship which covers travel costs and entrance fees to the Training Academy and the Annual Conference… This practice can serve as an example for other networks on how to foster participation of disadvantaged members in learning activities (Directorate - General for Employment Social Affairs and Inclusion (European Commission), 2017, p. 65)*

Fostering collaborative learning strategy. This strategy generates a gradual and continuous process of collective knowledge development based on participant experience and vision, existing practices, and theoretical frameworks. It includes creating collaborative research principles, organizing a continuous data collection and knowledge generation process, testing ideas through dissemination of "best" practice, and later adapting and integrating

new ideas, practices, and knowledge. The data from the Association indicates that the drivers for change and creation of new practices were suggestions and requests from EVPA members and partners.

> *The EVPA learning offer, based on the solid and rigorous research conducted by EVPA's Knowledge Centre, is built to offer high quality contents, practical knowledge, fundamental tools and compelling stories to support VP/SI practitioners – at all levels of expertise - in achieving greater societal impact and bring new solutions to address societal issues (EVPA's Travel Scholarships paper, 2019)*

Setting collective field agenda. This strategy includes developing the field's decision-making structure, leveraging the collaborative work of field actors to set the strategic directions of the field, and creating field regulations, standards, and norms. It also involves defining EVPA's central position and its strategic orientation towards building the impact investing field as a multivocal community of practice that unites diverse actors and provides them with *"a sense of common goals"* (participant's comment about the 13th EVPA Annual Conference, 2017, (EVPA, 2017)).

> *EVPA is also proud to launch its first guidelines for the Industry. The principles-based Code of Conduct will be mandatory for all EVPA's full and VP investing members and their employees. The aim of this Code of Conduct is to develop the highest professional standards for the EVPA community where members can learn from each other in an atmosphere of transparency, humility and mutual respect (EVPA Press Release, November 16, 2011)*

In what follows, it will be described how the governing strategies were enacted within the context of field evolution. This study findings suggest two main shifts in the structure of interactions between the phases. The first shift happened when EVPA started organizing collaborative work interactions to develop new knowledge and collectively define field strategy. This transition provided EVPA with a new set of collaborative interactional activities and new directions of work. The second shift happened several years later when

EVPA introduced policy-related activities into its repertoire, which enabled the Association to initiate the development of policies and norms and extend the scope of previously developed interactions. The data demonstrates that EVPA introduced changes by adding new scripting activities but rarely abandoned the ones utilized, and that the four governing strategies were present throughout the time period studied.

4.5.1 The first period (2004-2008). Establishing initial network, interactional environment, and governance structure

The analysis demonstrates that each of the four field governing strategies was first implemented in the first period of EVPA's work. This period is characterized by the emergence of the Association and the development of its initial activities, aiming to support the emerging practice of impact investing in Europe. At that moment, only a few impact investors existed in the field.

Setting collective field agenda: Defining field goals by the Association

In this first period, setting a collective field agenda meant introducing field development processes following the vision of the five EVPA founders, who were practitioners themselves with interests and needs similar to those of the participants of the network. As EVPA reflects on its journey, in the beginning, *«EVPA was a network"* that had to *"grow the industry"* (EVPA, 2016b) to support the few funds that existed at that time.

Organizing and leading its events for developing a network and sharing an emerging practice, the Association formulated the first work and communication principles, including targeting diverse actors in its activities and stating broad goals. The lack of understanding of how impact investing should be practiced as the model was *"virtually unknown in Europe"* (EVPA, 2016b) motivated the Association to avoid stating concrete measures for its work and strictly defining its membership to one category of actors.

Positioning itself as a collective actor and depicting the impact investing field as a *"broad church"* (from EVPA Venice Group Workshop, 5-6 March 2009 notes) of actors with similar goals, EVPA praised multiactor collaborations and discussions. These principles allowed to attract new actors and initiate broader discussions to build a network.

Engaging field members strategy: Attracting first members

EVPA worked towards building a close-knit community of actors interested in impact investing and their involvement in its events. The emerging community included several practitioners, such as funds, foundations, private investors, and other field actors such as government bodies, academics, and consultants.

> *Many [participants of the workshop] seem to think that being part of the EVPA is nice because they suddenly found out that there are others out there doing what they might have been doing on their own for some time. Many are pioneers in their home countries and suddenly they have a network of professionals who have the same problems and talk the same language (although from different countries) (from field notes about EVPA Performance measurement workshop, Holland, November 2007)*

Small group size supported closer communications between participants and allowed actors to learn more about each other's work and practices, building relationships further. The involvement of new members simultaneously allowed EVPA to increase its resources, knowledge, and expertise and expand its influence. Importantly, by increasing the number of actors involved, the Association obtained more power for making regulatory and practice changes.

> *New members needed to build up critical mass, make an impact, break down barriers (from the observation notes of the Venice workshop, 2007)*

Building the first communication channels, such as newsletters,

website, and email communication, allowed to maintain actors' engagement through several events during a year. These communication channels transmitted rules, expectations, and events' agendas, introduced key participants, and, in some cases, provided the Association with opportunities to share its views toward field issues by highlighting the importance of planned topics and questions for discussion. Creating the community allowed EVPA to build the first collaborative projects, connect field actors, collect, and share knowledge about the field and practices, and establish the Association's legitimacy as the leading actor in the field.

Fostering collaborative learning strategy: Enabling peer-to-peer knowledge exchange

Seeing itself at that period as *«a true learning organization that fosters a European movement and promotes new ways to tackle social and collective needs"* (EVPA, 2016b), EVPA highlighted the importance of continuous learning and sharing knowledge to support its members and field development. In the first period, the Association paid more attention to educating its members and disseminating ideas of impact investing via peer-to-peer learning and networking events. This practice was less known, studied, and applied at that time, hence EVPA did not have sufficient accumulated expertise and examples to share with its members. As stated at a workshop: *"EVPA has been gathering information and learning about the growing field of VP since 2005, an important part being the notes from the workshops"* (notes from the Venice Gathering of Leaders, 2009). The Association invited several experienced practitioners and academics to share their ideas, knowledge, and frameworks with other participants to build and share the idea and meaning of impact investing.

> *European venture philanthropists are starting to accumulate experience and knowledge, and they are willing to share lessons and learn from one another… The willingness of venture philanthropists*

> *to talk openly at the [EVPA] conference about their failures and their disappointments as well as their successes and hopes was refreshing and encouraging (Greiner, 2007)*

The outcomes of the discussions and shared experience laid the foundations of a first common body of knowledge about the field and its fundamental practices. This knowledge supported the development of shared meaning among the first participants and later was disseminated and developed further in the next two periods.

Creating a sociomaterial architecture for interactions: Defining and introducing interactional rules and spaces

The establishment of learning and networking activities and communications required creating spaces for interaction and defining interactional rules. EVPA created specific rules for interactions for each of the events and shared them with the participants in advance. Such rules of interactions include agendas, orders of interactions and discussion questions, guidelines for moderators and speakers, and in some cases, restrictions of who could join an event or discussion.

> *[EVPA Trustee] briefly stressed how important member workshops in terms of sharing common knowledge and improving, since venture philanthropy organizations have to prove that they can deliver. [The event facilitator] then opened up the floor to the participants asking them to introduce themselves and to state the three most pressing questions that they wanted answered during the workshop (from the EVPA Member Workshop report, Tallinn, Estonia, October 2008)*

The first learning and networking events introduced participants to established interactional rules and formats that were later constantly repeated. Due to the continuous implementation, these rules became widely known to the Association's members and the participants of its activities. EVPA also intended to create familiarity and social bonding between participants by sharing information about participants' work, portfolios, and practices and

providing repeated networking and learning opportunities. The Association wanted to make its events *"both enjoyable and informative for everyone"* (from the EVPA 6th annual conference brochure, 2010) where actors could meet new and old friends and learn from each other. These activities allowed EVPA to create a safe, predictable, and recognizable environment for actors at its events. The data suggest that these activities enabled better communication between participants of EVPA events, increasing visibility of actors, motivating them to join other events, providing opportunities for additional collaborations between members, and creating a friendly and supportive atmosphere. The safe environment encouraged data-sharing between members and participants and created a basis for developing research-related interactions and collective work on field strategy and policies.

4.5.2 The second period (2009-2013). Establishment of the first traditions and field co-ownership and co-creation of ideas and practices

The second period introduced collaborative decision-making and enhanced knowledge-creating work. There was also a change in the process of making strategic decisions related to the work of the Association. EVPA started inviting a limited number of its members to a decision-making process as it saw collective work as a tool for creating impact and changes.

> *'Collectively,' [EVPA chair] concluded, 'we can make a massive positive impact and we have a moral responsibility to future generations to do so (Milner, 2008)*

Setting collective field agenda strategy: Collaboratively developing field agenda with a selected group of field members

The Association initiated collaborative governance with a few selected members. It involved experienced full members and field experts in strategy

and decision-making discussions and collaborative work for setting the goals and agenda for the Association and the field. This change allowed more perspectives to be included in the strategic work of EVPA. Changes in decision-making structure provided the Association with better exposure to the different needs and views of its members and field actors that allowed to provide a needed and up-to-date support for its members and manage their expectations.

> *During the [conference] interview, [the EVPA Chairman] underlined the importance for EVPA of managing all stakeholders' expectations in terms of VP (from the 8th EVPA Annual Conference report, 2012)*

Examples of outcomes of collaborative discussions included the development of guidelines for the impact measurement practice (one of the main practices used in impact investing practice), the first Code of Conduct for its members, and the development of closer relationships with representatives of governmental institutions and policymakers. The process of making collective decisions was gradual, iterative, and accompanied by trials and errors to establish new initiatives. For example, the first discussion about the need for standardization of impact measurement and management practices started in 2009. However, according to one of the discussion participants, it was *"too early for standards."* The idea about publications of guidelines was not supported until 2011, when more field leaders saw the need for the introduction of standardized practices of impact measurement and *"were positive about EVPA's work towards issuing guidelines"* but "*requested to have a members'-consultation before the publication of a specific guideline"* (from the EVPA Venice Meeting Newsletter, March 2011). The outcomes of that meeting affected the way of doing research and led to the initiation of collaborative research practices. These changes motivated the Association to adjust its roles. In addition to being a network mobilizer and a community actor, EVPA also took on the roles of standard-

setter, field knowledge creator, and data depository, which later triggered changes in other strategies and motivated the development of additional coordination activities.

Adaptations of the decision-making structure and process indicate that EVPA was able to involve one of its strategic resources, members, partners, and their experiences into the collaborative work, thus making its work more relevant and practically applicable. The involvement of the group of selected members in the decision-making and collaborative work process allowed to concentrate discussions on the current needs, vision, and experiences of participants and existing resources. Participants of the events became more responsible for the content of the discussions and decisions. Thereby the content of events and the outcomes of the collaborative work that followed became more participant-created, oriented toward their interests, and *"truly grounded in the practice of EVPA's members"* (from the EVPA VP Impact Measurement Initiative Strategy Proposal, 2011). In the same moment, the Association became less a leader of the discussion how it was before but more a moderator, who shares the objectives of collaborative work, collects data and ideas but did not impose content.

Fostering collaborative learning strategy: Developing a collaborative research process

A growing number of field actors and subsequently an increasing level of collective knowledge about the field revealed the existence of many methods and practices of impact investing, some of which were challenging to compare or choose from. The peer-to-peer-only learning model had limited abilities to close knowledge gaps that emerged alongside the field's growth and the emergence of new conditions and issues. The Association organized collaborative knowledge generation processes with a selected group of actors to overcome these gaps and support its members' requests for providing practice guidelines.

The creation of the Impact Measurement guide in 2012 as part of EVPA's Impact Measurement Initiative became the first collaborative research work organized by the Association and the first step into creating "best practice" guidelines for the field. Moreover, work on the guidelines allowed to establish and test an iterative research process that later would be constantly applied. EVPA describes the work on the first Impact Measurement manual as an *"interactive process including webinars, workshop, and multi-stakeholder group consultation"* (from EVPA slides, Berlin, 2014). Starting from the impact measurement guide, EVPA brought together an expert group for knowledge creation. EVPA acted as the process convener and content curator and field actors provided cases and examples of how the practice was implemented. As the Association developed its guidelines on how to implement the practice, it consulted expert group members to test ideas and validate conclusions. The resulting publication was disseminated to all members, encouraging them to adopt the recommendations. The first expert group composition included impact investing practitioners, field experts, and academics, which underlines the Association's concentration on multivocal collaborative decisions.

In addition to organizing collective discussions and work to develop guidelines, EVPA further developed experimentation procedures to test proposed solutions. The procedure of experimentation included two steps. The internal experimentation happened when one of the members of an expert sub-group provided *"a test case for the knowledge gathering exercise"* (from instructions to the expert group, EVPA, 2012). External validation included collecting feedback from a wider group of EVPA members and field actors after publication and dissemination of the guidelines. Internal feedback collection allowed testing the applicability of a proposed solution on a specific case immediately before publication and later creating a case study. The feedback of a wider group of practitioners collected after the publication

provided more diverse responses that allowed for making solutions more generalizable and applicable to the needs of the growing impact investing field of practice. However, that required additional time and efforts from the Association and the involvement and willingness of outside actors to provide the feedback needed. The issue was partly solved through organizing workshops for testing the solutions with wider audiences during a limited time. That could decrease a proposed solution's generalizability but permit updating it according to the current state of the field and practice.

The emergence of the collective knowledge generation process required establishing collaborative work principles to organize participants' work and interactions. These principles included a) building research on existing practices and methodologies and b) EVPA having a neutral position in terms of practices, research tools, and methods, enhancing the creativity of the research process and enabling it to attract different perspectives to solutions provided. Applying these principles, EVPA used practices and methodologies that were already familiar, accepted, and tested by some of the field actors, thus saving time. Additionally, using parts of proven solutions increased the credibility of the new solutions proposed and therefore supported their dissemination, acceptance, and institutionalization.

The data collected suggest that the collaborative research work resulted in the creation of guidelines, specific field terminology, and cases that allowed for the initiation of the standardization of field practices and led to their further homogenization. In addition, EVPA disseminated certain views on particular issues, practices, and policies that affected field actors' perceptions and protected collective work outcomes.

Engaging field members strategy: Involving actors in co-creation and generation of status incentives

The second period was characterized by a growing diversity of

expertise among EVPA members. To support the interest of new members in joining the field and learning about practices, the Association introduced additional learning and networking events. However, experienced members, who were experts themselves and already had some established network, required other types of motivation to continue joining the Association's activities. In this period, the Association initiated status incentives to support experienced members' involvement in decision-making and research activities, such as expert groups meetings for guidelines creation, survey research, or participation in the annual Venice Leaders Gathering.

> *EVPA's full members get together once a year in Venice for the Gathering of Leaders. The event offers a unique opportunity for an open exchange of ideas and experiences amongst prominent players within the venture philanthropy and social investment field in Europe (EVPA, 2019b)*

Providing status incentives created a new internal community of central field actors, so-called field leaders and experts, and supported field structuration. Participation in these events allowed experienced members to become co-creators of the field and practices and increase their visibility, which could positively affect actors' willingness to become members of such groups and provide them with a sense of ownership of the field. Publications and the EVPA website allowed to present these actors as role models for the field, supporting their status and visibility. By publishing experienced actors' practice cases in guidelines and demonstrating its strong ties with field leaders, the Association could strengthen its position as one of the important field actors and demonstrate applicability and practical usefulness of proposed solutions. Thus, it allowed to EVPA contribute to its relation-based legitimacy and reputation as a field leader and a community actor.

Creating a sociomaterial architecture for interactions strategy: Formalizing accepted rules and adding ceremonial aspects

In the second period, the Association continued organizing the previously established interactional activities and events. The interactional rules became formalized, and they became rituals for actors to follow, although some formats were gradually updated. EVPA also developed new interactional activities and introduced additional rules and protocols for collective work of expert groups and survey participants. The publication of surveys became one of the main activities that EVPA initiated in 2012 to raise awareness about the field. Although survey development represented a new type of activity, however, for the creation of the 2011 publication EVPA used data from *"email[ed] questionnaires with executives from PE firms and VP organisations, as well as comprehensive desk research"* (Metz & Hehenberger, 2011, p. 14). Hence, creation publications using survey data could be seen as adjustment of interactional activities that had already been applied earlier. Therefore, the introduction of new interactional activities also enabled the formalization of interactional rules and formats. The gradual development of the formats instead of creating completely new ones allowed for more effective use of resources, further strengthening and familiarizing formats and interactional rules created by the Association, thus, preserving them as rituals and later as routines.

EVPA also supported the participants' expectations for repetition and standardization of interactional order and the vision of the events as perpetuated and important for the field by highlighting the ceremonial, celebrational, and repeated character of its events. The Association used numbers in names of events, called them "traditional" or "annual," and introduced different rituals and ceremonies. For example, EVPA introduced a closing ceremony concentrated around presenting the next annual conference venue and inviting participants of the current event to participate. Part of this

ritual included the hand-over of a symbolic and actual key to the conference and waiting to reveal the next venue location until this ceremony. This study observations indicate that the gradual development and repetition of interactional rules and the creation of ceremonies supported the image of EVPA events as stable and traditional and provided actors with a sense of contributing and belonging to the community's rituals and values.

4.5.3 Third period (2014-2021). Scaling interactions and developing field norms and regulations

In the third period, the Association's attention was concentrated on developing field norms and regulations, geographic expansion, and involvement of actors from adjacent fields of practice.

Setting a collective field agenda strategy: Mediating interactions between field actors and policymakers for the co-creation of field regulations and norms

Increasing membership and partnership compositions pushed the Association to expand its governance structure by involving new types of partners, such as policymakers, and new types of members such as corporate philanthropists and updating its activities to support their needs. The involvement of powerful and experienced actors was accompanied by introducing what this study calls *control adjustment.* This robust action strategy is when a leading interactions actor shares the level of control and responsibility for collaborative work and interaction with other actors to increase participation and add additional perspectives and topics to the agenda.

Since 2014, representatives of the European Commission (EC) and other governmental institutions have started regularly participating in strategic discussions and joining research for field development organized by the EVPA. After gaining credibility as an expert in the field and receiving

support from the EC in 2014, the Association had the opportunity to affect policies and strengthen the impact investing ecosystem with external support. This role adjustment was a response to the internal pressures from members and partners and reflected the Association's opportunities to leverage collective resources, such as expertise, data, financial resources, and membership.

> *The work on impact measurement with Anna-Marie Harling and Peter Scholten was pivotal in the terms of the credibility of EVPA also in policy discussions. The KC [Knowledge Center] publication … gave EVPA a seat at the table in discussions on the topic at EU level (in the sub-group on social impact measurement of the GECES – that used the EVPA framework to develop the EU standard on impact measurement) and in the G8 taskforce on social impact investment (reflections by the EVPA Research and Policy director, EVPA (2016a))*

Being a partner of the EC allowed EVPA to strengthen its brokerage position and made it a representative of the interests of the field of practice, and a transmitter of knowledge between impact investing practitioners and commissioners. Supporting the idea that *"[t]he ultimate authority of the Association rests with its members"* (from EVPA Annual Report 2018), EVPA provided leading field actors and full members with more control and freedom over the field discussions over norms and policies. As a result, more actors had opportunities to participate in strategic discussions and collective work to create a field agenda and regulations. For example, by joining collective work on EVPA responses to the EC calls, co-organized policy events, or co-organizing events with the Association themselves, field actors could introduce their vision of the field and relay existing issues to the community.

> *On Monday, 28 May over 150 key representatives from politics, philanthropy and civil society came together in Brussels to discuss ways to increase cooperation in the sector and to strengthen European*

> *civil society. Co-organised by leading European philanthropy organisations (DAFNE, EFC, EVPA), participants at the "Co-creating a Single Market for Philanthropy" event discussed concrete measures to reduce barriers to cross-border philanthropy. (EVPA, 2018b)*

Such changes suggested that EVPA was losing its decision-making power and reverting to an intermediary position in field developmental discussions. However, the Association still kept some power to affect the process by stating its opinion at the meetings, creating specific events, defining agendas to point attention to specific topics, and building group compositions to support EVPA's vision and specific interactional patterns.

In the third period, the connections between the outcomes of the collaborative knowledge work and setting collective field agenda strategies became more prominent. Responding to the EC calls and policy recommendations, the Association used the information collected and created during its research activities. For example, collaborative work on impact measurement guidelines supported creation of the European Standard on Social Impact Measurement in 2014 (European Commission & Directorate-General for Employment Social Affairs and Inclusion, 2014). On the field level, collaborative research allowed to introduce new norms and standards. Published in 2018, the updated Code of Conduct provided actors with new ethical standards. Also, two 2019 publications, a "Charter of investors for impact" and a **"**Roadmap for investors *for* impact," provided EVPA and its members with *"concrete actions to be pursued in the next decade in order to move the sector in the right direction"* (Gianoncelli et al., 2019, p. 13). Publications of the Chapter and the Roadmap represented the Association's attempts to support and lead field development following the participants' ideas that emerged during the work on investment strategies guidelines in 2018 and exemplify regulatory and planning mechanisms of the collaborative decision-making process

Fostering collaborative learning strategy: Applying established research procedures to existing and emerging topics

EVPA describes impact investing "*as a movement that is evolving a set of practices"* (EVPA, 2018a, p. 19). That statement supports the understanding of field development as an iterative process and the need for updating collectively created knowledge. Having a research process that gave visible results (the publication of the Impact Measurement guidelines) allowed EVPA to leverage its research and dissemination activities to support requests from its members and partners and close emerging knowledge and practice gaps.

Various EVPA expert groups simultaneously worked on the creation of "best practice" guidelines and tools for managing different aspects of impact investing practice, for example, for managing exits (in 2014), providing non-financial support (in 2015), and on developing guidelines and suggestions for different types of actors involved, such as banks (in 2014) or incubators and accelerators (in 2020). Having tested and consolidated research procedures allowed scaling the research activities to update existing guidelines and cover emerging topics, thus creating a consolidated body of knowledge.

The increase in the number of different actors engaged in developing knowledge and guidelines could lead to fragmentation of created ideas and practices. To overcome this risk, EVPA introduced several principles of collective research work that support the connectivity between research projects, like using ideas from the previously developed research, following similar procedures, and inviting actors who had previously participated.

> *This is the fourth edition of a working paper that was first published in 2008…The fourth edition of the report also incorporates the learnings of almost ten years of research performed by EVPA's Knowledge Centre on topics such as impact measurement, tailored*

financing, exit strategies, non-financial support and learning from failures, and presents a snapshot of the sector based on data from EVPA's Industry Survey. (EVPA, 2018a, p. 6)

Following the same procedures started in the second period to update key practices allowed each level of iteration to build a deeper understanding of the field and its practices and make more nuanced and specific changes adjusting for current field development and existing instruments and methodologies. Other principles introduced - concentration of discussions and content of work on the interests of participants, making compositions of expert groups subjects to change, and collecting feedback from a wider community of practice - provided opportunities for introducing new ideas and practice innovation. All these principles permitted applying familiar and accepted practices and procedures of collaborative work to new issues and making the solutions provided coherent and familiar over time while incorporating new ideas and experiences to make incremental changes to existing practices. Formalizing the format of interactions still left space for changing the context of interactions.

Engaging field members strategy: Attracting new actors and introducing new events

During the third period, the Association's activities become more targeted on the specific local markets and societies and specific practices. The Association organized series of learning events, such as Country Meetings in France, the Netherlands, and the UK, and involved local actors in its events. These activities led to the dissemination of EVPA curated knowledge, possible network extension, and signing new agreements with actors that later allowed for embracing more perspectives and practices from various field actors. Hence, the repertoire of EVPA was broadened, including multicultural interactions and the covered and illustrated new topics and themes.

With every conference we always have a sense of culture of the country

where we stage the conference. And Norway was such an interesting place to learn from… (from the video interview with the Chair of the EVPA about the conference in 2017)

Changes in the membership composition also pushed EVPA to organize more sophisticated services for its members, adapting familiar activities to an increased variety of actors, levels of expertise, and requests. The Association began inviting more actors into learning and networking events through a newly developed financial incentives system that concentrated on providing discounts and tickets for participating in learning and networking events. The development of the support mechanism led to the creation of specific sub-communities, so-called initiatives, for groups of investors, such as the corporative investors initiative, the public-private collaboration initiative, or the impact funds initiatives, started "*to better cater to … [EVPA members] needs"* (EVPA Newsletter, September 2019). The creation of such initiatives led to the diversification of the field and might be seen as contrary to EVPA's idea of creating a community and working on one goal collectively. However, it allowed EVPA to involve more actors by organizing nuanced discussions and working further on specific practices and issues to support the development of different aspects of the impact investing field. Also, our material suggests that as participants of the initiatives participated in general EVPA events and decision-making processes, they supported the extension of the ideas advocated by the Association and its members to neighborhood fields, thus expanding and strengthening them.

Creating a sociomaterial architecture for interactions strategy: Replicating accepted rules for multiple events

The development of EVPA's decision-making and learning activities was supported by leveraging and updating previously created and tested interactional formats, spaces, and rules. Application and scaling of familiar interactional formats and spaces allowed EVPA to maintain the established

interactional order and rules further and make them accepted as taken-for-granted routines. For example, out of 36 organizations that participated in the Connect4Change event in 2018, which belongs to the Corporate Initiative, 10 of them joined Venice Gatherings in previous years, and four of them had been involved in the work of the previous Expert Groups for development of guidelines. Being previously exposed to the key principles and practices of the Association and agreeing to participate in multiple activities, these actors could do custodianship work of the field's scripted order and support the dissemination and maintenance of key practices, principles, and rules of interaction alongside EVPA.

> *Moderator: "Now, I would like to listen to our speakers' perspective. So, since you always contributed to our survey, what do you think about this data collection and this analysis, and why do you think it is important for your organization?" (From the observation notes of EVPA Webinar on January 23, 2019)*

This way, actors who just joined or continued participating in EVPA's learning and networking activities in the last period studied were exposed to existing rules, norms, practices, ideas, and interactional rituals, which were communicated and highlighted during the events and in discussions. These actors were encouraged to follow accepted practices and rules and had limited opportunities to change them, except by participating in specific events or sharing their feedback and ideas with EVPA. Besides, in cooperation with its members, the Association created the new Code of Conduct in 2018 that suggested behavioral standards for EVPA members and then, in 2019, published the Charter for Impact to strengthen practice boundaries further. Within the growing heterogeneity of community actors, the existing practice standards, ethical norms, disseminated knowledge, and interactional rules and patterns limited the opportunities for radical change and supported the stability of the current order and maintenance of practices and regulations.

Table 4.3 briefly summarizes the three periods depicted above and

states the main outcomes of applying the strategy in each period.

Table 4.3 Governing strategies over time

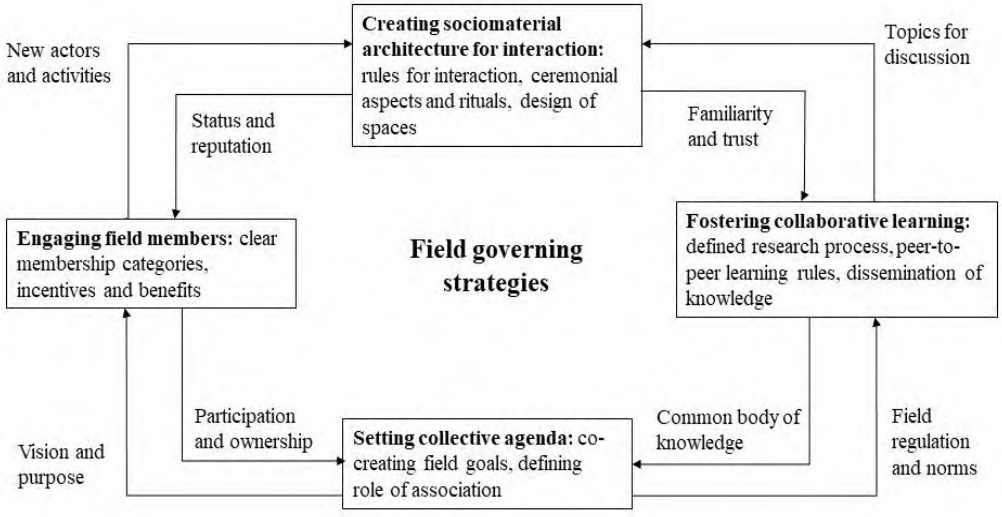
	1st period	***2nd period***	***3rd period***
Creating a sociomaterial architecture for interactions strategy	Creating and introducing interactional rules and spaces ***Outcome: organized*** first interactional events	Formalizing accepted rules and adding ceremonial aspects ***Outcome:*** established interactional rituals and strengthen familiarity and trust	Replicating accepted rules to multiple events ***Outcome:*** maintained interactional routines and routinely organized scalable events
Engaging field members strategy	Attracting first members ***Outcome:*** created initial network	Involving actors in co-creation and generation of status incentives ***Outcome:*** established field hierarchy and ownership	Attracting new actors and introducing new events ***Outcome:*** maintained engagement
Fostering collaborative learning strategy	Enabling peer-to-peer knowledge ***Outcome:*** collected primary knowledge about field and practices	Developing collaborative research process ***Outcome:*** generated collective knowledge (curated knowledge)	Applying established research procedures to existing and emerging topics ***Outcome:*** consolidated body of knowledge
Setting collective field agenda strategy	Defining field goals ***Outcome:*** Engrained EVPA vision to lead field interactions	Collaboratively developing field agenda with a selected group of field members ***Outcome:*** Collaboratively developed field agenda	Mediating interactions between field actors and policymakers for co-creation of field regulations and norms ***Outcome:*** collaboratively developed norms and regulations

4.5.4 A Model of Field Governing Strategies Underpinning Maintenance Work for Generation of Institutional Order

The studied case suggests that the governing strategies identified allow the Association to lead and coordinate field interactions in a continuous manner. The study finds that the underlying scripting activities make up four specific governing strategies and propose a model of maintenance work of a central field actor, that could be portable to other fields. Also, the presented in the study model demonstrates the role of each strategy and how they affect

each other. Importantly, it was noticed that an association that develops scripting activities becomes a guardian of institutional order with elements of both stability and change. For example, the scripting activities that lead to the establishment of routines, interactional rules and spaces allow the central field actor to engage new actors and enable all actors to contribute to the discussions, thus generating new knowledge and practices. This way, the maintenance work of an association becomes a mean for sustaining both stability and constant change and development. Figure 4.1 illustrates the model.

Figure 4.1 Model of governing strategies underpinning maintenance work



Creating a sociomaterial architecture for interactions enhances the Association's control and coordination over the collaboration process. This includes creating spaces and rules of interaction (Furnari, 2014; Mair & Hehenberger, 2014), over time enabling field-specific interactional rituals, routines, and ceremonial aspects needed to generate order and cohesion between field actors. This strategy supports the emergence of a safe and trusted environment for actors, which leads to actors' openness and

willingness to participate in practice-development work and share their knowledge, ideas, and perspectives.

> *… for me, the C summit in terms of how it was structured and the way that the event itself was designed allows us to have small group discussions in a safe space and really learn from each other… (participant's opinion taken from the post-conference promotional video interview, 2019)*

Whereas Ferraro and colleagues (2015) succinctly defined participatory architecture as an important robust action strategy to sustain engagement of actors over prolonged timespans, our study unpacks how this strategy was applied over time, how it relates to the other strategies, and contributes to institutional order. Creating sociomaterial architecture for interactions involves gradual development of accepted and trusted interactional rules and formats into rituals that later become taken-for-granted routines. Having routinized interactions due to scripting activities helps participants navigate change in issues discussed over time (e.g., Barley & Tolbert, 1997). These routines further allow the custodian to scale events and activities and support the sense of familiarity, safety, and belonging to a community (e.g., Dacin et al., 2010).

The engaging field members strategy helps building a community of engaged actors, establishing clear categories of actors and field hierarchy, and further extends and strengthen the Association's influence and field boundaries by engaging new actors and communicating and disseminating interactional rules (Grodal, 2017; Scott, 2014; Wright et al., 2020; Zietsma & Lawrence, 2010). This strategy demonstrates the maintenance process through the continuous communication about the work of EVPA, change of activities for supporting actors' interest to join them, update of actors' composition and the development of additional sources of motivation, including status incentives. Sustained engagement allows for continuous work on development and then dissemination of ideas, practices, and meanings

supported by the Association, that could lead to further development and strengthening of field boundaries (Scott, 2014). However, the engagement of actors that is based on preorientation of the needs and interests of currently involved actors, could indicate less strategic and more evolutionary and responsive types of maintenance work, that were less explored in prior literature (e.g., Lawrence et al., 2009).

Ferraro and colleagues (2015) address the engagement aspect in their participatory architecture strategy but focus on the structure and rules of engagement that enable interactions (that this study addresses in *creating sociomaterial architecture for interactions*). The study suggests that engaging field members is closely connected to the structure and rules of engagement but that other factors such as status and visibility of field actors, and the legitimacy of the field itself are key drivers of engagement. Involvement of actors in collaborative work for research and strategy development and communication related to these activities enables the development of field hierarchy (e.g., Greenwood & Suddaby, 2006; Hinings et al., 2017; Wright & Zammuto, 2013) and provides members and field actors with the feeling of ownership of the field, visibility, and reputation. Opportunities to affect field development and obtain visibility and status may support the interest of elites, encourage status-seeking actors to join and to develop the field (e.g., Trank & Washington, 2009; Zietsma & McKnight, 2009), and ultimately uphold the continuity of the Association as a central field actor.

Fostering collaborative learning allows the Association to establish a common body of knowledge through a defined research process and dissemination of knowledge. Having a common body of knowledge contributes to the refinement of a shared system of meaning and under the governance of the leading actor helps set a collective field agenda that builds on the practices and knowledge developed. The process of knowledge creation and consolidation brings new topics for discussion, thus, sustaining novelty

(Porter et al., 2020). It allows to diversify the content of events and, as a consequence, to motivate actors to continue participating and engaging. Similar to the concept of distributed experimentation (Ferraro et al., 2015), this strategy outlines how knowledge is developed through continuous refining, testing and dissemination. However, the EVPA case spanning a substantial time period shows how to create a consolidated body of knowledge by gradually and incrementally contributing new ideas about different aspects of the practice, but building on prior work, thus preserving key ideas that provide familiarity and shape the boundaries of the field. The process of iterative development of a consolidated body of knowledge exemplifies in detail the theorization process described in the study of Greenwood and colleagues (2002). They define theorization as gradual refining and simplifying of practices and establishing cause-and-effect chains for further practice dissemination and institutionalization. Establishing research procedures, concentrating on a peer-to-peer model of sharing information and practices, and providing spaces for collaborative work and comparison and consolidation of different ideas play an important role in the continuous involvement of actors in research and testing. Over time these factors allow for field knowledge to consolidate from actor-specific knowledge, partly curated and disseminated by the Association, to a more generalizable common body of knowledge that is based on a variety of actors' experiences and ideas, thus allowing for multivocality (Ferraro et al., 2015).

Setting collective field agenda involves setting up and defining the control, accountability, and multivocal coordinating functions of the field (Furnari, 2014; Ferraro et al., 2015). The implications of this strategy include the development of norms and policies that regulate the field and determine membership and hence participation and engagement, and state a vision that provides directions for collaborative research and work activities. The setting a collective field agenda strategy demonstrates the development and scaling

of collaborative decision-making and work processes that enhance field governance and allow to co-create field norms and regulations (Hinings et al., 2017). Over time, this strategy supports the maintenance of a process and infrastructure of collaborative decision-making and the establishment of field regulations and norms and highlights the central field actors' role. Our data demonstrates that the application of this strategy led to decreased power and ability to make strategic decisions individually for the Association and a need to adjust its role to become an interactional mediator supporting collaborative governance work (e.g., Alexander, 2020; Ansell, 2011; Furnari, 2014).

The EVPA case demonstrates that the application of the four governing strategies supports field interactions, collaborations and coordination and generates institutional order in the field through collective development of regulatory, normative, and cognitive aspects.

4.6 Discussion

In this study, the authors examined governing strategies and the supporting scripting activities that underpin maintenance work in the European impact investing field. The findings suggest that field maintenance is an iterative process of learning, experimenting, and theorizing, collaboratively developing, adjusting, and supporting the regulative, normative, and cognitive institutional order that enhances field stability while allowing for gradual field change. Specifically, it was found that field maintenance work is supported through four governing strategies that generate a dynamic, ongoing institutional process of recursive collaborative interactions between different actors (e.g., Barley, 1986; Dacin et al., 2010; Mair & Hehenberger, 2014). Although an association may create and apply its repertoire of scripting activities as a governance tool strategically, its implementation depends on many factors and tends to be evolutionary and responsive to the emerging needs and resources of the association itself and members of the field of practice (Carpenter & Moore, 2007). Furthermore, an

evolutionary application of scripting activities allows upkeeping the relevance of day-to-day practices and routinized interactional processes into which maintenance work is embedded (Bjerregaard & Jonasson, 2014; Heaphy, 2013; Wright et al., 2020).

The four strategies that emerged from the study - setting collective field agenda, engaging field members, fostering collaborative learning, and creating sociomaterial architecture for interactions, build on and expand from the principles found in the robust action literature (Alexander, 2020; Ferraro et al., 2015; Porter et al., 2020). Prior work combining robust action with governance has identified similar strategies (Alexander, 2020; Ansell et al., 2020; Porter et al., 2020), but this research contributes by unpacking these strategies, showing how they were used over time, and how they relate to each other. Further, it contributes by adding the engaging field members strategy as an important maintenance instrument that allows a central field actor to endorse innovativeness and change while disseminating already established practices, norms, and ideas. Engaging different actors, an association extends the field's institutional infrastructure and develops opportunities for joint action and decision-making and further dissemination and adaptation of practices and ideas (Casasnovas & Ferraro, 2021; Hinings et al., 2017; Porter et al., 2020; Zietsma et al., 2017). In line with Alexander (2020) and Porter et al. (2020), this study suggests that multivocal field actors' engagement increases the number of suggested ideas and allows an association to collect and test them faster. Moreover, it provides further room for experimentation and creates additional resources for realizing iterative, evolutionary, and collaborative learning processes and thus further affecting field structuration. New actors with unique experiences could provide additional ideas and practices to contribute to a common body of knowledge. An increased common body of knowledge supports the professionalization of field actors and negatively affects the level of heterogeneity of practices and views. The

preservation of key components of ideas curated by an association might lead to the deinstitutionalization of some more individually applied practices. That could reduce conflicts and increase collaborative work productivity as the actors will better understand each other. However, in the longer term, a rising level of similarity of actors' practices, knowledge, and experiences might lead to a decrease in the level of creativity and innovativeness of solutions provided and, as a result to the creation of more routinized solutions, which may be less effective under changing circumstances or shocks.

This study demonstrates that engaging actors with diverse practice backgrounds and expertise might create categorization of field members and lead to possible field boundaries extension by adding additional experience with practice application under new circumstances. The research assumes that interactional leader's activities to support integration of newcomers into the field interactions and make new actors familiar with the field's infrastructure (Dacin et al., 2019) allow to gradually introduce new related practices through familiar procedures, for example, though publishing report updates. Furthermore, an association as a field's central actor needs to initiate a process of gradual field boundary extension hence that newly joined actors with somehow different logics could fit into existing institutional order and environment without creating additional tensions or conflicts because of a possible mismatch between existing order and newcomers' practices (e.g., Wright & Zammuto, 2013). Thus, engagement work through involvement of new actors with somehow novel experience leads to simultaneous boundary and practice strengthening and update (e.g., Grodal, 2017; Zietsma & Lawrence, 2010), which leads to further diffusion and legitimation of key practices. Additionally, it allows for central field actors to increase their expert and community legitimacy by being actors with expertise to orchestrate a growing number of different field actors and their interactions under one frame,

As proposed in this study, scripting activities allow an association to govern and routinize field interactions and lead to repeated and stable behavioral patterns within a field. Thus, scripting represents a governing mechanism that leads to field stability and institutionalization. The research finds that the application of scripting enables the formation of interactional routines and rituals that support the *soft* governance of an association and encourages participants' trust in interactional and governing processes and decisions (Ansell, 2012; Ansell & Gash, 2008; Ansell et al., 2020). The study findings also argue that the implication of scripting activities became a tool for continuous field development in a structured way through a process of field actors' mobilization and distributed experimentation for developing and sustaining regulations, practices, norms, ideas, interactional spaces, and formats. This way, this study suggests that scripting represents a mechanism that allows a central actor to be a guardian and curator of institutional order, generating both field change and stability, needed for maintenance work's viability and flexibility (Bjerregaard & Jonasson, 2014; Jarzabkowski et al., 2009; Trank & Washington, 2009; Wallenburg, Quartz, & Bal, 2019). Continuous engagement of new and old members and orientation on current situation and actors' experience but using already tested and established ideas, procedures and practices as a base, support gradual change and innovativeness of the interactional process and outcomes and allow stable routines and interactions to remain vibrant and interesting for participants. Furthermore, this research invites scholars to apply scripting as an analytical tool to search for interaction patterns and routines at a field level in addition to organization or inter-organization level, suggested by Tolbert and Zucker (1996) and examine whether other field actors have a sense of understanding, trust, and guidance by such repetitive activities of central actors. This research demonstrates that scripting activities reflect and, at the same time, can create field interactional routines for further structuration if they are applied and legitimized by one of the central actors.

This study also provides new insights about robust action principles that were already discussed in the literature. For example, in addition to the previously identified activities related to creating sociomaterial architecture for interactions strategy (e.g., Etzion et al., 2017; Porter et al., 2020), it was noted that familiarity and safety could be reached by using symbolic and discursive activities, such as organizing ceremonies and highlighting field-configuring events as valued traditions, or using ordered numbers to highlight the ceremonial importance and continuity of events. Robust action literature highlights artifacts as tools for supporting multivocality (e.g., Furnari, 2014). However, this research demonstrates that social and material artifacts enable other robust action principles, such as participatory architecture and generate and support engagement, representing an indirect control mechanism. Therefore, it is suggested that scholars study the role of artifacts in robustly developing field governance and collective solutions and knowledge more precisely.

Moreover, the authors suggest devoting researchers' attention to the viability of the governing strategies model based on robust actions and multivocality and thinking of possible limitations of governing strategies to support the required level of collaborative work and actors' heterogeneity level for bringing sustainable innovations to field development. For example, what can be other negative consequences of maintenance work in a longer-term perspective in addition to a decrease in the creativity of solutions? Another question that we suggest exploring is if, in the longer term perspective of field maintenance, collaborative research will still represent a critical part for supporting the process, or field actors can reach some sufficient volume of a common body of knowledge supporting the maintenance process without adding new ideas.

To corroborate this study findings, the authors encourage scholars to investigate central actors' governing strategies in other settings and

comparing them with the presented results to support the validity and generalizability of the findings that came from a single case study research (Eisenhardt, 1989; Yin, 2018). This study uses the data and is built around activities of one leading actor, which might decrease the generalizability and validity of our findings for fields with multiple comparably powerful central field actors. It might be interesting to study collaborative work development of regulatory, normative, and cognitive structures to enhance field stability in settings where a leading actor is less active or more than one dominant actor work on conforming practice creation. In the case of this study, the actors involved in the practice creation and field development processes had similar interests related to field development and supporting it with knowledge-based practices. In the case of a mismatch of interests, interactions that affect field governance work might have different characters and principles, leading to other trajectories of field development and institutional arrangements (Etzion et al., 2017; Hargrave & Van De Ven, 2006). This study authors did not trace conflicts between the leading actors that could have damaged the negotiation and collaborative work processes. It could be interesting to study the behavior of an interaction leader in that situation and the governing strategies that this actor would apply.

Overall, this study advances research on maintenance work presented as a complex and ongoing institutional collaborative process that supports field governance and allows gradual field change over time. Concentrating the attention on the scripting activities of EVPA as a field central actor, this research demonstrates how the Association could enable maintenance work through deployment of four governing strategies, where scripting represents governing activities that lead to repeated behavior patterns. However, the authors of this research argue that to be able to support maintenance work over time, a central actor needs to apply governing activities that are robust and that allow changes to be incorporated while keeping some stability, thus

contributing to generating institutional order.

Chapter 5. Further reflections on practitioner-policymaker interplay, governance of central field actors and robust-action-based interactions for sustained and scaled institutional work

5.1 Foreword for Chapter 5

This chapter elaborates on the ideas and findings presented in Chapters 3 and 4. Specifically, it demonstrates how previously proposed governance strategies assist in developing practitioner-policymaker interplay and strengthen soft governance of a central field actor. Using the European impact investing field of practice case, this chapter exemplifies how practitioner-policymaker interplay started and developed within the activities organized by EVPA. These findings provide an opportunity for providing suggestions about some specific supportive conditions for practitioner-policymaker interplay to start and how governance of central field actors can adapt due to the initiation of interplay, the areas that the literature review suggests for further investigation (see Chapter 3).

Moreover, Chapter 5 proposes how interactions that are based on found in the previous chapter strategies can be sustained over time and scaled from practitioner-practitioner or practitioner-central field actors interactions to practitioner-policymaker interplay. Thus, this chapter theorizes further about how to organize the practitioner-policymaker interplay process considering the active involvement and governance of a central field player and suggests additional mechanisms that allow to sustain and scale interactions as a field evolves.

To reach the stated research goals, Chapter 5 starts with a brief narrative of the development of EVPA interactional repertoire over the proposed three periods of the Association's activities. Having a narrative allows for determining when and under what conditions practitioner-policymaker interplay started in the field of impact investing. Then, this chapter points the reader's attention to how four proposed governing strategies support the development of practitioner-policymaker interplay in parallel to other interactions that the Association organized for its members. The last part of the chapter discusses five principles and additional robust action strategies

that allow the Association to sustain interactions and governance.

5.2 Developing practitioner-policymaker interplay in the European Impact Investing field of practice: when and under what conditions

Chapter 4 reveals the three main periods of EVPA activities. The analysis of the previous chapter demonstrates that EVPA started organizing interactions with its members from the beginning. Consequently, each of the following periods of EVPA activities is characterized by a more complex interactional repertoire and a larger number of participants. Table 5.1 depicts the timeline of EVPA interplay described in Chapter 4.

The first period (2004-2008) of EVPA maintenance work was connected to establishing a practitioners' network launched in 2004. The list of events included such activities as workshops, annual Venice Gatherings, and annual conferences, where practitioners, academics, consultants, and other field actors could communicate and share their ideas peer-to-peer. At that time, interactions between the Association or its members with policymakers or representatives of the European Commission were limited. EVPA and impact investors saw governments mostly as providers of funding, and in some cases, governmental authorities could be asked for help with attracting public attention to specific issues. Starting from the end of the first period, venture philanthropists started noting increased public interest in the field and they recognized the possibilities of the EU to bring positive changes through financial resources and regulative power.

> *If governments change policies so that social enterprises are supported more easily, the landscape may change considerably. (Tallinn workshop, 2008)*

Table 5.1 Timeline of EVPA interactional repertoire and related practitioner-policymaker interplay development

Period description	***The first period (2004-2008) Establishing interactional environment and initial governance structure***	***The second period (2009 – 2013) Emergence of collective field governance and field regulations***	***The third period (2014 – 2021) Developing and strengthening of collaborative field governance***
Role of EVPA	EVPA as a Network of practitioners	EVPA is an association and a community representative, Data Repository, Standard Setter	EVPA as a Community and Market Builder, Community representative, Policy agent and Government partner and the field data Repository, Standard Setter
Type of collaborative work	Mainly discussions and peer-to-peer learning	Strategic discussions, collaborative work of an expert group	Strategic and policy discussions, collaborative work with EVPA expert groups, collective contribution to the EC calls, participation in events and expert groups, organized by the EC,
Main actors' that are involved	VP practitioners, VP experts, Academics	VP practitioners, VP experts, Academics, policymakers on inconstant manner	VP practitioners, VP experts, Academics, policymakers on constant manner
Relationships with policymakers	Government seen as a grant maker and a possible strategic partner. No formal relationships established	The beginning of involvement into policy-making activities, involvement into supportive VP and SI working groups in inconsistent manner	Signing a partnership agreement with the EC in 2014 and 2018. Signing a partnership agreement with the EC for developing social entrepreneurship and social investment landscape in the Eastern Partnership countries and Russia in 2021
Related to practitioner-policymaker interplay events	During two EVPA workshops (both in 2008), participants raised ideas about collaboration with and influencing the government	VPA Venice group meetings (2011- 2013). Representatives of EC participated, raised questions about cooperation. EVPA annual conferences with workshops and roundtables about coordination with policies EVPA participated as an expert in more institutional settings (e.g., GECES, G8, OECD)	EVPA represented VP practitioners on more than 20 meetings with national and EU level governments and organized and participated in more than 20 meetings with GECES, G8, OECD. EVPA annually published policy related reports and organized policy webinars for its members, It led numerous consultations for the EU government Became a participant of GECES and is an official observer to the Global Social Impact Investment Steering Group
Examples of field-configuring events	Emergence of the tern "venture philanthropy"; Publishing articles related to the venture philanthropy field	The World Financial crisis Social Business Initiative was launched by the EC REGULATION (EU) No 346/2013 on European social entrepreneurship funds; "Europhilanthropic" event (the first ever collaboration between leading European philanthropic networks (EFC, NEF, DAFNE and EVPA) Establishing of National Advisory Boards in France, Germany and the UK (2013)	The European Standard of Impact Measurement was formally adopted Active development of regulations supporting social entrepreneurship and impact investing practices in Europe Launching of the European Fund for Strategic Investments (EFSI), Launching of Employment and Social Innovation program (EaSI) Establishing of Global Steering Group on Impact Investing (GSG)

In the second period of EVPA work (2009 – 2013), policymakers and practitioners started more precisely acknowledging each other's importance for the field. The first interplay activities between practitioners, EVPA, and policymakers started around 2010. Premises for the development of the interplay includes several factors: increased regulatory pressure, growing interest of the governmental institutions in the development of social entrepreneurship, a willingness of practitioners to obtain financial resources through governmental support, and changing EVPA and its members' perceptions about the role of the government in the field.

More specifically, the development of communication between the EC and EVPA could be explained by the rise of the EC interest in promoting social enterprises' European ecosystem between 2009 and 2013. This interest of the EC led to the development of new policies (e.g., the Social Business Initiative (Directorate-General for Internal Market Industry Entrepreneurship and SMEs (European Commission), 2017)), creating new governmental institutions, such as the Commission Expert Group of the social business initiative (GECES), and the growth of governmental funding flowing to the social entrepreneurship sector. EVPA representatives were invited to participate as observers and experts in the work of European governmental groups, such as GECES, G8, and OECD.

The Association itself invited EC representatives to its meetings and organized several workshops and roundtables related to policy questions during EVPA annual conferences and other events. The government was perceived as a system actor with which it was important to engage. The involvement in the governmental institutions' work allowed the Association to share the outcomes of the joint research done with its members with the governmental institutions for influencing policies. For EVPA members, engagement with the EC was seen as an opportunity to overcome gaps in the industry infrastructure and regulations. The financial crisis of 2007-2009 was

followed by an increase in policy activities and the number of diverse policies related to the work of venture philanthropy. Although some of the EC policies practitioners called "*damaging*" during the CEO Venice Meeting in 2011, in general, the EC was perceived as a *"potential ally"* that *"often needs education [and] information"* (from the discussion during the Venice Meeting, 2012). Therefore, the communication between the governmental institutions, EVPA, and its members could be seen as an attempt to defend the "positions" of practitioners and as a response to the regulatory initiatives.

> *There is no coordination of [governmental] policies regarding SE development or social investment, so measures tend to be fragmented and not very coordinated. Lack of concept or strategy leads to haphazard action and unpredictable policies. (Response of an EVPA member to the Association's research on EU issues or initiatives that hinder or enable the work of European VP/SI, 2013)*

The last group of factors that could support the beginning of the interplay was the increased level of field expertise. EVPA had accumulated significant amounts of information about the field by working to create and update "best" practices. That work helped it to become recognized as an expert in venture philanthropy and social entrepreneurship by government officials and practitioners.

> *The legitimacy of EVPA's policy has increased over the last two years work among its membership, through EVPA's nascent hat as a "European Policy Leader", but also through the development of its "National Policy Nexus" project." (EVPA concept note, 2016)*

Besides, being a membership association, EVPA was able to support the policy work of the EC and promote social impact for the further development of social finance in Europe and foster cooperation between policy institutions and venture philanthropy practitioners. Therefore, the EVPA was an actor who had capacities highlighted by the EC as needed for cooperation.

The third period of maintenance work (2014-2021) was related to the extension work on the collaborative development of field regulations and norms and their dissemination through scaled learning and networking activities. An important factor that allowed EVPA to strengthen its regulation function and scale its activities became a signed partnership agreement with the EC in 2014 that was extended in 2018. During the period of study, the EC and some governments of member countries were interested and actively involved in developing the social economy and supported its regulations and practices. The agreement provided opportunities for closer collaborations between representatives of EVPA and the EC and initiated changes in EVPA strategy and activities as a policy actor and a custodian of practitioner-policymaker interplay.

> *Establishing this Partnership allows EVPA to work closely with EU institutions and better represent its member interests by strengthening the link/s between European institutions and practitioners alongside the possibility to voice the concerns and expectations of EVPA members to EU policymakers directly (EVPA Progress Activity Report 2014)*

Overall, the practitioner-policymaker interplay started during the second period of EVPA work, when policymakers, the Association and its members saw the importance of collaborative work and had a shared interest in the development of the social sector and impact investing practices. This way, governmental initiatives and work towards social business development became a window of opportunity for EVPA to join policy activities and discussions. Also, the Association suited the requirements for collaborators stated by the EC. Being a membership association, EVPA was able to support the policy work of the EC and promote social impact for the further development of social finance in Europe, and foster cooperation between policy institutions and impact investors. Hence, the initiation of the interplay could be characterized by the concurrence of interests of interacting parties,

availability of the necessary resources from the opposite side, including required expertise, networks, and financial resources, and occurrence of regulatory barriers that prevent practitioners from continuing to work as usual. The other factor that catalyzed the development of practitioner-policymaker interplay in the impact investing field was the world financial crisis at the end of the 2000s. This external shock pushed European governments to consider the social sector's role and the importance of regulating alternative financial markets including impact investing.

The initial interactions between the Association and policymakers correspond to the expert "lobbying" type of interplay (see Chapter 3) when the Association occasionally shared its expertise and knowledge with representatives of governments and the EC. In that period, interactions between impact investors and policymakers took on a more indirect form and were based on EVPA activities to transfer ideas from practitioners to policymakers. Later, within the development of relationships between the Association and the EC, there were several examples of successful cooperation and interactions, strengthening the EVPA position as an expert, and the practitioner-policymaker interplay moved closer to collaborative governance work type. Especially this type of interplay characterized EVPA-led projects for the development and standardization of impact investing practices and the creation of a field agenda for the next years. Furthermore, the development of practitioner-policymaker interplay requested the development of specific interactional opportunities and environment (e.g., establishing of Policy Committee and launching of policy events), increased flow of information from practitioners to policymakers and vice versa, and growth of cooperation and collaborative work. Thus, the move from expert "lobbying" to collaborative governance work supported the increase of underlying interplay collaborative activities and was characterized by strengthening relationships between participating actors.

The partnership with EVPA as an EU level network aimed to establish a long-term cooperation and open dialogue between the European Commission and social sector funders, and thus improve knowledge and increase the effectiveness of both parties (from the EU Commissioner's foreword letter to the EVPA report 2017)

5.3 Two modes of a central field actor governance for scaling practitioners' solutions and practices to a policy level

In their work, Hinings and colleagues (2017) argue that central field actors play the role of informal governance bodies within the authority of policymakers and governmental institutions. The findings of the field literature review, presented in Chapter 3, support the ideas of Hinings and colleagues (2017) and suggest that central field actors can support (e.g., Hehenberger et al., 2019) or oppose (e.g., Vermeulen et al., 2007) activities of policymakers, and that central field actors can govern fields themselves (e.g., Greenwood et al., 2002). However, it becomes an interesting question about how central field actors combine their own informal governance with the governance of policymakers and other regulatory bodies. Answering these questions allow for a better understanding of the functioning of a multi-actor field governing system and how multiple governing elements of field infrastructure co-exist.

The case of EVPA represents a window of research on this question because, with the signing of a partnership agreement and the introduction of practitioner-policymaker interplay, the Association started collaborating with policymakers and continued leading work on the development of impact investing practice and sector. Thus, applying governing strategies provided EVPA with an opportunity to combine two roles and modes of field governing: a field guardian (soft governance) and a policy actor (formal field governance) through interplay with policymakers.

Through its market-, capacity- and ecosystem-building efforts, it [EVPA] has become an instrumental counterpart for the EU in social

enterprise finance. EVPA adds value to the sector as a catalyst bringing different actors together in conversation and collaboration, and as a thought leader - shaping the debate on key sectoral issues such as impact measurement and management and access to finance". (EVPA Policy Position Paper, 2017)

In what follows, this chapter will discuss how applying the proposed four governing strategies allows the Association to play and communicate two roles in field governing. Table 5.2 demonstrates how governing strategies allow EVPA to connect its work as a community-of-a-practice leader and a policy actor.

Table 5.2 Contributions of each of the governing strategies to EVPA soft governance and regulatory work

Governing strategies	***Soft Governance*** ***EVPA as a community-of-practice leader***	***Regulatory work*** ***EVPA as a policy actor***
Creating a sociomaterial architecture for interactions	Supporting order through maintained routines and rituals Creating interactional infrastructure	Incorporating practitioner-policymaker interplay through routines, rituals, spaces and formats familiar for actors
Engaging field members strategy	Collecting resources Enlarging area of influence Developing relational legitimacy through maintained engagement	Enlarging practitioner-policymaker interplay
Fostering collaborative learning	Creating a consolidated body of knowledge that supports EVPA expert legitimacy and trust in the outcomes Continuous implementation of the developed research procedures supports participants' trust in the process	Applying established research procedures and using the consolidated body of knowledge for responding to policymakers' calls and inquiries Using established training-related communication channels to transmit policy information and updates
Setting collective field agenda	Supporting collaborative work between field actors for the development of field regulations, standards, and norms, and defining strategic development Establishing socio-political legitimacy	Mediating interactions between field actors and policymakers for co-creation of field regulations and norms, communicating field actors' ideas to policymakers Contributing to regulatory work and activities of policymakers Establishing socio-political legitimacy

The analysis reveals that EVPA employed governing strategies and

similar scripting activities for supporting its roles as a leader of a community of practice and as a policy actor. Being a policy actor, EVPA employed governing strategies to support policymakers' activities and contribute to the practitioner-policymaker interplay. Implementation of the proposed strategies from a position of a community-of-practice leader strengthens EVPA's soft governance. It allows to introduce and extend specific interactions and collaborative work between different actors, including policymakers and representatives of governmental institutions.

EVPA, as a policy actor, coordinated more specific, policy-oriented interactions that corresponded with a policy agenda of the EC and other governmental actors and communicated with their protocols. Thus, EVPA became more a convener between practitioners and policymakers and less a leader of interactions, as in the case of interactions during the Association events and activities. That might also be because policy-related interactions emerged in the later stages of maintenance work when the interaction-related repertoire of scripting activities was already established, known, and accepted by EVPA participants and other field players. Hence, there was no need for active EVPA involvement to create new interactional formats and activities because field actors could use the already existing scripts adjusted for new conditions.

As mentioned above, the continuous implementation of *creating sociomaterial architecture for interactions* strategy led to the establishment of interactional rituals, routines, and interactional infrastructure. These rituals and routines reflected rules and formats created by EVPA, including an annual interactional schedule. They were repeatedly introduced, implemented, and made interactional order governed by EVPA taken-for-granted and expected in EVPA-connected interactions. Thus, the Association might have needed to spend fewer resources on informing, coordination, and involvement of actors. It is also possible that actors familiar with these routines and rituals

could apply them for navigating novel or similar interactional situations outside EVPA settings, thus disseminating them without the Association's request (Barley & Tolbert, 1997).

> *EVPA annual conference is the highlight of the year in terms of actors gathering and discussing venture philanthropy at the European level (Participant's reflections about the EVPA annual conference (EVPA, 2021))*

The analysis of policy-related activities demonstrated that EVPA incorporated its policy-related activities by applying formats and interactional activities, routines, and rituals familiar to field participants. That could help to smooth the implementation of new activities and, possibly, increase the level of trust in them. For example, the format of the EVPA policy roundtable in 2016 is similar to that of the Venice Gatherings of Leaders. These events are characterized by the limited and highly restricted access for participants, including field leaders and policymakers, the scripted format of the discussions, presentations from the field experts, and group discussions to find the solutions for the discussed problems. The quotes below demonstrate similarities between events that aimed to organize open discussion between a selected group of actors to develop the field further.

> *For the first time, EVPA organised a dedicated policy roundtable* ***gathering a selected group of 19 prominent VP/SI practitioners and EU representatives****. Taking place at the Philanthropy House in Brussels on the 13th of October, EVPA's "High-Level Policy Roundtable on Social Enterprise Funding" was* ***an open and interactive discussion*** *between policy makers and VP/SI practitioners on* ***how to co-create the conditions to improve the ecosystem for social enterprises funding****, with a focus on the concept of hybrid finance. (EVPA Progress Activity Report, 2016; emphasis is added by the author)*

> *EVPA's full members get together once a year in Venice for the Gathering of Leaders. The event offers a unique opportunity for an open exchange of ideas and experiences amongst prominent players*

> *within the venture philanthropy and social investment field in Europe…* ***It is an exclusive event for EVPA full members*** *bringing together the CEOs of Europe's* ***top venture philanthropy organisations*** *that can share lessons learnt and best practices in an open environment… It provides you the opportunity* ***to shape the strategic direction of EVPA and the VP/SI ecosystem in Europe*** *(from a description of Venice Gathering of Leaders, EVPA website; emphasis is added by the author)*

Scaling events supported the creation of additional spaces for practitioner-policymakers interplay on the base of already existing events, such as annual meetings, webinars, or work of expert groups. Thus, the implication of creating sociomaterial architecture for interactions strategy provided EVPA with a prepared infrastructure for policy dialogue and activities.

> *Webinars are also designed to bring policy makers and practitioners together (EVPA Policy Committee meeting, 2015)*

The application of *engaging field members strategy* led to enlarging EVPA influence through continuous involvement of new and previously participated actors. Maintained engagement of actors provided EVPA with the financial, visibility, and knowledge-related resources needed for its work. Besides, maintained engagement and related visibility positively affected the decision of EC to sign a partnership agreement with the Association. Established connections with its members and partners allowed EVPA to develop the practitioner-policymaker interplay needed for collaborative governance (Ansell & Gash, 2008) and gradually enlarge it through involvement of new actors in policy dialogue, i.e., practitioner-policymaker interplay. Furthermore, the involvement of policymakers and other governmental actors in EVPA events supported the creation of a more inclusive environment for *"all those within the broad impact community or interested in learning more about investing for impact: investors, foundations,*

social entrepreneurs, policy makers, market builders, academics and more" (EVPA, 2021) and a growth of relational legitimacy through connections with highly legitimate actors. The literature review presented in Chapter 3 demonstrates that the involvement and support of highly legitimate actors becomes a method of persuasion and pressure on other parties of interplay. In the case of EVPA, it did not have stated opponents to pressure; however, partnerships with policymakers and other legitimate and known field participants can defend its actions for its members and, possibly, demonstrate the importance of belonging to the community outsiders. Thus, the engaging field members strategy allows supporting the position of EVPA both as a policy actor who represents the field actors and a leader of a community of practice that has opportunities to share the field agenda with policymakers and defend members' interests.

Applied together, creating sociomaterial architecture for interactions and engaging field members' strategies provides EVPA with an opportunity to enable and sustain a specific format of practitioner-policymakers interplay. The other two strategies, fostering collaborative learning and setting collective field agenda, are responsible for content development in the policy-related dialogue, development of trust, and sustaining created ideas among different actors.

The application of the *fostering collaborative learning* strategy provided EVPA with a growing level of trust in the process of knowledge creation and the outcomes of the Association research due to the continuous process of experimentation, development, and altering of practices and a legacy of successful publications of EVPA guidelines in the past (Ansell, 2012). Collaborative work over the guidelines, their testing, refinement, and making them more generalizable positively reinforced EVPA's legitimacy as a field expert. Trust in the process and outcomes strengthens EVPA soft governance as a thought leader and supports EVPA ideas distribution within

impact investing and neighborhood fields. Also, having a common body of knowledge led to the development of a shared meaning that could ease the process of interactions among field actors and support a practitioner-policymaker interplay process.

Like other activities, the Association used already established scripting activities and formats, adjusted for the needs of policymakers to provide policy suggestions and to share the collective knowledge. As a policy actor, EVPA applied its expertise and data obtained through research with expert groups and learning and interaction events to respond to the calls from the EC. That allows for communicating the results of practice work done by the expert groups to governmental institutions and sustaining novelty ideas on the different levels (Porter et al., 2020). Besides, to communicate the ideas from policymakers to practitioners, EVPA used its communication and education channels, like organizing Policy webinars that shared formats with other learning webinars or sharing updates or policy-related best practices papers on the EVPA website and in newsletters. In both cases of information transfer (from and to policymakers), EVPA transformed and translated the data and ideas so that the messages could be understood correctly and later accepted by the practitioners and policymakers for following collaborative work towards the development of field regulations and norms.

The application of the last strategy, *setting a collective field agenda*, relies on mediating activities of EVPA and leads to the creation of field norms, regulations, and boundaries. In the case of involvement of policymakers in the Association projects and supporting a community-of-practice leader EVPA's role, actors' interactions have more direct character and happen through collaborative work and discussions of experts and leaders groups. However, in the case of policy discussions and projects, EVPA frequently represented its members at the meetings, which led to a more indirect practitioner-policymaker interplay.

> *EVPA's Public Affairs Manager represented EVPA member interests in eleven meetings with EU throughout 2015, facilitating exchanges between members and national authorities. These serve to support evidence-based policy making (EVPA Progress Activity Report, December 2015)*

Other than representing members at the meetings, EVPA supported indirect interplay and contributed to policy discussions by publishing collaboratively created position and policy papers, responding to the EC calls in cooperation with an EVPA policy committee, and advocating for policy changes in partnership with other field actors and networks. Interestingly, the Association involved some of its scripting activities in policymaking routines, thus combining scripting activities of the Association and policymakers. In addition, participation in that events allowed EVPA to acknowledge and embrace policymakers' routines and rituals and possibly, later communicate them to their members and partners. Overall, participation in these activities provided EVPA with a growth of its socio-political legitimacy that later allowed for further dissemination of practices and ideas created under the auspices of the Association. Raising socio-political legitimacy strengthens EVPA's influence on the field and governance levels, which may reinitiate a new round of implementation of scripting activities.

Thus, the implementation of the governing strategies by EVPA allowed for the development and sustaining of practitioner-policymakers dialogue to establish field rules and regulations and strengthen the EVPA's governance, expert, and socio-political types of legitimacy. EVPA's soft governance was based on taken-for-granted routines, rituals, and trust in the process and outcomes of collaborative work, and the visibility of EVPA as a field leader and a policy actor who could affect policymakers.

In general, playing both roles of a policy actor and a community-of-practice leader and gradually applying governing strategies and convening, the Association supported establishing a collaborative field governance

system that includes the main characteristics found in the literature. In their work, Ansell & Gash (2008) define collaborative governance as *"a governing arrangement where one or more public agencies directly engage nonstate stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets"* (2008, p. 544). In the third period, policymakers were involved in the decision-making process and discussions with other field actors at specifically organized, formal events, such as expert group meetings and field leaders' gatherings, that aimed for collaborative field development work and search for consensuses such as Annual General Meeting of full members, Connect4Change events and the Venice Leadership Gatherings. Also, the EU funded the activities of the Association, including the strategy-related one, which indirectly supports the idea of governance arrangements that the EC did to affect the collaboration process and work. In addition, EVPA representatives, on behalf of its members, contributed to policy discussions and the decision-making process, using the data and ideas of practitioners. Moreover, collaborative work between practitioners, policymakers, other field actors, and EVPA representatives supported the development of regulations based on practitioner input, ideas and practice solutions, and guidelines that included policymakers' input.

Notably, the collaborative governance system created within the activities of EVPA included a process of blending scripting activities, resources, and ideas of EVPA and represented by the Association practitioners and the EC. Joining governmental routines, representatives of EVPA applied established scripting activities for accomplishing their tasks or shared the ideas and practices established by the Association and its members. For example, in answering the calls of the EC, EVPA applied similar research methods for working with its expert groups to writing the reports, except the

focus of the policy committee's work was more on how current policies affect practices than on development of practices itself. Being open about the methodology used, the Association transferred its scripting activities and created knowledge and ideas for policymakers. On the other hand, in partnering with policymakers, EVPA adapted its activities to the routines of policymakers to contribute to the partnerships. Moreover, policymakers who joined EVPA activities needed to acquaint themselves with EVPA scripting activities and ideas like any other participants of the Association events. This way, EVPA as a representative of practitioners and a leader of their community and the representatives of the EC and other governmental institutions, exchange their practices and knowledge. On the one hand, these activities supported the development of the EC initiatives with the input of impact investors and EVPA. On the other hand, they allowed the development of EVPA practice guidelines and initiatives with the involvement of policymakers and adaptation of scripting activities of EVPA to practitioner-policymaker interplay.

> *On 14th January this year, the European Commission presented a roadmap for a Strong Social Europe for Just Transitions... As one of the partners, EVPA contributed in November with a deep policy research and recommendations for the future Social Economy Action Plan 2021… The analysis is based on in-depth interviews conducted by the EVPA Policy Team with key active members of EVPA, as well as data collected through our 2020 Investing* for *Impact Survey, a rigorous social investor market analysis. It also built on EVPA's previous work over the past 10+ years, including prior consultations and research. EVPA also provides concrete recommendations, such as how the experienced market gaps can be addressed by different tools and instruments, as well as channeling the EU institutions' focus on the most important topics to be addressed in the coming programming period (EVPA, 2020d)*

Overall, blending ideas and scripting activities of policymakers and field central actors allows for communicating practitioners' ideas and

interactions to the policy level, which could be seen as scaling robust action-based interactions and supporting their discussions (Etzion et al., 2017). Also, blending helps developing a supportive interactional environment for practitioner-policymaker interplay, as actors become informed about, connected, and accommodated to interactional activities of each other to a certain extent. That might ease communication and lead to the creation of regulations, norms, and practices with an incorporation of the other party's stance in interplay. Figure 5.1 schematically illustrates the process of blending.

Figure 5.1 Blending process between central field actors and policymakers in practitioner-policymaker interplay

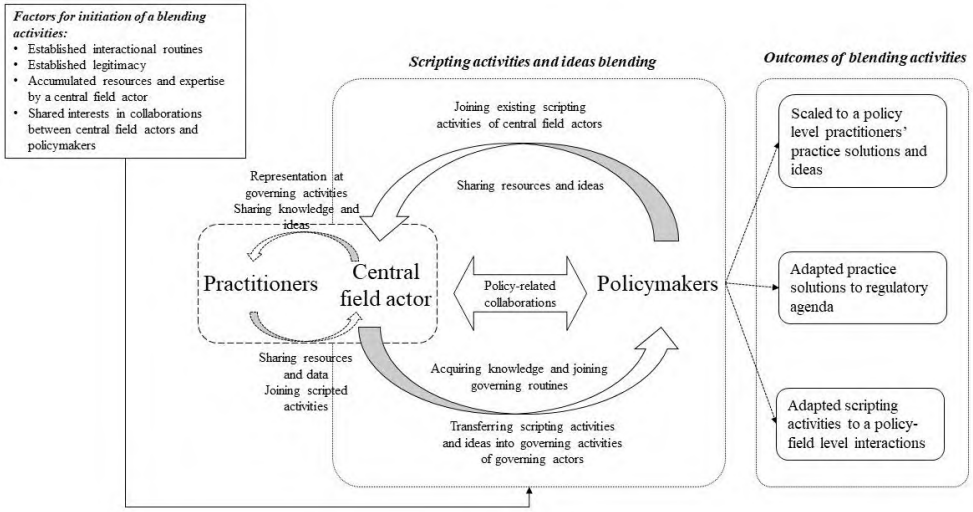


Figure 5.1 states several conditions needed for the blending process. First, it assumes that interacting actors are interested in communications and collaborations. That is why they participate in events and activities of each other and have a willingness to accept the ideas and practices of the other party. Also, a process of blending suggests that the main actors use and share already established interactional routines and environment. Hence, a practitioner-policymaker interplay does not happen under the auspices and

influence of only one side that might lead to dominance of views of a convener. Participating actors need to provide the other party with resources, knowledge, and support, where central field actors share their accumulated knowledge, practices, and ideas about a field, collected from or by practitioners, and governmental actors or policymakers share policy-related ideas to communicate regulatory agenda with practices. Moreover, the EVPA case suggests that expert and relational legitimacy supports the central field actor's position and visibility and eases an initial connection with policymakers. Thus, being a community of practice leader allowed EVPA to suggest its interactional routines and ideas for the development of collaborations with policymakers and helped support the regulatory process with the ideas and views of its members.

Overall, the application of governing strategies allowed EVPA to play the stated roles of a policy actor and a community-of-practice leader and the supporting roles that relate to the process of interactions. The list of supporting roles includes: (i) *interplay convener*- through the organization of interactional infrastructure, the Association provides a place to meet, discuss, share ideas, concerns, and experience, and thus, invites members to interact and work collaborations; (ii) *expert* - by accumulating information about the field and practices, the Association becomes an expert in its field of practice, who is eligible to provide recommendations and suggestions to other participants; (iii) *communicator* – by transferring and translating data, knowledge, news, changes in policies, calls for actions and voicing concerns, ideas, propositions, and expectations as a representative of practitioners to policymakers, the Association transmits information between policymakers, practitioners, and other field actors, and furthermore could act as an educator by providing trainings for practitioners and educating representatives of governmental institutions about the field and its practices. Thus, the role of field convener includes not only responsibilities for organizing and leading

collaborative work and interactions and their adaptation, but also translation and communication of practices and ideas between different actors, provision of expert evaluations, and active participation in the interactional processes as a leader and a practice developer.

5.4 Sustaining robust-action-based collaborations for field governing as the field develops

The second part of the chapter demonstrates how actors' interactions and practitioner-policymaker interplay support scaling practitioners' solutions to a policy level, using the case of EVPA and the development of the European impact investing field of practice. Another important question that this case can help to answer is how robust-action-based interactions can be sustained over time as the field evolves.

The robust action literature (Ferraro et al., 2015; Gehman et al., 2022) suggests that the application of robust action strategies provides opportunities for developing and supporting continuous collaborative work of different actors in changing and ambiguous environments. In their work, Etzion and colleagues (2017) point out several possible pitfalls of robust actions application over time, including difficulties with coordination, timing, motivation, and integrity of the interactional process for providing solutions and seeking support. Other papers propose some solutions for sustaining robust action strategies in dynamics, the area where additional research is needed (Etzion et al., 2017). For example, Porter and colleagues (2020) suggest that the involvement of new actors without losing momentum and sustaining the novelty of ideas at different stages of the interactional process allows scaling solutions faster. Also, Alexander (2020) suggests paying attention to the effective use of resources and the importance of the convener's role adjustment to support collaborative work and its coordination over time. The following research aims to extend ideas stated in the works of Etzion et al. (2017), Porter et al. (2020), and Alexander (2020) and answer: *What*

principles and activities does a central field actor apply to sustain field actors' interactions for field governance? This research defines sustaining activities as those of the conveners that support continuation and integrity of an interactional process based on robust action principles over a prolonged period of time and under changed field conditions and motivate various field actors to join and rejoin the interplay on the course of interactions. Central ideas underlying these activities represent sustaining principles.

The analysis of the EVPA activities demonstrates that the Association maintained interactional activities between different actors, including practitioner-policymaker interplay, to support institutional order throughout the three studied periods, hence, this case suits the research inquiry. Exploring the Association's principles to sustain its interactions becomes an interesting area to study as the robust action literature previously recommended it (e.g., Etzion et al., 2017; Porter et al., 2020). Also, answers to this question provides suggestions about how maintenance work related to governing and practitioner-policymaker interplay can be sustained over a longer period of time as a field develops. The latter area of research was recommended by the review stated in Chapter 3.

5.4.1 Extended data analysis

Answering the stated question requires an extension of the main data analysis, presented in Chapter 4.

Step 5. Identifying sustaining scripting activities. Using the list of scripting activities created at the first and second steps of the main data analysis, I searched for the activities that support continuity of a collaboration process over time, including a) activities that allow coordinating and keeping interaction process over time, b) the activities that motivate actors to continue participating in the events, c) activities that allow for the integrity of a process and ideas development following the recommendations provided in the study

Etzion et al. (2017). Interestingly, some of the scripting activities allow not only to sustain interactions but also to enable them. For example, organizing robustly designed spaces for interactions for the first time creates spaces for multivocal interactions and collaborative work and brings participatory architecture strategy in place. However, repeated or annually organized robustly designed events allow continuing interactions over time and if participants perceive them as successful and valuable. Thus, these events allow for sustaining an interactional environment in the future.

Step 6. Determining underlying sustaining principles. To understand underlying sustaining principles for robust actions, purpose of each scripting activity for sustaining interaction processes was theorized and then the activities with similar purposes were grouped. Overall, the grouping exercise revealed five unique types of sustaining activities within all robust action strategies applied. Table 5.3 demonstrates found activities and underlying them principles that allows to sustain robust-action-based interactions for governing.

5.4.2 Five proposed sustaining principles

Table 5.3 demonstrates that the Association applied participatory architecture, multivocal inscription, distribution experimentation, generating and sustaining novelty and engagement, role adjustment, and operational resource development robust action strategies (Alexander, 2020; Ferraro et al., 2015; Porter et al., 2020). Using these strategies allows EVPA to organize and leas interactions between various field members, where enabling repetitiveness alongside adapting, informing, sharing control activities, and generating future work allows this central field actor to sustain collaborative work and interactions between heterogeneous actors over time in changing environments.

Table 5.3 Sustaining scripting activities and supporting them principles

Sustaining activities	***Enabling repetitiveness***	***Adapting***	***Informing***	***Sharing control***	***Generating future work***
Supportive principles	***Routinization***	***Situatedness***	***Raised awareness***	***Control adjustment***	***Orientation toward future***
Affected Robust Action strategies	Participatory Architecture Multivocal inscription Distributed experimentation Generating and sustaining novelty Generating and sustaining engagement	Participatory Architecture Multivocal inscription Distributed experimentation Generating and sustaining novelty Generating and sustaining engagement Operational resource development Role Adjustment	Participatory Architecture Multivocal inscription Distributed experimentation Generating and sustaining novelty Generating and sustaining engagement Role Adjustment	Participatory Architecture Multivocal inscription Generating and sustaining novelty Generating and sustaining engagement	Participatory Architecture Generating and sustaining novelty
Overview of supporting scripting-related activities	Repeatedly organizing events and collaborative work activities, following similar formats, principles, and procedures Repeatedly inviting the same group of actors to various events Building research on the previously developed ideas Sustaining key ideas through dissemination	Adapting interactional formats, procedures, activities to situation and context Updating the decision-making structure and strategic plans, following the changes in the field and EVPA structure Research and strategic-decision-making groups are subjects to change Updating published information based on the new research insights and collected experience Expanding membership and partnership	Informing about EVPA events, activities, projects, and inviting actors to participate Sharing rules and protocols of interactions with participants Highlighting routinized and ceremonial characters of events and importance of collaborative work Making visible leading field actors, including EVPA, their activities and decisions Raising awareness about the field and supporting its practices	Sharing control and ownership over events and activities with the Association partners and members Involving practitioners and policymakers to governance structure	Leading keyholding ceremonies to present future events Building and sharing collective field agenda and norms Organizing collective discussions about strategic development of the field and the Association
Impacted areas of interactional process	Coordination and process and ideas integrity	Timing and motivation to join	Actors' engagement and coordination of actors' participation, and supporting ideas integrity	Actors' engagement and the development of the power structure	Timing and the process and ideas integrity
Outcomes	Creation of safe and trusted environment Routinization of interactions Maintenance of key practices and ideas	Development of the viable, flexible interactional structure Use of up-to-date information and ideas Supporting of the leading position of the Association	Raised awareness about the field and practices Maintenance of interactional rituals and engagement Creating filters for participation	Supporting actors' engagement Receiving resources for continuing and enlarging interaction activities Restructuring interactional infrastructure	Supporting a leading position of the Association Building space for future interactions

Enabling repetitiveness activities and routinization principle

The data demonstrates that the Association frequently applied the activities that support *the enabling repetitiveness principle*. EVPA established repetitiveness by applying similar events and activities, principles and formats of interactions, ideas elaborated and used to support coordination and routinization of interactional process, consecutive development of key ideas and solutions, and the development of field interactional routines and rituals. Having elements of ceremonies and routines within events increases coordination and possibly supports the participants' perception of the event as legitimate and important. That happens due to the application of similar formats of events and activities that were previously tested, are familiar, and perceived as safe and successful by participants. Besides, enabling repetitiveness allows gradual development and dissemination of practices by iterative use of previously created ideas and suggestions. For example, similar to other research projects, EVPA organized several work rounds on Impact measurement guidelines. Figure 5.2 demonstrates the research methodology used to create impact measurement guides in 2012, 2015, and 2018, where Figure 5.3 demonstrates the compositions of the Experts Groups created in 2012, 2015, and 2018 (snapshots from the guidelines).

After the first edition of the Impact Measurement guide in 2013, more practitioners and experts accessed the proposed framework. This could form the first shared meaning of the practice between them and test its appropriateness to the field via collecting feedback from many practitioners, thus, receiving additional layers of knowledge concerning the specific conditions of the practice.

Figure 5.2 Snapshots of research methodologies used for development of impact measurement guidelines

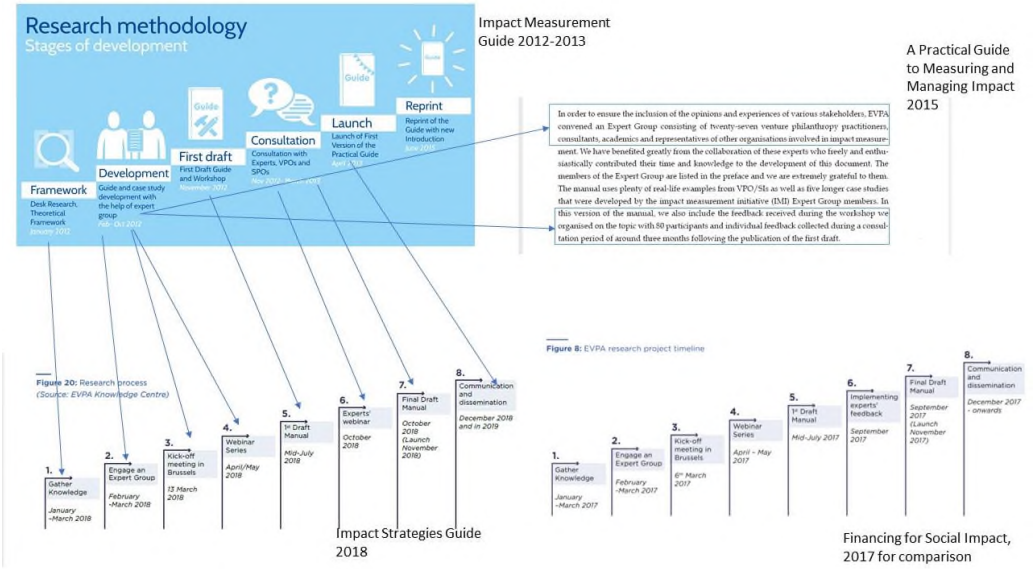


Figure 5.3 Snapshots of expert groups compositions that were invited to help with the development of EVPA guidelines

With each of the next rounds of research (the second edition of the guide was published in 2015, and the related guide on impact strategies, published in 2018), experts had a deeper shared understanding of the practice and more expertise. That allowed EVPA to start deepening the knowledge about the practice and, over time, conceptualize it, starting from impact measurement as a tool required by several practitioners (2013) to guiding principles that divided the impact investing practice and practitioners to the ones who are investing *for* impact and investing *with* impact (EVPA, 2019a) and supported the development of the EU Impact Measurement Standard and EuSEF regulations (GECES Sub-group on Impact Measurement, 2015).

Also, this group of sustaining activities includes the invitation of participants from previous working groups and events as a part of the application of multivocal inscription and distributed experimentation robust strategies. Having the participation of some actors constant allows to avoid breaks in the process of ideas and practice creation and support their development. Moreover, it helps event participants build and support their contacts, discussions, and friendships to motivate their engagement and support research and governance processes. For example, during the kick-off meeting in March 2018, it was observed that participants referred to their previous discussions' ideas to illustrate and further articulate their arguments. Because some of the actors previously knew each other through EVPA events and had interaction opportunities, they could increase communication and work effectiveness by spending less time developing their ideas.

The dynamics of group composition demonstrate that several actors participate in developing each of the guides (i.e., IKARE, Stone Soup Consulting, European Investment Fund), others changed. Such dynamics of the expert group allow adding additional perspectives to the issue studied and be more congruent to the field evolution but continuing development of previously seen core elements of practice. Changes in the research group composition illustrate the second group of sustaining activities, adapting

activities responsible for timely changes and updates to the established order.

Adapting activities and situatedness principle

The data analysis demonstrated that EVPA, in its time, brought gradual updates for all the areas of its work, including leveraging and updating previously created and tested interactional formats, spaces, and rules, decision-making structure, suggested practices and solutions, membership geography, and scope. As suggested earlier, the Association introduced changes by testing and refining the proposed changes, using available resources, and orienting on the participants' knowledge, expertise, and vision and trusted members, partners, and experts. Orientation on the current situation and resources constitutes the situatedness principle proposed in this study. Application of the situatedness principle provides several benefits for the actor applying it. The application of the situatedness principle is strongly connected to learning about or creating and *"build[ing] on the momentum"* (Varga, 2015, p. 10), which includes hosting forums and organizing specific events. By doing so, the Association can defend its position as one of the leading actors in the field and occupy additional space in the field infrastructure to strengthen its boundaries.

> *Building on the momentum of key events and milestones in the impact space in November - including COP26, Impact Fest, Ashoka Changemakers Summit, the publication of the EU Social Economy Action Plan - we are organising our own EVPA Impact Month. (EVPA Newsletter, July 2021)*

In addition to building on strategic momentum and alignment with the field, the situatedness principle includes orientation on providing timely solutions for the Association members and events participants, supporting their needs and ideas. Provision of timely changes constitutes providing solutions following the updates, creating new tools practices, searching, and

stating examples from the other players, and offering new or updated services and events for members and partners to support their needs and requests. For example, the geographical extension of the EVPA membership, like the involvement of actors from Africa or South America in the later periods, led to the development of new meeting spaces for these actors during annual conferences, like "Regional Meeting of Africa and Latin America" event in 2019 and introduction of new webinars series that shared ideas around impact investing practices in those regions. Hence, collecting and then working on providing timely solutions creates avenues for future work and sustains research with updated data, ideas, and practices. The other example of adaptability includes changing formats of events from on-site to online due to the pandemic or other reasons.

> *The new situation with COVID-19 has catapulted EVPA, like many others, further into the digital space. This is why we have decided, together with the Portuguese community, to postpone our annual conference in Porto to spring 2021, and replace it with an online conference in September 2020, focusing on 'building partnerships in times of COVID-19: how to deal with the survival, revival and building resilience phases of this crisis' (EVPA, 2020c)*

Moreover, the concentration on providing an organizational, local, or member's level might increase participants' loyalty and motivation to collaborate with the Association, thus supporting the interest and involvement of actors. Using the example of the research on impact measurement, it is possible to notice that Impact Measurement Initiative (IMI) was initiated because practitioners stated *a "growing need for direction and clarity on impact measurement, in VP and social investment"* (from EVPA letter to IMI Expert group, 2012). Importantly, the context of the initial meetings and suggestions was built around the interests of the participants.

> *Motivation [to launch the meeting and new research related to impact measurement strategies] came from the interest of members and from the board… The leading discussion was around the interests of members of the Expert group and referred to the comments of other participants… After the meeting, EVPA stated that it might change the [planned] procedure because of incentives of the meeting and instead planned webinars would organize work for creation of a new tool. (From the EVPA kick-off meeting notes, March 2018)*

However, a continuous adaptation of the interactional formats, structures, context, and processes increases the risks of vanishing the key focus and accepted practices and, thus, losing trust, interest, and support from key actors. A combination of enabling repetitiveness and adapting activities might leverage the risks by involving gradual changes in the known environment and, thus, creating a viable, accepted but flexible interactional structure. Here emerges a question about the level of repetitiveness and adaptability that the central actor should apply to support its viability. A brief preliminary comparison between changes in formats and contexts in the EVPA case (using the data from the research events and annual meetings) demonstrates that the Association actively extended the context of the meetings while mostly repeating and scaling formats from the previous meetings. The analysis of topics discussed during the annual meetings gradually moved from concentrating the attention on impact investing practices, such as a provision of non-financial support or exit strategies, to specific areas where impact investing practice can introduce changes (i.e., education, gender equality, or work towards decreasing children obesity). The earlier annual conferences included an almost equal number of sessions related to impact investing practices and searching for solutions to societal issues. In the later events, the ratio changed to approximately 10-20% of the time is devoted to specific impact investing practices and the rest to the specific areas of impact investing practice application (the majority of the sessions) and building and praising of an impact investing community (about

10-20% of total conference time). The format of the conferences was also updated to support context changes, but moderately without radical changes. Thus, the EVPA case suggests that a context of interactions could be more flexible and lead to changes. At the same time, the format is supposedly kept more stable to support the continuity of interactions. The radical changes in the format could decrease the number of actors involved, thus, possibly negatively affect the number of interactions and ideas proposed. That happened with EVPA in 2020. That year EVPA organized an online annual meeting instead of the regular on-site three-day event because of the pandemic. This event was attended only by 139 people compared to more than 900 participants who attended the event in 2019. The changes in the format might not have been the critical reason for the drop-in participants. However, some actors might have seen this format as less attractive, beneficial, and comfortable.

The situatedness principle allows to tailor the ideas and activities of EVPA and make them closer to field practitioners, where involved participants play twofold roles. First, involved actors represent available information and action resources needed to embodiment research and strategic activities. Second, these actors become EVPA evaluators that immediately test and validate provided by the Association solutions and suggest changes. On-the-spot validation allows for managing time and resources more effectively because it decreases the need for additional testing afterward and altering afterward. However, this happens if participating actors are willing to provide their evaluations constructively and have enough expertise for doing so. This way, the involvement of "the right" or supportive actors becomes an important task for the interaction organizer. Etzion and colleagues (2017) warn that actors who constrain and sabotage robust-action-based interactions could constrain the work toward finding. To decrease such risks, interaction leaders could limit who can join the events and invite specific actors for

collaborations. In the studied case, a research work team invited actors who had previous experience in the targeted area and were suggested by the EVPA board. Also, the research team organized a call for its members to join the research, which allowed to increase the scope of actors and invite the ones who had expertise or interest in the topic studied. The Association also provided recommendations or stated constraints on who can join its activities to filter actors for the other interactions. Even in the third period, EVPA lessened participation constraints for some of its events, including Venice Gatherings of Leaders, but it did not fully remove the full membership restrictions. Hence, some "filters" as defending mechanisms were still in place.

Informing activities and raised awareness principle

Organizing calls for research and inviting the other actors to join events of the Association raises awareness about the work of EVPA. These examples represent a group of informing activities that help sustain interactions and support the information flow between participants and other field actors. This group of activities assumes communication of two types of information: details about the Association work, interactions, and events needed for organizing and supporting a process of interactions, and the ideas, findings, data, and expertise of EVPA and other key actors that represents the intellectual context of interactions and allows to develop and maintain shared meaning, norms, and practices within a field. EVPA disseminated the second type of information by publishing reports, interviews, surveys, best practices, and organizing different learning and networking events. Altogether, these activities supported dissemination and maintenance of practices and key ideas and raised awareness about the field in general. Actively communicating the information, translating ideas and practices, the Association supports the indirect dialogue between the different actors and builds shared meaning. Having some shared meaning allows participants of the robust action-based

interactions to build their collaborations more effectively, decreasing the possibility of being "lost" in the translation or spending extra time for explanations. For example, during the observed kick-off meeting in 2018, the representatives of the EC shared that they were *"less active today because [they were] less familiar with the topic."* Raised awareness about the field and practices within the field actors, alongside building research on the previously developed ideas (enabling repetitiveness activities), also decreases the ideas fragmentation level, which was mentioned by Etzion et al. (2017), as a possible risk for sustaining of robust actions. Besides publishing its research ideas and findings in reports and distributing them, the Association provides additional proof that chosen research methods work and produce positive results. Having such proof could further strengthen participants' trust in EVPA work and make them feel safer while collaborating with EVPA.

Moreover, informing represents an instrumental mechanism that bolsters the other sustaining robust action activities by sharing the key information with participants and involving new actors. In general, by communicating information about events and sending invitations to actors, EVPA disseminated the knowledge about its work and related ideas and practices and increased the attention to its activities and involved actors. These communications became transistors that demonstrated events' rules, expectations, and agendas, introduced key participants, and, in some cases, allowed EVPA to share its views on field issues by highlighting the importance of planned topics and questions for discussion. For example, Figure 5.4 demonstrates EVPA's invitation to join a Policy Webinar related to the EU initiatives related to COVID-19. This invitation provides a link for the registration and shares with a reader background information about the event and the project itself, and states some profile information about the participants and EVPA partners.

Figure 5.4 Policy webinar description

In addition to the direct way of sharing the information about EVPA events and activities through newsletters, mailing, and posting news on the website, as the stated example demonstrates, the Association could make field actors familiar with its procedures and activities in a less direct way, for example, through publishing a research procedure in guidelines. An attentive reader, familiar with some of the EVPA guidelines or reports, could notice repetitions in the applied research procedures and lists of invited experts and survey participants (for example, see Figures 5.2 and 5.3), which is what happened to the author of the dissertation. Hence, if the reader is invited, she or he will be already familiar with the process and some of the actors participating. In the other cases, EVPA demonstrated repetitions and updates by itself, arguing that changes happened due to changes in the field or by the feedback received. The following quote from the 2017/2018 survey review reflects EVPA's application of both previously stated groups of sustaining activities and translates the idea of investor for impact as a preferable type of actor.

> *The survey targets EVPA full members, organisations whose primary activity is venture philanthropy/social investment, and EVPA*

> *associate members that are active in high engagement grant-making and social investment as part of their philanthropy or investment activity. The survey was also sent to non-EVPA members that fulfilled the criteria of being based in Europe and conducting VP/SI activities with one of the following investment priorities: targeting a social return only, prioritizing a social return but accepting a financial return or seeking financial return alongside the social one… Since the survey was first launched in 2011, the questionnaire has evolved, in line with the evolution of the industry. Many of the questions from the first survey were repeated, while others were modified based on feedback, some were eliminated, and new questions were added… In the present survey we introduced an important new feature, which allowed us to improve our understanding of the practices and strategies of European VP/SI organisations, looking at the various financial instruments they use.(Gianoncelli, Boiardi, & Gaggiotti, 2017, p. 77)*

Additionally, as demonstrated earlier, EVPA uses informing activities to highlight the status of its events and participants, using different labels in its communication and demonstrating the continuity of its activities, like the annual conference and the Venice Gathering of Leaders. Using numbers in names and calling the events valuable traditions could positively affect actors' willingness to join some of these events to obtain the status. Thus, informing is related to motivation and coordination of actors' participation and allows raising awareness about field practices and ideas, maintaining interactional rituals and engagement, and putting some "participation" filters in place.

Sharing control and control adjustment principle

The fourth group of sustaining activities, sharing control, is also related to the engagement of actors by involving them in governance. Sharing control activities and the supporting principle of collaborative governing (mentioned in Chapter 4) involves updating the decision-making structure and creating collective ownership over the interactional process, events, and the outcomes of collective work and interactions. This group of activities is

connected to two of the robust action strategies suggested by Alexander (2020), role adjustment and operational resource development, where the role of the central resource plays control over strategic, research, and operational decisions that EVPA shared in exchange for other resources.

From the second period, the Association started involving actors in its strategy and research-related discussions and sharing control with them over decisions and events for the further development of the Association. This way, actors who joined the strategic or research-related activities became co-owners and responsible and known for the provided solutions and activities in exchange for their financial or knowledge resources. In general, activities related to sharing control aim to support key actors' participation, bring additional knowledge and financial resources to the Association, and further extend the activities of EVPA, thus sustaining and scaling its interactions. For example, being partners with the EC pushed the Association to restructure some of its activities, including adding more policy-related components into its activities and bringing additional changes into its governance system in exchange for status as a Policy actor and financial resources needed for the extension of the EVPA activities

> *EVPA will develop position papers or contributions to European-wide consultations, representing the interests of its members. In order to do so, it needs to adopt adequate governance principles (From EVPA Board Meeting "EVPA and Public Affairs" on October 8, 2014)*

As a result, sharing the control level, EVPA strengthens its position as a central actor in the field and its relational and expert legitimacy. However, within the structure of supported by its interactions, the Association took a more intermediate position, allowing more actors to affect the process of interactions. Therefore, I argue that sharing control activities and underlying them the principle of control adjustment complement the operational resource development strategy proposed by Alexander (2020) and suggest that a central

field actor can adjust the level of its control to support the process of interactions and collaborative work in exchange for resources and support of other field actors.

Generating future work and orientation towards the future principle

Generating future work activities that are based on orientation toward the future principle represent the last group of sustaining activities. Orientation toward the future principle allows projecting collaborations to the nearest or concrete future by introducing strategic plans and following activities related to the current practices to support the work of the convener. For example, the keyholding ceremony that closes annual meetings since 2013 introduces a new venue and details about the events and plays a role of a statement for the future activity and an invitation for the participants to join. The key represents a symbol that connects both meetings and demonstrates the continuity of the interactional process. Other than having ceremonies, orienting toward the future activities include collaborative work toward strategic agendas and plans for field development that lay the foundation for the future collaborations and the vision of how the collaborations could be done. In the 2019 report, "15 Years of Impact – Taking Stock and Looking Ahead," EVPA provides the roadmap, a field agenda created in collaboration with an enlarged expert group, where it states three activity pillars and the intended outcomes that different types of field actors need to reach after three years, by 2025 and by 2030. The authors close the report by stating EVPA plans for supporting the completion of the roadmap goals. This plan openly demonstrates that EVPA will continue its work, collaborations, and update its current activities, like research, practice development, dissemination, and advocacy, to support its position as a leading actor, its members, and the field in general.

> *In the years to come, EVPA will consolidate the position acquired within the impact ecosystem in a variety of ways, and will work along*

> *the three axes of action identified in the Roadmap. We will continue to tailor our data collection and analysis, by leveraging the in-depth understanding of the different types of organisations showcased in this report… To improve* investors for impact's *knowledge and expertise, we will continue to conduct independent research activities, developed with and for practitioners, and to collect and showcase best practices and success stories. We will boost our full curriculum of training courses, helping the whole community to implement and to refine impact strategies. Last but not least, we will keep on advocating for recognition of investors for impact within the impact ecosystem, by disseminating the "Charter of investors for impact" with a wide set of stakeholders on different levels (Gianoncelli et al., 2019, p. 92).*

Having stated goals does not mean their fulfillment. Still, it could raise the expectations and acceptance of the field actors regarding EVPA work and suggest possibilities for future collaborations. This group of sustaining activities affects timing and suggests, in case of continuity of ideas and practices, connected to enabling repetitiveness principle, support integrity of the collaboration process, maintenance and development of the key ideas and practices.

The three stated principles – routinization, situatedness, and orienting toward the future - are all connected to the timing of a collaborative process and, if put together, allow to sustain robust action base collaborations over time and support the integrity of the interactional process throughout actions and involvement of the Association as the interactional leader and organizer. Routinization represents the recurrence of successful and trusted interaction patterns, and situatedness allows adapting these patterns to the present moment to react to the changes and provide timely solutions. Orientation toward the future encompasses strategic planning and generation of future work. These three principles communicate with the three forms of agency regarding the temporal orientation of entrepreneurs needed for field change presented in the study of Dorado (2005). Regarding the following suggestion

of Dorado (2005) about the dominance of one temporal orientation, this analysis demonstrates that all three sustaining principles affect both a process and a context of continuous interactions for maintenance work. The process dimension depends mostly on the mix of routinization and situatedness principles to make the work stable and trusted but flexible to support and adapt to field changes and the needs of members and EVPA. Although the context of maintenance work mostly relies on adaptability and the orientation toward the future principles to create timely solutions and support the growing requests from the developing field, the routinization principle supports the integrity of ideas and practices provided. It creates a basis for further maintenance work. The principles related to raised awareness and control adjustment support field actors' engagement, needed for maintenance.

Additionally, these proposed principles can sustain the development of practitioner-policymaker interplay. Supposedly, these principles reflect more collaborative types of interplay, such as expert "lobbying" and collaborative governance work. The routinization principle supports developing a safe and trusted environment and procedures when the interactional format is experienced and accepted. Routinization principle assumes minimal removability of an actor who plays a role of a practitioner-policymaker interplay convener or existence of strict protocols that follow different actors. Additionally, the routinization principle suggests that participating actors also experience these routines over time or are well-informed about them. The situatedness principle provides opportunities to adjust format and context of a discussion and establish the most suitable configuration of participants for the decision-making process following field changes. The situatedness principle assumes that a part of core practitioners, policymakers, and central field players stays for a longer period to keep the integrity of the process and solutions provided, whether experts and other field actors changes, depending on the context of a particular interplay. For

example, the same group of policymakers can organize various calls as part of their expert "lobbying" interplay. Participating practitioners in these calls will be invited depending on their expertise. Raised awareness principle allows keeping the actors of an interplay informed about the context of interplay, its participants, and the process. That assumes the existence of developed communication channels and providing some information in advance or devoting time to exchanging information during the interplay, especially in case of rapid and unpredicted field changes. That might require additional preparation, a change of routines, and a search for experts by a convener. The control adjustment principle is mostly related to the collaborative governance type of interplay, when policymakers, practitioners, and central field actors work together on the issue and agree to have equal decision-making power over the decisions and a process. That principle might support actors' involvement and motivation for continuing working and supporting the current order. Similarly, orienting toward the future allows to justify the continuation of interplay and motivates actors' involvement if they agree with the planned interplay activities and order.

5.5 Chapter 5 overview and discussion

Chapter 5 aims to connect the idea of practitioner-policymaker interplay and governing activities of a central field actor. Using the case of EVPA and the development of the European impact investing field, the findings of this chapter help us theorize further how an association as a convener can introduce practitioner-policymaker interplay by adapting and blending its scripting activities with policymakers' routines to create a supportive and safe interactional environment. The research demonstrates that practitioner-policymaker interplay can evolve from established interactional routines between different field actors and contribute to these interactions. However, this notion reflects collaborative types of interplay, i.e., expert "lobbying" and collaborative governing work.

The emergence of collaborative types of interplay corresponds to the opportunity window for collaboration, the existence of a mutual interest in obtaining sometimes unique resources of other actors, and visibility of actors. Additionally, practitioner-policymaker interplay might be initiated by external shocks. Further development of the interplay might require creating a supportive environment for collaborative work, examples of successful collaboration between participants, keeping a stable or increased level of contributions to interplay by participants, and adaptations in the activities and structure of participants.

Initiation of practitioner-policymaker interplay in the field by itself assumes an exchange of ideas and knowledge between practitioners and policymakers and might represent a mechanism of scaling of multivocal solutions created from practitioners to the policy level (Etzion et al., 2017). However, it becomes an important issue how to smoothly introduce and sustain interactions and collaborative decision-making processes in the field. A proposed blending process allows for the gradual introduction of policy components in established activities of a central field actor who continuously aims to connect practitioners and policymakers. Hence, blending represents a process of gradual joint adaptation of existing interactional activities and routines of practitioners, representing them central field actors, and policymakers for establishment of joint interactional order for regulatory work. By its nature, a blending process is connected to adapting activities that support sustaining interactive activities. Blending assumes that both parties who participate in the process exchange their ideas and activities to create suitable interactional activities and following them routines. Besides adapting and blending, the central field actor as a convener of robust-action-based interactions can apply other sustaining activities and principles to defend its position and activities and operationalize current interactions.

Control adjustment, situatedness, and orientation toward the future

principles represent defense mechanisms of an association's governing, convening and maintenance work. The control adjustment principle suggests that an actor can deliberately choose to let go of its decision-making power and control by sharing them with other field actors in exchange for their resources and knowledge to continue doing its maintenance work. The implication of a control adjustment principle might lead to a rising number of central field actors or custodians because additional actors become "owners" of practices developed and strategic decisions (Dacin et al., 2019, 2010).

The application of the situatedness principle allows an association as a central actor to sustain interactional rules by keeping known and trusted core ideas but timely adjusting various parts of the interactive process to fit the situation and keep the interest of participants to join interactions. The situatedness principle provides the actor with room for making strategic choices based on the current situation to keep activities relevant for actors. Etzion and colleagues (2017) stated that an untimely response to urgent or important problems is a possible pitfall of using robust action strategies. This research suggests that the application of the situatedness principle allows the activities that bolster maintenance work to be flexible and relevant but stable, which was suggested by Etzion et al. (2017) as a sustainability condition of robust action. The data suggest that the situatedness principle occurs when an association designs and monitors activities that allow for and support the adaptation of collaborative work components towards the situation, existing resources, and external trends prevailing in the current moment. The application of this principle is relevant for extended collaborative processes where conditions and actors' compositions change over time and in ambiguous changing environments, where timely decisions are crucial, like responding to catastrophes or external shocks (e.g., Barin Cruz et al., 2016).

The orientation toward the future principle allows defending the need to continue the convener's work. In other words, this principle allows the

Association to create and support its future activities during its current activities, which relates to the idea of fictional expectations, as suggested by Gehman et al. (2022). In their study, Gehman and colleagues suggest fictional expectations about the distant future as a mechanism for shaping a current decision-making process and participatory architecture. In the studied case, EVPA does not use the idea of a distant future but states strategic plans for up to 30 years and interactional plans for one year. That legitimizes the continuity of work of EVPA as the organizer for the future and suggests and supports needed developments in the structure of interactions and interactional activities. The other two robust action principles, routinization and raising awareness, help operationalize and support current and future interactional activities. The routinization principle allows using established and tested interactional formats and procedures for scaled events, the number of which can increase along with the field development. Raising awareness principle allows for keeping field participants informed and having shared meaning and ideas among the participants that ease the dialogue. Also, informing helps to invite actors to interact and play a role of a primary filter of participants. Both these principles provide a possibility to spend less time and organizational resources for organizing and supporting maintenance work and practitioner-policymaker interplay.

Importantly, the stated above activities, principles, and conditions relate to collaborative types of practitioner-policymaker interplay, where participating in the interactions, actors aim to communicate and collaborate in a non-conflicting manner. As mentioned in Chapter 4, the EVPA data do not allow to trace conflicts or opposing activities that might affect collaborations or relations of actors. Therefore, studying the emergence and development of practitioner-policymaker interplay that includes conflicts or transitions from non-collaborative to collaborative types of interplay enriches this study's finding and the nature of practitioner-policymaker interplay. Also, the center

of this chapter became governing strategies and activities of the Association, as a central field actor with a perceived mandate to organize and lead interactions in the field. The nature of activities of central field actors lies in the connection and informal governance of other actors, which might ease the introduction and development of the interplay. However, the studied examples from the review (Chapter 3) suggest that the interplay can be developed without involvement of a central field actor or by a central field actor (e.g., Alvarez et al., 2015; Tracey et al., 2011). In that case, practitioners might not have established interactive routines and resources, hence they need to use the other methods or additional steps for scaling their solutions or sustaining practitioner-policymaker interplay. For example, they might need first to build the interactive process and environment and then adapt it (e.g., Cartel et al., 2019). Scholars can explore what activities and principles other actors apply for introducing, sustaining, and scaling their interactions with policymakers and compare their findings with the proposed ones in this study.

Chapter 6. Thesis overall discussion and conclusion

This thesis theorizes practitioner-policymaker interplay as an underlying mechanism of field governance and how the interplay happens and develops as the field develops. Using conceptual and empirical research methods, this thesis suggests that practitioner-policymaker interplay represents a continuous process of purposeful interactive actions and counteractions by practitioners, policymakers, and central field actors to change or maintain political, nominal, and social order in a particular field. More specifically, the practitioner-policymaker interplay allows for connecting practitioners' ideas, understanding of field practices and order with policymakers and central field actors' resources and regulatory opportunities and knowledge for the development and implementation of practice-connected, -driven, and -accepted regulations, standards, and norms for field development.

Practitioner-policymaker interplay includes actors' activities related to establishing and enabling interactional infrastructure and order, creation and sharing field data and knowledge, and initiating and participating in governing-related activities and discussions. The choice of underlying interplay activities is situational and depends on organizational and field-level factors. Accordingly, this thesis proposes four types of interplay, including a) *individual opposition***,** which happens when a practitioner or a small group of field actors compete against policymakers' logic on some specific issues, b) *mass advocacy* which happens when different types of actors collaboratively challenge decisions and activities of policymakers and (or) current institutional order, c) *expert "lobbying"* happens when an individual actor or limited group of practitioners or central field actors persuade policymakers to make specific decisions by sharing with them their expertise or lobbying, and d) *collaborative governance work* is based on the involvement of various practitioners and central field actors into collective work and decision-making together with policymakers. The first two

interaction ways represent non-collaborative types of interplay. The last two represent collaborative types of interplay that support collaborations between practitioners, policymakers, and central field actors if they are involved. Furthermore, all four suggested types of the interplay could be used as instruments for field comparison (Greenwood et al., 2011; Hinings et al., 2017) and indicators of changes happening in a field.

The emergence of collaborative types of interplay corresponds with the opportunity window for collaboration, the existence of a mutual interest in obtaining sometimes unique resources of other actors, and visibility of actors. On the other hand, the emergence of non-collaborative types of interplay assumes that practitioners and policymakers (with or without involvement of central field actors from one or another side) have different interests and are not inclined toward collaborative problem-solving (at least at the beginning of an interplay). Additionally, practitioner-policymaker interplay might be initiated by external shocks. The EVPA case studied demonstrates that practitioner-policymaker interplay could be developed based on existing interactional order if the governing activities of a convener support it. Moreover, further development of the interplay might require establishing or updating a supportive environment for interactions and collaborative work, and in the case of collaborative types of interplay, also, some examples of successful collaboration between participants, keeping a stable or increased level of contributions to interplay by participants, and adaptations in the activities and structure of participants. The conceptual and empirical parts of the thesis suggest that interplay can evolve from one type to another, especially from the ones that require less actor involvement to more participatory ones and from non-collaborative ones to collaborative ones. This way, if to look at Table 3.1 (see Chapter 3), the move of interplay types usually happens from top to down and from left to right. However, it is possible to assume that emerging disagreements between actors could break partnership relations between practitioners and policymakers and move from

collaborations to confrontations. This situation possibly happened between supporting corruption practitioners and the government in Brazil after the anti-corruption activism started (Castro & Ansari, 2017). The move from the collaborative governance work to expert "lobbying" can happen if policymakers continue consulting with experts or practitioners after implementing collaboratively created practices or regulations.

Participating in the interplay, actors need to have resources for interactions and (or) persuasion. These resources might include financial and organizational resources, for example, for organizing interplay events or protests, visibility, and social capital to attract the attention of policymakers or other actors for support, data and knowledge to share or persuade, and some type of legitimacy, like expert legitimacy, to gain support and credibility in interplay. Thus, not every actor, especially every practitioner, can become an initiator or active contributor to practitioner-policymaker interplay. In some sense, practitioners as institutional entrepreneurs (e.g., Battilana, 2006; Dimaggio, 1988), pioneering entrepreneurs (e.g., Alvarez et al., 2015; Cattani et al., 2017), or experienced and highly-legitimate actors (e.g., Greenwood & Suddaby, 2006) communicate better for taking a role of practitioners that contribute to practitioner-policymaker interplay. In case practitioners do not have enough resources or opportunities for direct interplay with policymakers, they can join the interplay of other actors or indirectly communicate their ideas and participate in governing-related activities through work of central field actors, like associations or networks, that represent interests of practitioners and other field actors, communicate and translate information from practitioners to policymakers and vice versa, create a supportive interactive environment and order, and represent informal governmental actors themselves.

Regarding the role of practitioners in the interplay, these actors in the course of interplay play the role of experts, experimenters, co-creators, motivators, and beneficiaries of governmental decisions and active

participants, organizers, and contributors of a field governing process. Thus, this work argues that it is important to consider practitioner-policymaker interplay as an additional supportive element of field infrastructure (Hinings et al., 2017). For example, it can be a part of the existing field infrastructure dimension "Relational Channels" or a non-existing dimension of "Communication channels" in addition to other dimensions stated in Table 6.1 in the study of Hinings and colleagues (2017, p. 168). Without interactions with formal and informal governance bodies, practitioners have fewer chances to contribute to field governing. However, their involvement provides policymakers with up-to-date data and expertise, eases local experimentation, and states support or disagreement with policymaker decisions. Altogether it allows altering regulations and policy.

This dissertation presents practitioner-policymaker interplay and governing as part of the maintenance work that actors do to develop and sustain institutional order in a field (Lawrence et al., 2009). Concentrating on underlying practitioner-policymaker interplay as maintenance work activities, this thesis provides a broader picture of the process of field governance. The findings demonstrate that field governance represents not only formal and informal mechanisms for developing, changing, and supporting fields' regulations (Hinings et al., 2017), but it is connected to knowledge-building and interactional infrastructure developing activities, where different field actors are involved. Hence, field governing not only produces regulations but allows building and sharing knowledge around the field, developing field infrastructure, and creating connections between various field actors and governing-related networks. This thesis suggests considering these stated governing functions in future field studies and exploring how different field governing aspects interact with each other as fields evolve.

Furthermore, this dissertation recognizes field governance as an ongoing maintenance work process that includes elements of stability and change, and it needs to be supported by different interactive activities of actors

(e.g., Jarzabkowski et al., 2009). My research demonstrates how maintenance work and related practitioner-policymaker interplay can be supported by governing strategies and scripting activities underlying of central field actors as conveners of an interaction process in addition to other supportive activities, presented in maintenance work literature (e.g., Trank & Washington, 2009; Zilber, 2009). Importantly, even central field actors can strategically apply the governing strategies found, the findings of the dissertation demonstrates that their implementation depends on many factors and tends to be evolutionary, routinized, and responsive to the emerging needs and resources of field members (Carpenter & Moore, 2007).

The four governing strategies of a central field actor that emerged from the study of the dissertation - *setting collective field agenda, engaging field members, fostering collaborative learning, and creating sociomaterial architecture for interactions* - build on and expand from the principles found in the robust action literature (Alexander, 2020; Ferraro et al., 2015; Porter et al., 2020). This dissertation contributes by unpacking these strategies, showing them *in* play and *at* play with each other and changes happened in the field. Moreover, it propose mechanisms for successful sustaining and scaling interactions, following suggestions from existent robust action studies (Etzion et al., 2017; Porter et al., 2020). For example, blending represents one of the mechanisms for scaling that was presented in this thesis. Blending characterizes a process of gradual joint adaptation of existing interactional activities and routines of practitioners, representing them central field actors, and policymakers for establishing joint interactional order for regulatory work. In the case of EVPA, blending allowed for a gradual introduction of policy components in established activities of a central field actor who continuously aimed to connect practitioners and policymakers. Moreover, this dissertation provides new insights about existing robust action principles and suggests the new ones - control adjustment, situatedness, orientation toward the future, routinization, and raising awareness principles. These suggested

principles allow to sustain governance-related interaction in a field and maintain conveners' role and position in the interaction process. However, these robust action principles relate more to collaborative types of interplay, which assumes collective work and lack of severe disagreement.

To corroborate its findings, this dissertation encourages scholars to investigate practitioner-policymaker interplay and underlying activities in other settings and compare them with the dissertation results to support the validity and generalizability of this work's findings that came from a single case study research (Eisenhardt, 1989; Yin, 2018) and conceptual review. This work mostly focuses the reader's attention collaborative types of interplay (Chapters 4 and 5). Hence, scholars can devote more attention to the development of interplay in settings where the main participating actors disagree with each other eng actors have different or opposite opinions about field development. Additionally, the longitudinal studies that research the development of practitioner-policymaker interplay and move from one proposed interplay type to another can enrich our understanding of interactions supporting field governance. For example, it is still not clear what conditions or actions support a move from non-collaborative to non-conflicting and collaborative types of interplay. Last, but not least, this dissertation suggests studying how mass media, the general public, experts, and other field actors contribute to field governance alongside practitioners, policymakers, and central field actors. As the research briefly demonstrates the involvement of mass media, the general public, and other field actors important for governing and persuasion. However, we know less about the mechanism of these actors' involvement and their role in the decision-making process.

Overall, the findings of this dissertation contribute to the field governance, maintenance work, and robust action literature and demonstrate how these literature streams can communicate and contribute to each other. This research argues that practitioners involved in practitioner-policymaker

interplay and beneficiaries of field regulations significantly contribute to field governance by providing ideas, data, and expertise about the field and its practices, co-creating, altering, and examining proposed regulatory solutions. Focusing on practitioner-policymaker interplay as a mechanism of field governance and part of maintenance work of actors, this dissertation conceptually and empirically demonstrates how practitioners, policymakers, and central field actors contribute to interplay for development and maintenance of institutional order and examines how the interplay can be developed, sustained, and supported over time through governing strategies of a central field actor. However, this dissertation argues that ongoing field governance and practitioner-policymaker interplay supporting it need to be built on actors' activities that are robust and that allow changes to be incorporated while keeping some stability, thus contributing to generating institutional order.

There is a hope that this dissertation will inspire scholars to develop further studies that address some of the pending issues it has highlighted. There is surely a window of opportunity to generate further interplay between organizational and governance literatures that may contribute insights to both policy and practice. Besides, I hope this dissertation will further convince practitioners, central field actors, and policymakers about the importance of interactions and collaborations and demonstrate additional ways to do it, considering the need for knowledge-sharing and building supportive infrastructure.

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Appendices

Appendix 1. Map of the articles used

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Alvarez et al., 2015	King´s crab industry Emerging field that characterized by a relatively Low level of a field infrastructure development.	Lowell Wakefield and his team, the earliest entrepreneurs to successfully commercialize king crabmeat in the United States	The Alaska Department of Fish and Game// other governments	Collaborative institutions as outcomes of work of entrepreneurs	Expert "lobbying" that y includes lobbying, collaborative work between practitioner and policymaker, sharing expertise, transferring standards, debates	Other industry players, scientists	Acceptance of the quality bill and the development of the market
Anand & Watson, 2004	Commercial music field Emerging field that characterized by developing infrastructure	rock and rap music activists and journals	NARAS	A professional association is known as the National Academy of Recording Arts and Sciences (NARAS)	From the individual opposition of rock musicians to mass advocacy through organization of campaigns and opposition	media	Inclusion of new nominations
Anderson, 2018	Child labor reforms in France Emerging policy field that has some developed infrastructure	elite manufacturers, industry elites	Minister of Commerce	Société industrielle de Mulhouse	Expert lobbying after mass advocacy through advocacy work, sending petitions	intellectuals, governmental-business representatives	Development of a new legislation

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Ansari et al., 2013	Climate change field Developing field that has some developed infrastructure	Elite scientists, NGOs, BP, and other organizations	the US national government, the EU, local governments	Different country associations and collective representatives, IPPC	Collaborative governance work, mass advocacy, some individual oppositions, and expert "lobbying" at different points in time	Local actors, universities, activists	Creation of protocols, local initiatives
Aversa et al., 202	Motorsport racing Emerging field that characterized by developing infrastructure	Motor racing clubs	Fédération Internationale de l'Automobile (FIA)	the Motorsport Industry Association (MIA), Fédération Internationale de l'Automobile (FIA)	Expert "lobbying" through lobbying and communicating previously established rules	Other countries	Changing formats of races, internationalization, and structuration of the field
Avetisyan & Ferrary, 2013	Corporate Social Responsibility (CSR) Developing field that characterized by developing infrastructure	There were mentions of practitioners pushing for NGOs to publish reports	the EC and EP	a business-led European Alliance on CSR	Collaborative governance work through collaborations, meetings	Media, universities, other NGOs	Creation of standards
Bakir, 2009a	The central banking system in Turkey Developing field that characterized by developed infrastructure	bankers, labor representatives	Turkish Government including Kemal Dervis, new Minister for the Treasury and Economic Affairs	labor unions and representatives on the local level and IMF and the European Central Bank on the supranational level	Collaborative governance work through collaborations and meetings and individual opposition of some actors	labor unions and representatives	Introducing policy and institutional change initiatives.

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Bakir, 2009b	Financial sector Mature field that characterized by developed structure of control and decision-making	Key societal actors include large financial firms rather than their interest associations.	Treasure supported by prime ministers	policy networks	Individual opposition and through opposing activities of policymakers	policy networks	The government introduced the reform
Shaul Bar Nissim, 2019	Jewish Philanthropy Developing field that characterized by developing infrastructure for decision-making	UJA-Federation of New York (Federation)	Israel Government	not mentioned	Expert "lobbying" through partnering with governmental institutions, sharing expertise	Other funds and institutions	Development of new philanthropy structure, increased partnership
Barley, 2010	American field for affecting policies Developing field that characterized by developing infrastructure on the base of the existing one	On the far-left stand corporations, the ultimate source of influence, a	Congress and the Administration, the primary targets of influence	The US Chamber of Commerce, the National Federation of Independent Businesses, the Business Roundtable, trade associations, and foundations.	Mass advocacy through campaigns and collaborative governance work	Media, general public	Development of new structures and organizations
Bartley, 2007b	Forestry field and apparel field Both of them are emerging fields that characterized by a developing infrastructure	Forest companies and apparel companies	The European Government and the US Administration	NGOs and certification associations	In both studies cases the main type of interplay is collaborative governance work	NGOs, other firms	Creation of the initial certification and other voluntary certifications

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Batory & Lindstrom, 2011	EU higher education field Developed field that characterized by a developed infrastructure	HEIs - Higher Education Institutions	The EC and local governments	not mentioned	Expert "lobbying" by lobbying activities	the EC as the proponent of the idea	Legitimation of the program
Ben-Slimane et al., 2020	Tunisian common land conflict Mature field that characterized by elaborated but challenged infrastructure	Villagers as members of a community-based enterprise	the state, legislators, and market agents	the Association for the Safeguard of the Oasis of Jemna (ASOJ)	From Individual opposition to mass advocacy	legalists (public figures, politicians, journalists, lawyers, and university professors)	Recognition the right of ASOJ to manage the oasis on behalf of its community
Bertels et al., 2014	Environmental social movements in the US Developed field that characterized by elaborated infrastructure	Corporations (play secondary roles)	Policymakers	ESMOs	Mass advocacy through lobbying, sharing expertise, education campaigns	Scientists, other SMOs, public	not mentioned
Beunza & Ferraro, 2019	The responsible investment field Developing field that characterized by elaborated infrastructure	Vision	Governments	Political networks	Expert "lobbying" through joining regulatory networks and activities	NGOs	not mentioned

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Beyes, 2015	Swiss democracy Developed field that characterized by elaborated infrastructure	the International Institute of Political Murder (IIPM)	Swiss governance	not mentioned	Mass advocacy through raising awareness and organization campaign in a form of a theatrical show	Citizens	not mentioned
Bindman et al., 2018	Child welfare Developing field that characterized by developed infrastructure that later was changed	Russian child welfare nongovernmental organizations	presidential administration, the federal government, State Duma, Ministry of Education, and the United Russia party	not mentioned	Expert "lobbying" through provision of expertise	Academics, other NGOs, state service	Development of regulations
Bo et al., 2019	Environmental governance in the rare-earth industry Developing field that characterized by a developing infrastructure	the largest state-owned rare-earth company as well as local NGOs and residents	State and local governments	not mentioned	Mass advocacy through campaigns	local actors, international organizations, media	Rise of power and legitimacy of NGOs. development of more environmental-friendly regulations
Borum, 2004	The Danish hospital field Developed field that characterized by elaborated infrastructure	Medical doctors, members of the Medical Society	the National Board of Health/ The Ministry of health	the Danish Medical Society	Collaborative governance work through partnership in taskforce	Local counties authorities, medical specialties that joined surveys	Creation of a new concept

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Bouwmeester, 2013	Three different fields that characterized by elaborated infrastructure	Actors that led local social movement	The British government	Social Movement	Mass advocacy through media	Media, local environmentalists	not mentioned
Bucher et al., 2016	Health care Developed field that characterized by elaborated infrastructure	not mentioned	the Ministry of Health and Long Term Care and the Health Professions Regulatory Advisory Council (HPRAC)	Five professional medical associations	Expert "lobbying" through providing the requested information	Members of associations were mentioned	not mentioned
Buhr, 2012	Climate policy in aviation field Emerging field that characterized by elaborated infrastructure	Aircraft operators and manufacturers	the European Commission and the UK government	The Association of European Airlines (AEA) and the aerospace industry association, Association Européenne des Constructeurs de Materiel Aerospatiale	collaborative governance work on standards	NGOs and the media	Development and implementing trading schemes
Bunea & Thomson, 2015	the EU policymaking Developing field that characterized by some elaborated infrastructure	not mentioned	The European Parliament	Advocacy coalitions	Expert "lobbying" through providing the requested information	interest groups, NGOs	not mentioned

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Canales, 2016	the credit market in Mexico Emerging field that characterized by non-elaborated infrastructure	Banks, NGOs, SMEs	Presidential administration and Economia - ministry	Banking Associations	Collaborative governance work on creation of new practices	development banks, state governments, business associations, and NGOs.	Legitimization of the practice
Cartel et al., 2019	The European field of climate regulation Developing field that characterized by developing infrastructure	Industry actors	The EC, the UK governance	Eurelectric, the professional association of the European electricity sector	From Expert "lobbying" to collaborative governance work on a project	the electricity sector, the energy-intensive industry, financial institutions, policymakers, non-governmental agencies, and consulting companies	the GETS experimental spaces stimulated the creation of the EU-ETS
Carter & Jacobs, 2014	UK climate change and energy policy field Developing field that characterized by developing infrastructure	Friends of the Earth (NGO)	British Governmental actors, including David Miliband (Secretary of State at the Department of the Environment, Food and Rural Affairs (DEFRA)) and David Cameron (elected Conservative Party leader)	not mentioned	Mass advocacy through the organization of campaigns and persuasion of policymakers	liberal media, especially the BBC and several broadsheet newspapers	The Plan's creation aimed to change the composition of the UK's energy system and establish a "low carbon industrial strategy."

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Castel & Friedberg, 2009	Medicine Developing field that characterized by a developing infrastructure	The 20 cancer centers	The French ministry of health	The National Federation of Cancer Centers (FNCLCC)	Mass advocacy through promoting specific practices and providing policy-related expertise and consultations	Collective actors	Relegitimization of practitioners and creation of new structure
Castro & Ansari, 2017	Anticorruption Developed field that characterized by elaborated infrastructure	Citizens	Government and anti-corruption agencies as a part of the bureaucratic legislative system	Local social movements	Mass advocacy through organizing campaigns and criticizing government	Media	Changes in legislation and practices
Cattani et al., 2017	See navigation Mature field that characterized by elaborated infrastructure	John Harrison—a self-taught craftsman of humble origins from an obscure village in the Lincolnshire and without formal academic education	The British Parliament	The Longitude Act also established an ad hoc committee	From individual opposition to mass advocacy and expert lobbying	experts, the king, captains, other scientists	Creation of new standards
Child et al., 2007	China's environmental protection system (EPS) Emerging field that characterized by developing infrastructure	NGOs, MNCs	The Chinese Government. SEPA	Newly emerged business associations	Collaborative governance work	Experts	Development of a new field

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Claus & Tracey, 2020	Same sex marriage rights field Developed field that characterized by elaborated infrastructure	an international children's rights organization— ICO.	Religion leaders	A created coalition of different actors, including Associations, activities organizations, and associations	From mass advocacy to collaborative governance work	Media, local activism, Journalists, Medical Doctors, Celebrities	Regional governments pass local policies counteracting child marriage. Raise of the further activism
Croidieu & Kim, 2018	the U.S. wireless-radio-broadcasting field. Emerging field that characterized by a developing infrastructure	Radio electrical engineers, the Marconi Corporation, amateur operators	The U.S. Government (specifically the Department of Commerce and the navy)	National associations such as the Radio Club of America, Wireless Association of America, American Radio Relay League (ARRL), and National Amateur Wireless Association	From mass advocacy to collaborative governance work	professional wireless companies, experts, the Navy, public	Creation of new laws
Delmestri & Greenwood, 2016	Grappa production Mature field that characterized by elaborating infrastructure	Local distillers	Italian Government	the National Association of Grappa Producers	Expert "lobbying" through lobbying	not mentioned	In 1997 regulations specified that only grappa distilled and grapes from Italy could be called grappa.
Djelic, 2013	the principle of limited liability Developing field that characterized by a developing infrastructure	Robert Slaney, an active social reformer with connections to key leaders of Christian socialism, SM activists	The Parliament	Christian socialists (association)	Mass advocacy through lobbying, campaigns, working in committees	banks, academics, manufacturers., a budding group of policy thinkers, intellectuals and journalists, and "civil society"	Setting up of the Select Committee on Investments for the Savings of the Middle and Working Classes (SC on IfS, 1850).

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Dorado, 2013	Commercial microfinance in Bolivia Developing field that characterized by a developing infrastructure	The group includes only regulated organizations devoted to microfinance (BancoSol, Los Andes, FIE, Ecofuturo, and PRODEM)	the SBFI [banking regulatory agency]// The Bolivian Congress	ASOFIN, an association devoted to defending the interests of commercial microfinance organizations	Expert "lobbying" through lobbying	Other NGOs	Changing the law and appearance of new organizational forms
Fan & Zietsma, 2017	Water Management Developing field that characterized by developing infrastructure	The OBWB formed a Council to act as a technical advisory body.	federal and provincial bureaucrats, the federal government	The Okanagan Basin Water Board (OBWB), The Council	Collaborative governance work	Experts, various groups	Creation of new shared logic, affecting governments and establishing new practices.
Faulconbridge & Muzio, 2021	the corporate law subfield in Italy Developing field that characterized by a developing infrastructure	Freshfields partner Giovanni Lega	the national regulator (Consiglio Nazionale Forense, CNF)	a professional association, Associazione Studi Legali Associati (ASLA)	Expert "lobbying" through creation and defending informal governance	not mentioned	Defending positions of members of the Association
Feront & Bertels, 2021	Responsible Investment Developing field that characterized by a developing infrastructure	South African institutional investors	CRISA, PRI initiatives	the Institute of Directors of Southern Africa and the Association for Savings and Investment South Africa.	Mass advocacy through collaborative advocacy groups, setting of informal governance	asset owners, asset managers, and asset consultants)	Nominal adoption of a suggested changes and initiation of activism

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Giamporcaro & Gond, 2016	the French market for Socially Responsible Investment (SRI) Developing field that characterized by developing infrastructure	SRI rating agencies	Legislators, the French Government	Labor Unions, inter-union fund, Established board of FRR	Expert "lobbying" through lobbying	powerful macro actors (CÉ and CDC)	Creation of new law
Goodstein & Velamuri, 2009	Telecommunications Mature field that characterized by developed infrastructure	Strive Masiyiwa, company owner and PTC	the Zimbabwean Government	Civil organizations	From Individual opposition to mass advocacy	National media, investment banks, the media, and the Church, general populations, civic organizations	The entrepreneur left the interplay
Granqvist & Laurila, 2011	US nanotechnology field from 1986 to 2005 Emerging field that characterized by developing infrastructure	Eric Drexler and the Foresight Institute, an NGO	the US President and Government	the Interagency Working Group on Nanotechnology (IWGN)	From Expert "lobbying" to collaborative governance work	the scientific community, media,	Creation of the National Nanotechnology Initiative (NNI), and the formal acknowledgment of nanotechnology as a distinctive domain in science and science policy
Granqvist & Gustafsson, 2016	Higher education, Developed field that characterized by elaborated infrastructure	Industry actors	Parliament and the Minister of Education	Industry Association	Collaborative governance work	Industry	Creation of the new university, creation of the committee

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Greenwood & Suddaby, 2006	Accounting Mature field that characterized by elaborated infrastructure	The Big Five	the U.S. Securities and Commission (SEC)	the Canadian Institute of Chartered Accountants (CICA) and the Institute of Chartered Accountants of Alberta (ICAA)	Individual opposition through disagreement and appealing to courts	Court	The Big Five companies defended their logics initially, but they lost it due to the creation of new legislation.
Greenwood et al., 2002	Accounting Developing field that characterized by a developed infrastructure	Accounting companies, The Big five	Local and Federal governments	Canadian Institute of Chartered Accountants (CICA) and the Institute of Chartered Accountants of Alberta (ICAA)	Expert "lobbying" through sharing expertise	professionals in smaller firms	Change in practices
Grodal & O'mahony, 2017	Molecular manufacturing. Developing field that characterized by a developing infrastructure	scientific community and practitioners	the US Government and the Governmental institutions	the Workgroups	Collaborative governance work	various groups of practitioners, governmental agencies	Creation of a national initiative focused on molecular manufacturing
Grodal, 2018	Nanotechnology field Emerging field that characterized by a developing infrastructure	Dexter (scientists), futurists, NGOs.	The US Government officials	Membership Associations	Collaborative governance work	journalists, conference organizers, consultants, and lawyers	Changes of definition, legitimization of the field

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Guérard et al., 2013	Diesel cars Mature field that characterized by elaborated infrastructure	car manufactures	The German Government	The coalition of environmentalists	Mass advocacy through lobbying, organizing campaigns	media, social movements, NGOs, WHO, physicians, and children's advocacy associations	changes in practice, new taxes
Gurses & Ozcan, 2015	Cable TV Emerging issue field that characterized by developing infrastructure	regional technology entrepreneurs/	FCC	the National Association of Broadcasting (NAB) and National Cable Television Association (NCTA), Citizens Committee for Free TV	Mass advocacy through organizing campaigns	general public, academia, congressmen, media	Creation of new acts for further development of a practice
Gutierrez et al., 2010	Catholic church Developed field that characterized by elaborated infrastructure	members of VOTF	the Catholic church authorities	Voice of the Faithful (VOTF)	Mass advocacy through petitions, raising public awareness, calling for government	mass media	Creation and legitimization of a new religious association
Hamann & Bertels, 2018	Mining field in South Africa Mature field that characterized by elaborated infrastructure	Employers and Employees	The South African Government	an association, the Chamber of Mines,	Expert "lobbying" and then mass advocacy	NGOs	Development and later changes of the laws

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Hardy & Maguire, 2010	Persistent Organic Pollutants field Developing field that characterized by developed infrastructure	environmental and public health non-governmental organizations (NGOs)	the State Governments	IPEN, industry representatives	Mass advocacy through organizing campaigns, lobbying, persuading	Media, experts, scientists	Ban of DDT
Hehenberger et al., 2019	Impact Investing in Europe Developing field that characterized by a developing infrastructure	Investors, social entrepreneurs	The EC and national policymakers	EVPA, GECES, and GSG	Collaborative governance work	Experts, local NABs, social entrepreneurs	Publishing of a Standards
Huault & Rainelli-Le Montagner, 2009	Credit derivatives market in France, Developing field that characterized by a developing infrastructure	large investment banks, insurance companies and mutual fund companies	Commission de Contrôle des Assurances, Commission Bancaire Autorité des Marchés Financiers, and national regulators	the International Swaps and Derivatives Association (ISDA)	Expert “lobbying” based on lobbying and educational campaigns	Clients of banks	Development of a stricter definition
Huybrechts & Haugh, 2018	Renewable energy in Europe Developing field that characterized by a developed infrastructure	Individual Citizens	EU authorities	Individual Rescoops and national networks (such as the Community Energy Coalition in the UK), Rescoops	Expert "lobbying" through lobbying, creation of informal governance	Other filed actors	Legitimization of a new form

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Johnson, 2007	Establishing of the Paris Opera Emerging cultural field that characterized by a developing infrastructure	Pierre Perrin (French poet)	Louis XIV (the king of France)	Not mentioned	Expert "lobbying" by the Pierre Perrin through proposing establishing the Paris Opera, negotiations and collaborations with the King.	minister Jean-Baptiste Colbert	Creation of the Opera as a new institution
Khan et al., 2007	Sport goods industry Developed field that characterized by a developing infrastructure	Sport goods companies, the International Labor Rights Fund (a Washington-based labor advocacy group), ILO and other NGOs	FIFA, the Sialkot Chamber of Commerce, and Industry (SCCI), the US Department of Labor	SICA (Soccer Ball Industry Council of America) and WFSGI (World Federation Sporting Goods Industry)	Mass advocacy by the US government and NGOs against the sport goods industry and collaborative governance work between NGOs, associations, and representatives of the Sialkot Chamber of Commerce for illumination of child labor	ILO, SCF, UNICEF, Sialkot soccer ball industry, stitchers, CBS	Deinstitutionalization of the child labor practice
Khavul et al., 2013	Microfinance in Guatemala Developed field that characterized by a developed infrastructure	microfinance organizations and local banks	the SIB (the Superintendency of Banks, the country's main financial regulator)	Formal associations of microfinancing organizations	Individual opposition by criticizing and opposing proposed regulatory changes	Experts	Development of microfinance regulations in several attempts

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Kim et al., 2016	The U.S. wireless telegraphy field (from 1913 to 1927) Developing field that characterized by a developing infrastructure	the Marconi Company, founded by Guglielmo Marconi	the U.S. Commerce Department	the American Radio Relay League (ARRL), started by Hiram Percy Maxim	In both cases, expert "lobbying" through publishing and persuasion and putting insights for creation of policy agenda and field standards	the U.S. Navy, amateur operators, commercial operators, the professional and scientific community	Establishment of new regulations, standardization of practices, and raised legitimacy of actors
Lamberg & Pajunen, 2010	The Finnish paper industry Developing field that characterized by a developing infrastructure	Entrepreneurs Serlachius and Walden	The Finnish, German and Ukrainian governments	the Finnish Paper Mills' Association (Finnpap)	Expert "lobbying" through negotiations, providing suggestions and joining government routines	Officers from the Special Staff of Engineers, lobbyists	Development of the Paper industry and the development of new market opportunities
Lawrence, 2017	Work with Drug Addiction Developing field that characterized by developing infrastructure	local businesses, coroner, The Portland Hotel Society, organizers of the second conference,	Local and State governments	the task force, Associations, Alliances	Mass advocacy through protesting and organizing campaigns	media, police, drug users, general public	Establishment and legalization of supervised injection sites
Lawrence et al., 2002	nutritional services to women and children in Palestine. Developed field that characterized by developing infrastructure	Mère et Enfant (NGO)	the Ministry of health	not mentioned	Expert "lobbying" through educating and meeting with policymakers	academics	Creation of new practices and rules

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Li et al., 2018	The Chinese stock market Developing field that characterized by a developing infrastructure	participants of the stock market	CCP (the Chinese communist Party)	not mentioned	Personal opposition through criticizing work of individual investors, banks and other players (the second period)	Media, law and accounting firms, non-investing individuals	Development of the stock market and its practices
Leung et al., 2014	Women cooperatives Developing field that characterized by a developed infrastructure	Seikatsu Club Consumers' Cooperative, or SCCC	Local government	not mentioned	Mass advocacy through a public campaign, collecting signatures for changes	not mentioned	Development of the infrastructure, extending a role of a woman
Maguire & Hardy, 2006	Persistent Organic Pollutants field Developing field that characterized by developed infrastructure	NGOs	State governments, the UN	Business Associations	Expert "lobbying" through meetings, sharing expertise, voicing concerns	Scientific community	Creation of the mandate
Maguire & Hardy, 2009	Banning of DDT Developing field that characterized by developed infrastructure	Rachel Carson, various NGOs	State government, politicians, senators, President Kennedy	the Brookhaven Town National Resources Committee, the Citizens' Natural Resources Association of Wisconsin	Mass advocacy was initiated by the publication of the book "Silent Spring" by Rachel Carson, and that included petitions, campaigns, and various texts to lobby DDT ban	The general public, scientists, politicians, the National Agricultural Chemicals Association (NACA), The National Pest Control Association, Time,	Ban of DDT

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Maguire et al., 2004	Field of HIV/AIDS treatment advocacy Developing field that characterized by developing infrastructure	AIDS activists, such as the HIV Therapies Committee of the Canadian AIDS Society (CAS)	the Canadian Government	the Canadian AIDS Society	Mass advocacy and expert lobbying	HIV/AIDS activists, pharmaceutical companies, different societies, and associations	Update of the Treatment strategy, changes in the treatment routines
Mair & Marti, 2009	Poverty elimination Emerging field that characterized by elaborated infrastructure	BRAC, an NGO in Bangladesh	The State	not mentioned	Expert "lobbying" through collaboration with government and joining educational events	various advocacy groups/ local women	Creation of the market
Mair & Hehenberger, 2014	Venture Philanthropy Emerging field that characterized by a developing infrastructure	VP funds	State Governments, the EC	The European Venture Philanthropy Association	Expert "lobbying" through organization of events and educational events, and invitation of policymakers to participate	not mentioned	Growth of the social enterprise sector in Europe
Mair et al., 2012	Women empowerment Developing field that characterized by a developing infrastructure	BRAC	State Government	n/a	Expert "lobbying" through sharing expertise, raising awareness, work with local governments	local elites, communities	Legitimation women as market players, development of a supportive market architecture

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Mele & Compagni, 2010	Tobacco Emerging policy field that characterized by developed infrastructure	services: bars, restaurants//scientific	The Ministry of Health, the Italian Government	the Italian Society for Tobacco Control, a National Coalition for Tobacco Control	Mass advocacy through organization of protests by bar owners	The minister's response to these threats mainly employed the media. The scientific community, NGOS	Creation and diffusion of the Tobacco Ban
Micelotta & Washington, 2013	legal profession Mature field that characterized by elaborated infrastructure	legal professionals	The Italian Government	Legal Profession Associations	Mass advocacy through organization of protest	media	The lation was shaped in a way that reinstated institutionalized practices and reasserted their power
Monteiro & Nicolini, 2015	Case 1 the Italian public sector Case 2 The Italian health sector Mature fields that characterized by elaborated infrastructure	Case 1 ReformCo (private company) and participants of the contest Case 2 Participants of the contest	Case 1 Ministry for Public Administration and Innovation Case 2 the Ministry of Health	Case 1 n/a Case 2 Association of the Italian Pharmaceutical Industry and CareCoop (a nonprofit association)	In both cases, expert "lobbying" with some elements of collaborative governance work	media	Supporting governance reforms development of informal "best practice" standards. Growing legitimacy of contest organizers
Navot & Cohen, 2015	Anticorruption policies Developing policy field that characterized by a developing infrastructure	The Academy for Quality Government in Israel (MQG) and its chairman Eliad Shraga	The Israeli government	Not mentioned	Mass advocacy through campaigns, petitions	the Israeli State Comptroller, Eliezer Goldberg, the Attorney General, Menachem Mazuz, journalists, the Supreme Court	Replacements of politicians and promotion of anticorruption policies

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Oborn et al., 2011	London Health Policy Reform Developing policy field that characterized by developed infrastructure	Professor Sir Ara Darzi as a policy entrepreneur and medical and related to medicine professionals	The UK government	not mentioned	Expert "lobbying" by Sir Ara Darzi, who was invited to develop a health reform	'Global Consulting Firm' (GCF) and internationally renowned academics, practitioners, or service providers	Development of the reform and convincing skeptics about the importance of implementation of changes
Ozcan & Gurses, 2018	U.S. dietary supplements Developing field that characterized by a developed infrastructure	Supplement makers	FDA, Congress and Congressmen	the Nutritional Health Alliance, different Associations	Mass advocacy through organizing campaigns	Media, court, public, customers, stores, different agencies, and associations	Changes in categorization
Pacheco et al., 2014	Wind Power in the United States Emerging field that characterized by a developing infrastructure	not mentioned	State governments	TSMOs	Mass advocacy through raising public activism, organizing campaigns and petitions	Public	Development of the field
Pedeliento et al., 2020	Gin distillation Emerging field that characterized by a developing infrastructure	Various gin distillers	The British Government	The Gin Guild (the UK industrial association of gin makers)	Expert "lobbying" through lobbying the government	the Society for Promoting Christian Knowledge and beer producers that supported the restriction of gin production Sellers of gin	Creation and then abolishment of restricting Acts, growth of the field

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Pedriana & Stryker, 2005	Discrimination law Emerging policy field that characterized by developed infrastructure	civil right groups	EEOC, government	Major rights organizations, including the NAACP, the National Urban League, the Congress of Racial Equality (CORE)	Mass advocacy through lobbying, pressing and criticizing regulators	civil rights advocates, liberal legal scholars	Development of a Title VII
Pellandini-Simányi & Vargha, 2021	the Hungarian mortgage market, Emerging field that characterized by a developing infrastructure	Commercial banks and a separate organization, the Mortgage Bank Preparatory Plc.	the Ministry of Finance, The Ministry of Finance's Mortgage Unit	The Banking Association	Expert "lobbying" that later led to collaborative governance work based on the creation of government institutions and involvement of different actors for collaborative work on regulations	not mentioned	Development of regulations and market
Perkmann & Spicer, 2007	Euroregion (new organizational form) Emerging field that characterized by a developing infrastructure	EUREGIO in the beginning as a partnership organization	the Council of Europe (CoE), the EC and EU governments, local governments	EUREGIO as a partnership organization and the Association of European Border Regions (AEBR)	Expert "lobbying" based on promoting, lobbying, educating and consulting activities of EUREGIO and AEBR	scientific community	Establishing and theorizing a new organizational form and supporting it with emerging policies
Ramirez, 2013	The British audit field Developed field that characterized by a developed infrastructure	Auditing firms	the Department of Trade and Industry (DTI)	the Institute of Chartered Accountants in England and Wales (ICAEW), Professional association, the	Expert "lobbying" by research, reporting, and negotiations of professional associations with governmental institutions	not mentioned	Development of auditing practice

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
				ACCA (Association of Chartered Certified Accountants) and the AAPA (Association of Authorised Public Accountants)			
Reay & Hinings, 2005	Health care field in Canada Developed field that characterized by a developing infrastructure	hospitals and medical care professionals	Government	The Alberta Medical Association	Mass advocacy through protests and campaigns	Regional Health Authorities (RHAs)	Recomposition of the field, establishment of a new health authority
Reay & Hinings, 2009	Health care field in Canada Developed field that characterized by a developing infrastructure	physicians	Government and Regional Health Authorities (RHAs)	the medical association (AMA)	Move from individual opposition to collaborative governance work between physicians and regional medical authorities. That initiated collaborative governance work between Government and AMA	Media	Development of practices and field infrastructure
Shu & Lewin, 2017	Automobile emissions standards Developing field that characterized by developed infrastructure	the Honda Motor Company	The Japanese Government	not mentioned	Expert "lobbying" through providing data supported by the mass advocacy of environmentalists	Environmentalists	Development of Influence nitrogen oxides (NOx) emissions standards

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Sine & Lee, 2009	the U.S. wind energy Emerging exchange field that characterized by a developing infrastructure	wind-power producers	State Governments	Environmental movement organizations, including Sierra Club	Mass advocacy through to active promotion an energy conservation agenda, raising public activism,	members, scientists	Creation of favorable legislations
Slager et al., 2012	Responsible investments Developed field that characterized by a developing infrastructure	companies and NGOs	not mentioned	The FTSE4Good Climate Change Advisory Committee taking the role as a regulatory body	Mass advocacy and collaborative governance work	third party experts	Development and update of a standard
Song, 2021	Bird protection Emerging field that characterized by developing infrastructure	the NAS members	Congress and male legislators	the National Audubon Society (NAS)	Expert “lobbying” through lobbying and pressing legislators	not mentioned	Development of bird protection regulations
Staggs et al., 2021	The Australian field of scientific research production Developed field that characterized by a developed infrastructure	the University of Queensland (the UQ) and Atlantic Philanthropies, a multinational organization focused on supporting medical research that benefits society	the Australian Prime Minister, the Parliament, the Treasury and Finance Departments of the national government	the Australian Science and Technology Council, a collaborative and high-profile advisory body to the national government	Expert "lobbying" of the University of Queensland based on persuasion and lobbying, and partly collaborative work on a "Smart State" project. Also, expert "lobbying" of the Council in the beginning of the	Press, elite research organizations in the field, scientists, universities	Development of a Smart State project between the University of Queensland and the Australian Government, reforming the UQ

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
					policy emancipation through sharing expertise, promoting policy changes		
Teets, 2018	Chinese environmental protection field Emerging field that characterized by developing infrastructure	Case 1. Global Environmental Institute (GEI) Case 2. Friends of Nature (FON)	In both cases various Chinese policymaking institutions	not mentioned	Case 1. Collaborative governance work, that included development of demonstration sites, education, collaborative research, building partnerships. Case 2. Mass advocacy through campaigns, organization of consultations and public hearings, lawsuits	Media, academics, NGOs. Representatives of political institutions, public	Creation of new policies and practices
Tello-Rozas et al., 2015	Citizen governance Developed field that characterized by a developing infrastructure	not mentioned	Government, local Municipalities	NSP is a large-scale collaboration platform	Mass advocacy and some expert "lobbying"	media, citizens, NGOs, practitioners	Changes of laws

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Tracey et al., 2011	employment for homeless people Emerging field that characterized by elaborated infrastructure	Aspire, a social enterprise	The Prime Minister, the UK Government	not mentioned	Expert "lobbying" through sharing expertise and leading regulatory research	Media	Changes in policies
Tukiainen & Granqvist, 2016	Higher education Developed field that characterized by a developed infrastructure	Deans, industry members, the Innovation University	Ministry of Education, then the Strand team, and then the Design Project as created groups for the introduction of the project	not mentioned	Mass advocacy from industry and university deans and then collaborative governance work in specific project groups	Experts, media	Development of new legislation and establishment of a new university
Ugur & Yankaya, 2008	Democratization and "good governance" reforms in Turkey Developing policy field that characterized by a developed infrastructure	Business community	the Justice and Development Party (AKP) with Recep Tayyip Erdog˘an (the AKP leader and later prime minister)// the Turkish government	the Turkish Industrialists' and Businessmen's Association (TUSIAD)	Mass advocacy through campaigns against the government. Then more collaborative expert "lobbying" based on providing support, cooperative work, sharing expertise and then gradual move to personal opposition through criticism, when the AKR party changed their political agenda, and activities.	the EC, civil society organizations	Creation and introduction of reforms

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
van Bommel & Spicer, 2011	Gastronomy field Emerging field that characterized by a developing infrastructure	the action group, Arcigola, SMO (NGO)	National and supranational governments	Slow Food Associations	Expert "lobbying," mass advocacy, and collaborative work depending on locations and activities	media - celebrities	Growth of the slow food movement, changes in regulations
Van Wijk et al., 2013	Sustainable tourism Emerging field that characterized by a developing infrastructure	a frontrunner group of tour operators	the Association of Travel Agents and Tour Operators (ANVR), The Ministry of the Environment	Associations, platforms	Expert "lobbying" from AVPN operators	representatives of industry, government, NGOs,	Development of a sustainable tourism industry
Vermeulen et al., 2007	Dutch Concrete industry Developed field that characterized by a developed infrastructure	Producers. These include producers of raw materials, manufacturers of concrete, and building partners	the Dutch Government	Associations	Attempts for collaborations from the government and mass advocacy against governmental initiatives from the professional associations	not mentioned	Banning governmental initiatives
Wijen & Ansari, 2007	Global climate policy field Developing field that characterized by a developing infrastructure	industry, NGOs	National Governments	not mentioned	Mass advocacy though lobbying, raising public awareness, sharing expertise	Media, Academics, NGOs	Development of climate change policies

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
Wright & Zammuto, 2013	the First-Glass County Cricket in England Developing field that characterized by a developing infrastructure	crickets communities	the Marylebone Cricket Club (MCC), then the Advisory County Cricket Committee (ACCC)	the Marylebone Cricket Club (MCC)	Mass advocacy and expert "lobbying" used by actors in the course of field development	Viewers, cricket players	Introduced changes in qualification rules
Xiao & Klarin, 2021	Migrant work support in China Developed field that characterized by elaborated infrastructure	China's Z' Migrant Workers' Union (ZMWU) in a form of NGO	O'Department of Municipal Committee of the Communist Party of China (OD)	Not mentioned	Individual opposition by non-compliance or minimal compliance with the State's requests and partly expert "lobbying" through informal meetings with representatives of the government	Migrant workers, media	Compliance to state's demands, however, some previous routines were maintained
York et al., 2016	Wind energy in Colorado for the period 1999–2008. Emerging field that characterized by a developing infrastructure	Wind electric companies/ environmental SMOs	State and local governments	Collective platforms	From mass advocacy to collaborative governance work	media, Colorado citizens, economic development councils, unions, and the ski industry	Creation of new policies, new governments, developing a new logic
Zara & Delacour, 2021	Economic and political changes in Serbia Emerging policy field that characterized by a developing infrastructure	Tycoons and the Mafia	The State and governmental institutions	not mentioned	Expert 'lobbying" by tycoons through lobbying and persuasion and individual opposition by the Mafia through physical threats and	oppositional policymakers	Development of new regulations, infrastructure, empowering of tycoons

Article	Field Stage and type of a field, and relative state of field infrastructure	Interacting practitioner	Policymakers and regulators	Mediating central field actors	Dominant types of practitioner-policymaker interplay	Who else is been involved	Effects of interactions
					judicial operation by the State		
Zietsma & Lawrence, 2010	forest industry Mature field that characterized by elaborated infrastructure	forester companies/ environmental groups and First Nations (Canada`s aboriginal peoples)	the Ministry of Forests	the Forest Project team and the Joint Solutions Project	From mass advocacy to collaborative governance work	Greenpeace - experts - public - campaigns with foreign media coverage - foreign politics	Deinstitutionalization of practice and creation of a new management system
Zilber, 2011	High tech field in Izrael Developed field that characterized by a developing infrastructure	VCs/ high-tech organizations	The Israeli Government	the Israeli Venture Association (IVA)	Expert "lobbying" by agenda-setting of a conference organizer	organizers, service providers	Creation of interactions between practitioners and policymakers

Appendix 2. Timeline of EVPA scripting activities that underline its governance strategies[6]

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
Creating sociomaterial architecture for interactions	*Creating interactional rules*	**Planning sessions and discussion topics and sharing this information with participants in advance** **Creating protocol of interactions between participants of the events and sharing it with participants** **Creating guidelines for speakers, moderators, events participants and sharing them** **Putting restrictions on who can join the events** **Moderating sessions** **Stating specific rules and expectations**	**Creating guidelines for expert group participants and sharing them** **Appointing actors and their roles** Creating protocol of interactions between participants of the events and sharing it with participants Creating guidelines for speakers, moderators, events participants and sharing them Putting restrictions on who can join the events Moderating sessions Stating specific rules and expectations for	**Creating additional guidelines for participants of webinars, Training academy, policy-roundtables, of Connect4Change events, C-Summit, tours and sharing them** Appointing actors and their roles Creating protocol of interactions between participants of the events and sharing it with participants Creating guidelines for speakers, moderators, expert group participants and sharing the Putting restrictions on who can join the events

[6] Please note that when scripting activities are written in **bold** they represent activities that emerged in this period (thus, they show how scripting activities changed)

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
		for participants of the sessions	participants of the sessions	Moderating sessions Stating specific rules and expectations for participants of the sessions
	Highlighting the ceremonial aspects and repetitiveness of interactions and events	**Using words like "annual"** **Using numbers to highlight the continuous character of events**	**Leading presentation ceremony for the next annual conference venue** Supporting vision of Association's events as celebrations Using numbers to highlight the continuous character of events Using words like "annual"	Using words like "annual", **"traditional", "series of training courses"** Supporting vision of Association's events as celebrations Using numbers to highlight the continuous character of events Leading presentation ceremony for the next annual conference venue
	Organizing robustly designed spaces for interactions	**Organizing an annual conference** **Organizing the Venice Gatherings of Leaders as a networking event** **Organizing other multiple events during the year**	**Preparing and publishing surveys bi-annually** Organizing the Venice Gatherings of Leaders as networking and **strategy event** Organizing other multiple events during the year Organizing an annual conference	**Holding a set of the EU webinars annually** **Organizing and leading courses of Training Academy** **Organizing Connect4Change event** **Organizing C-Summit** Organizing other multiple events during the year, **including policy-roundtables and special initiatives events and educational trips** Organizing an annual conference Organizing the Venice Gatherings of Leaders Preparing and publishing surveys bi-

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
				annually
	Adapting interactional formats to situation and context	**Applying self-evaluation for development of the events** **Collecting members feedback on the Association activities**	**Including an opportunity to change subsequent events as a result of the outcomes of current or previous events** **Testing discussion topics and formats with experienced practitioners in advance** **Developing and introducing new interactional formats of activities and events following the changes in structure or new partnerships (collaborative work with expert groups)** Applying self-evaluation for development of the events Collecting evaluations from participants for development of the future events	Including an opportunity to change subsequent events as a result of the outcomes of current or previous events Testing discussion topics and formats with experienced practitioners in advance Developing and introducing new interactional formats of activities and events **following the changes in structure or new partnerships (Webinars, policy roundtables, Training academy, tours)** Applying self-evaluation for development of the events Collecting evaluations from participants for development of the future events
	Developing familiarity between key actors	**Organizing networking events for actors** **Sharing information about participants of the events, speakers, and moderators before the events** **Making introductions of key participants at the beginning of each event** **Sharing information about actors and their activities via newsletters, case studies, reports**	**Inviting the same group of actors to participate in EVPA activities (invite-only events)** **Highlighting social-bonding character of events** Organizing networking events for actors Sharing information about participants of the events, speakers, and moderators before the events Making introductions of key participants at the beginning of each event	Sharing information about actors and their activities via newsletters, case studies, report, **publications of Policy Nexus and Policy Briefs, investment cards** Highlighting social-bonding character of events Organizing networking events for actors, **including networking events for specific groups of actors** Inviting the same group of actors to participate in EVPA activities (invite-only events)

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
			Sharing information about actors and their activities via newsletters, case studies, **reports**	Organizing networking events for actors Sharing information about participants of the events, speakers, and moderators before the events Making introductions of key participants at the beginning of each event
Engaging field members strategy	*Generating engagement of new actors*	**Attracting new members and partners through various events and communication channels**	Attracting new members and partners through various events**, like presentation at the conferences of others,** and communication channels **Expanding membership geographically**	**Supporting access and work of new type of actors in the field by doing research** **Signing and extending partnerships with governmental institutions and the EC** Attracting new members and partners through various events, like presentation at the conferences of others, communication channels Expanding membership geographically
	Maintaining engagement through various communicational channels and organization events of actors' interest	**Informing about events in newsletters, website, during other events of the Association** **Inviting members to participate in multiple events during the year**	**Inviting members to collaborate with the Association on research projects** Informing about events in newsletters, website, during other events of the Association Inviting members to participate in multiple events during the year	**Organizing groups of events that are dedicated to one specific issue, like thematic groups** **Updating communication channels** Inviting members to collaborate with the Association on research projects Inviting members to participate in multiple events during the year Informing about events in newsletters, website, during other events of the Association

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
	Providing incentives to continuous engagement		**Stating exclusive nature of events for participants to contribute to some high-level or expert events (i.e., to work of expert groups)** **Sharing information about participants of invite-only events and research activities and share requirements** **Using such labels like "experts" and "leaders", for actors' description to highlight the status of actors**	**Providing financial support for actors in the form of grants and other financial incentives** **Providing opportunities for participants to get visibility** **Providing opportunities to gain free tickets for annual conference under conditions of participation in survey research** **Sharing control and ownership over events and activities with the Association partners and members** **Providing opportunities to gain free tickets for annual conference under conditions of participation in survey research** Stating exclusive nature of events for participants to contribute to some high-level or expert events (i.e., to work of expert groups, **Policy Committee, Policy Nexus**) Using such labels like "experts", **"national champions"**, "leaders", **"session owners"** for actors' description to highlight the status of actors Sharing information about participants of invite-only events and research activities and share requirements

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
Fostering collaborative learning strategy	*Generating experimentation process*	**Collecting members feedback on the content of Association events and proposed solutions**	**Testing cases, methodology and findings in collaboration with EVPA members and participants of EVPA events** **Expert groups include practitioners "who are willing to provide a test case for the knowledge gathering exercise"** Collecting members feedback on the content of Association events and proposed solutions	Collecting members feedback on the content of Association events and proposed solutions Testing cases, methodology and findings in collaboration with EVPA members and participants of EVPA events Expert groups include practitioners "who are willing to provide a test case for the knowledge gathering exercise"
	Organizing collaborative knowledge-generating work	**Collecting the data needed for updating practices through communication with participants of events, including trainings, workshops, etc.**	**Organizing collaborative work for development of guidelines and collective knowledge** **Highlighting the importance of learning and data collection for practice development** **Stating EVPA's neutral position in terms of practices, research tools and methods** Collecting the data needed for updating practices through communication with participants of events, including trainings, workshops, etc**.**	**Updating information published or shared by the Association** Stating EVPA's neutral position in terms of practices, research tools and methods Organizing collaborative work for development of guidelines and collective knowledge Highlighting the importance of learning and data collection for practice development Collecting the data needed for updating practices through communication with participants of events, including trainings, workshops, etc.
	Sustaining key ideas through dissemination of practices and learning	**Organizing learning events and practice courses for practitioners** **Organizing and supporting peer-to-peer learning** **Developing and sharing specific field**	**Disseminating EVPA ideas through participation in activities of other actors** **Publishing and disseminating best practice reports, case studies** **Organizing discussions and events to**	**Publishing examples of policy initiatives, collected from field leaders** Publishing and disseminating best practice reports, case studies, **practitioner tools, webinars**

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
		terminology	**share findings from the research** Developing and sharing specific field terminology Organizing learning events and practice courses for practitioners Organizing and supporting peer-to-peer learning	**Organizing Training Academy with annually repeated courses** Disseminating EVPA ideas through participation in activities of other actors Organizing discussions and events to share findings from the research Developing and sharing specific field terminology Organizing and supporting peer-to-peer learning
	Robustly designing format and principles of collaborative work		**Concentrating the discussions and content around the interests and experiences of participants** **Building research on existing methodologies** **The Association research is grounded in practice**	**Using knowledge and data from EVPA Knowledge Center for creation new reports and recommendations** **Using similar research design for creation of the guidelines** **The composition of the expert group is subject to change** **Inviting members from previous expert groups to participate in new research studies** Concentrating the discussions and content around the interests and experiences of participants Building research on existing methodologies The Association research is grounded in practice

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
Setting collective field agenda	*Designing collaborative decision-making structure*	**Developing EVPA as a network for an emerging practice** **Using broad measures to state EVPA goals**	**Inviting practitioners to the governance structure and updating Association's work agenda in partnership with its members** **Adjusting role(s) played by the Association** **Changes in activities depend on the level of development of collected resources related to work of the Association** **Orientating Association activities on field development and change** Developing EVPA as a network for an emerging practice Using broad measures to state EVPA goals	**Adapting the Association work according to the partnership agreement with the EC and policy environment (Involving policymakers into governance structure)** Inviting practitioners to the governance structure and updating Association's work agenda in partnership with its members Adjusting role(s) played by the Association Changes in activities depend on the level of development of collected resources related to work of the Association Developing EVPA as a network for an emerging practice Orientating Association activities on field development and change Using broad measures to state EVPA goals
	Organizing collaborative governance work		**Organizing collective discussions about strategic development of the field and the Association** **Building and sharing collective field agenda and norms** **Providing collaborative solutions and suggestions for policies**	**Organizing opportunities to communicate with policymakers and share concerns** Providing collaborative solutions and suggestions for policies Building and sharing collective field agenda and norms Organizing collective discussions about strategic development of the field and the Association

Strategies of field maintenance	Scripting activities	Examples of scripting activities		
		The first period (2004-2008)	**The second period (2009 – 2013)**	**The third period (2014 – 2021)**
	Implementing multivocal coordination style	**Targeting various groups of actors in activities** **Supporting vision of EVPA as a community of different actors with shared goals**	**Sharing objectives of collaborative work but does not impose content and allowing outcomes of discussions to depend on participants** **Highlighting the importance of collective efforts and collective work of different groups of actors in EVPA activities** Targeting various groups of actors in activities Supporting vision of EVPA as a community of different actors with shared goals	**Stating a position as intermediary between practitioners and policymakers** Sharing objectives of collaborative work but does not impose content and allowing outcomes of discussions to depend on participants Targeting various groups of actors in activities Highlighting the importance of collective efforts and collective work of different groups of actors in EVPA activities Supporting vision of EVPA as a community of different actors with shared goals

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