



INSTITUTIONAL ENTREPRENEURS AS COMPETING TRANSLATORS: A COMPARATIVE STUDY IN AN EMERGING ACTIVITY

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Abstract

This paper analyzes the reasons why some institutional entrepreneurship strategies failed to translate an institution while other succeeded, by paying a specific attention to the interaction between material and discursive dimensions in the translation process. A theoretical framework integrating both dimensions of translation is first proposed in order to study strategies of competing entrepreneurs. Then a comparative study of three entrepreneurs translating practices of corporate social evaluation in the French context is used to investigate the processes through which competing translators achieved their objective more or less successfully.

Key-words

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**INSTITUTIONAL ENTREPRENEURS AS COMPETING TRANSLATORS:
A COMPARATIVE STUDY IN THE EMERGING ACTIVITY
OF CORPORATE SOCIAL EVALUATION IN FRANCE**

Moving beyond the deterministic view of traditional institutional research, works on institutional entrepreneurs try to understand how actors are able to envision and implement new institutions while remaining in the tenets of institutional theory (DiMaggio, 1988; Fligstein, 1997). Authors investigate the enabling conditions for actors to become institutional entrepreneurs and the process through which they develop their strategies (e.g. Dorado, 2005; Garud et al., 2002; Greenwood et al., 2002). However, as this field of research is still very recent there are some important shortcomings. In this paper we would like to address two of them: the lack of comparative analysis between success and failure of institutional entrepreneurs, and the underestimation of the material dimension of the institutional entrepreneurship's strategy.

First, *researches on institutional entrepreneurs only treated cases where institutional entrepreneurs succeeded in their attempts to develop and implement institutional change*. Hence, the reasons why institutional entrepreneurs fail to implement an institutional change remain unexplored. Undersampling of failure is a current bias in management studies (Denrell, 2003), yet this is especially embarrassing when studying institutional entrepreneurship as failure is a situation that is likely to be much more common than success (DiMaggio, 1988). Thus, a central question remains largely unexplored: Why do some institutional entrepreneurs succeed while others fail? We suggest that in order to advance on this issue we must develop comparative process studies between the strategies of institutional entrepreneurs who succeed and of those who fail. To the best of our knowledge no such comparative study has yet been done.

Second, *actual research tends to concentrate its efforts exclusively on the discursive aspect of institutional entrepreneurship* (e.g. Munir & Phillips, 2005; Phillips, Lawrence & Hardy, 2004). Phillips et al., (2004) suggest that institutional entrepreneurs can be defined as generators of influential texts that are aimed at influencing the nature and structure of discourses. Such an emphasis might underestimate the material dimension of institutional entrepreneurship which is rarely analyzed (with the exception of Hargadon & Douglas, 2001).

In order to advance research on those two points we develop a comparative analysis of the ways through which three competing institutional entrepreneurs tried to institutionalize in France different visions of corporate social evaluation by creating new criteria and tools. Social evaluation consists in providing extra financial information on corporations to stakeholders such as investors or consumers. This includes, but is not limited to, information on environmental policies and practices, employees' relations, community involvement, or suppliers and consumers relations. This practice was brought to France by different institutional entrepreneurs (Déjean et al., 2004) who drew from practices in the United States where it first emerged (Domini, 1992; Féronne et al., 2001; Vogel, 1978), interpreted them in different competing fashions and tried to impose their view.

Such a translation is a common strategy for institutional entrepreneurs who draw from practices or beliefs that they found in other settings and strategically translate them in a focal field to serve their interests and values (e.g. Dorado, 2005; Fligstein, 2001; Greenwood, Suddaby & Hinings, 2002). What is especially interesting with translation is that it has been considered both as a discursive and as a material process. On the one hand, recent institutional works focused on the discursive dimension (e.g. Czarniawska and Joerges, 1996; Sahlin-Andersson, 1996). On the other hand, the 'sociology of translation' – a part of actor network theory (Czarniawska and Hernes, 2005) – is focused on the *material aspects* to analyze how translators develop devices and organize heterogeneous networks of human and non-human actors to support the institutional change (e.g. Callon, 1986a).

Authors acknowledge that both dimensions and approaches are complementary (e.g. Czarniawska & Joerges, 1996; Czarniawska & Hernes, 2005; Latour, 2003). However an integrative framework combining those two approaches is yet to be developed. Such an integrative framework would allow fostering our understanding of institutional entrepreneurs' strategies as both discursive and material. Moreover, that framework would contribute to account for the role of the articulation between those two dimensions in the institutional entrepreneurs' strategies and to which extend this might explain their success and/or failure.

This leads us to provide two main insights in this paper. First, drawing from previous literature, we provide a twofold framework of the translation process, combining discursive and material dimensions. Second, we use this framework to conduct a comparative analysis of institutional entrepreneurs' strategies and by doing intend to advance in the analysis of what makes an institutional entrepreneur successful or not.

This paper is divided in four sections. In a first part, drawing from previous literature we develop an integrative framework combining discursive and more material dimensions to

analyze the translation process and the way institutional entrepreneurs' conduct it. The second part introduces our data and method. In a third part we use this framework to empirically analyze how competing institutional entrepreneurs manage this translation process in the emerging activity of corporate social evaluation. The fourth part is used to discuss how the analysis of the institutional entrepreneurs' strategies during the different steps of the translation process can account for their success or failure to impose their approach as dominant.

AN INTEGRATIVE FRAMEWORK TO STUDY TRANSLATION

Translation is the process through which practices and beliefs are modified as they diffuse across organizational fields (Boxenbaum, 2005). It is a process of "*transformation, modification, change, renovation, and identity construction - a blending of the foreign and the local, the new and the old*" (Tsui-Auch, 2001: 719). Several authors have recently used the notion of translation to better understand institutional innovation and change by strategically oriented actors (e.g. Czarniawska & Joerges, 1996; Sahlin-Andersson, 1996; Saka, 2004). Strategically managed by an institutional entrepreneur, translation is used to transpose in the focal field, practices or beliefs in which the institutional entrepreneur see an opportunity to realize interest that he values highly.

This translation process is twofold. Institutional entrepreneurs develop discursive strategies to present the translated institution in such a way that it resonates better with the existing practices in the focal setting and so favor its acceptance and implementation (e.g. Boxenbaum, 2005; Campbell & Pedersen, 2001; Czarniawska & Joerges, 1996; Greenwood, Suddaby & Hinings, 2002). Yet, most of those works only focus on the discursive strategies of the actors who translate the institutions from one setting to another. While this discursive/symbolic dimension is central in recent works on institutional change (e.g. Philipps, Lawrence & Hardy, 2004), authors suggest that this should be combine with taken into account of real/material dimensions to better seize the institutional change process (e.g. Fairclough, 2005; Lounsbury & Ventresca, 2003). The idea here is that discourse analysis can only tell part of the story and that more material aspects should be considered as well. The discourse analysis can only tell part of the story and more material aspects should be considered as well, as suggested by the actor network theory (Latour, 1993, 2003). Agents' actions are not viewed as aligning on general pre-existing cultural and cognitive frames but

rather as developing and stabilizing heterogeneous networks of human and non-human actors to support the institutional change (e.g. Callon, 1986a; Harrison & Laberge, 2002).

Thus, by combining both approaches, we develop an integrative framework that considers the discursive and the material dimensions of the translation process. This integrative framework allows deciphering six steps in the translation process: *decontextualization*, *problematization*, construction of an *interessement system*, *embodiement*, research of the *support of allies* and *stabilization of the network*.

Decontextualization

The translation process starts with the decontextualization of the institution from its context. Institutional entrepreneurs *identify* an institution in local settings. They see in these institutions, if translated into another setting, an opportunity to realize interest that they value highly. To be decontextualized, an institution must be disembodied from its local carriers. To do so, institutional entrepreneurs interpret and transform the models, linking them to a more general and simpler account (Sahlin-Andersson, 1996). This simplified institution becomes a *translocal idea*, i.e. an idea “*floating in the translocal organizational thought-worlds*” (Czarniawska & Joerges, 1996: 16), until it is re-embodied in another local setting. This decontextualization can also have a material dimension as documented by Callon (1986a) who shows how scallops are brought from Japan to St. Brieuc as part of a translation project to adapt Japanese techniques of scallops’ raising in France.

Then, these institutional entrepreneurs must re-embed the idea within the focal setting where they want to implement it. Czarniawska and Joerges (1996) insist on the double dimension of this re-embeddedness which includes *interpretation* – i.e. aligning the new idea with words, values and symbols that already exist in the focal setting, and *materialization* – i.e. the enactment of that new idea through discursive and material arrangements.

Problematization

Drawing from the initial model and the local conditions, the institutional entrepreneur must *develop a coherent project*. This is done through *problematization* i.e. the definition of a local problem to be solved (Callon, 1986). The institutional entrepreneur defines the main groups of potential allies that they want to target and elaborates the *problematization* accordingly. Defining these main groups implies to identify the actors whose support is likely to help the institutionalization of the project. Then, *problematization* is developed to convince them. Sahlin-Andersson (1996) suggests that entrepreneurs must *set a logic* linking causes to

effects to present the translated idea. The story will present the problem and the solution. The concepts must be presented in a rational way, defining and explaining causal relations. Typically a problem solving logic is included, identifying a troublesome situation in the local field and explaining how the project can solve it (Buhr and Grafström, 2004; Frenkel, 2005). The logic developed by the entrepreneur is presented as *offering a solution to this concrete problem*. The institutional entrepreneur tries to presents its solution as an *obligatory passage point* (OPP) for those potential allies (Callon, 1986b).

Interessement systems

The development of interessement systems by the institutional entrepreneurs considers a distinct, yet related step. The aim here is to make the project appealing within the focal field to attract support. The entrepreneur must convince the actors of the focal field that this project will benefit them. The idea will be edited according to the focal setting's institutional arrangements (Sahlin-Andersson, 1996). A good fit with local institutional arrangements increases the chance of successful institutionalization (Hargadon and Douglas, 2001). The institutional entrepreneur must perform some editing to adapt the transposed model in the new setting. Editing aims at convincing other actors to take part in the reform (Czarniawska, 1990). A discursive strategy is to formulate the concepts in the local settings so that they “*tell a good story*” (Sahlin-Andersson, 1996: 87) – i.e. in such a way that they would attract attention. Some elements can be overemphasized and dramatized to convince local actors. Interessement systems aim at convincing the actors that they have an interest in cooperating to the institutionalization of the new practice. To do so, institutional entrepreneurs develop *reward systems*, providing the potential allies with the hope of rewards if they support the translated institution (Callon, 1986a).

Embodiment

Problematization and interessement aim at presenting the supported solution. This solution is embodied in *inscription devices* in which the problematization and reward systems are materialized. Inscription devices embody the institutionalization project and reduce the range of possible discussion (Latour and Woolgar, 1979). These material artifacts will stabilize the problematization and the rewards and diffuse them. Projects, norms, tentative templates put down what are the issues and the solution considered. If one is to accept the device, s/he will agree to discuss within the limits of this artifact and is less likely to put the

very logic of the artifact into question. Furthermore, if the artifact travels, it carries its logic along without changes.

Support of allies

The next step is where allies bring their support. This is the moment where other actors will *give their consent* to the project or at least will conform to it. The problematization and the interestment system set by the institutional entrepreneur will resonate for them. They will support the discourse developed by the institutional entrepreneur and adopt the inscription devices that embody it. A network of supporters emerges that backs up the project (Callon, 1986a). Inscription devices work as intermediaries – i.e. *"anything passing between actors who define the relationship between them"* (Callon: 1991: 134) in the network. They diffuse the project. If the institutional entrepreneur considers that a sufficient group of actors fail to give their support, the entrepreneur can *negotiate* with potential allies. The entrepreneur can negotiate about the problematization or interestment systems (e.g. Fligstein, 1997, 2001; Rao, 1998) as well as about the inscription devices (Callon, 1986a) with potential allies to rally them.

Stabilization of the network

The last step of the translation process is the stabilization of the network. When reaching this step, the network of supporters acquires a relative stability. Actors in the network gain a feeling of identity from their belonging to the network (Callon, 1986a). As such it goes beyond the problematization which is a simple unstable conjecture. Interested actors become *spokesmen* who speak not only for themselves but for the group they represent. Representation is concentrated in few hands. While every actor is an intermediary (Callon, 1991), the number of spokesmen remains limited. Spokesmen allow to reduce the number of representatives and then to stabilize the network. Chains of spokesmen then are constituted. Eventually the entrepreneur might become the spokesman for the whole community of enrolled actors. Hence a constraining network of heterogeneous humans and non humans is organized. At this step the new institution will either tend to become irreversible or fail. This can be measured by convergence – i.e. *"the extent to which the process of translation and its circulation of intermediaries leads to agreement"* (Callon, 1991: 144). The network begins to be perceived as a macro-actor (Czarniawska & Sevón, 1996: 7).

Several authors suggest that the institutional entrepreneur has reached its aim and must be considered as successful when s/he has created such a specific domain where actors share a

common identity (Rao, Monin and Durand, 2003; Rao, Morrill and Zald, 2000; Durand and McGuire, 2005).

Although these steps can be analytically deciphered they might overlap in time since they are very much linked to each other. For examples, the translocal idea which is disembedded from its local context will be re-embedded in the problematization, intersement build on problematization and the support of allies is made easier to reach by a successful intersement system. Hence, rather than a strictly linear process, this is a sliding process. The figure 1 above shows this sliding process.

INSERT FIGURE 1 ABOUT HERE

Our integrative translation model will allow analyze how the institutional entrepreneurship process develops through the six steps.

Research questions

The aim of this paper is to explore the reasons why do some institutional entrepreneurs succeed while others fail, taking the example of translation's strategies. The integrative framework of the translation process that we elaborated allows to better specify and to better track the institutional entrepreneurship process. In the translation's process, several strategies can be displayed by institutional entrepreneurs to manage this process in a way that they deem to be appropriate and aligned on their interests. It also suggests research questions to better specify our research.

First, we need to investigate consider the articulation of the discursive and material dimensions of the institutional entrepreneurs' strategies influence the institutionalization of their project. Many works have investigated the institutionalization process by institutional entrepreneurs mainly as a discursive process. While we suggested that considering the material dimension is necessary, we remained open to the possibility that bringing the material dimension in might not provide new insights and that everything can be analyzed through discourse analysis. Hence we had to investigate further the relationship between discursive and material dimensions, and the way institutional entrepreneurs manage this articulation, in the institutionalization process.

Q1: Does the way institutional entrepreneurs articulate the discursive and material dimensions accounts for the institutionalization of their project?

While the institutional entrepreneurs' success is largely related to the institutionalization of their project, other dimensions might be considered as well. Institutional entrepreneurship is also a way to reorganize power in a field and obtain some benefits from the new institutional arrangement. Authors increasingly indicate that institutional entrepreneurs are not just altruistic actors. Phillips et al. (2000) suggest that institutional change also leads to a shift of power within the field. Institutional entrepreneurs are likely to strategically manage the institutional change in order to improve their position in the field and increase their power (e.g. DiMaggio, 1991; Leblebici et al. 1991). In this view, the emphasis by the sociology of translation on the interest for the translator to become an obligatory passage point (Callon 1986a and b) within the heterogeneous network to increase its power might be especially interesting. Callon indicates that securing such a position is an excellent way to ensure a sustainable power. Thus, becoming an OPP can arguably be considered as a factor of success for institutional entrepreneurs. Hence, this raises the question on how the discursive and material dimensions interact in the creation and development of such a position.

Q2: Does the way institutional entrepreneurs articulate the discursive and material dimensions accounts for the improvement of their positions?

CASE DESCRIPTION AND METHODOLOGY

This article is based on a longitudinal qualitative study of the emerging activity of social evaluation of the companies in France from the mid-1990's to 2002. Our aim is to contribute to theory development by providing a more integrated view of the translation process, and by using it to develop a comparative longitudinal study of institutional entrepreneurs' strategies in order to gain some insights on what are the factors of success in this kind of strategic processes. Qualitative research is well suited when considering emerging fields where links among actors are still ill-structured (e.g. Garud, Jain, & Kumaraswamy, 2002; Lawrence, 1999; Maguire, Hardy and Lawrence, 2004). Furthermore, Lee indicates that qualitative research is appropriate when "(a) contextualization, (b) vivid description, (c) dynamic (and possible causal) structuring of the organizational member's socially constructed world, and (d) the worldviews of the people under study" (1999: 43) are important. Those points are central

when investigating translation and institutional entrepreneurship processes which is the case here.

Context and organizations sample

We develop a comparative analysis of three institutional entrepreneurs' strategies aiming to translate the similar concept of *corporate social evaluation* in the *French context*. That specific context has been selected for several reasons. First, it *allows inter-organizational comparison*, since several actors tried to construct organizations providing non financial data on corporate performance during the late 1990. Second, *three of these actors have effectively realized parallel works of translation*, by relying on previous analysis of that activity in other cultural contexts (especially in US) before importing these practices in France. Third, that context is especially suitable to test our research questions since *some of these organizations failed to establish the new practice while other succeeded*, at least temporarily.

The field of corporate social evaluation overlaps several markets. One of them is constituted by the main outlets of these non financial data: the industry of Socially Responsible Investment (SRI). That industry encompasses investors of the financial place trying to include in their investment criteria related to corporate social and / or environmental performance, beyond purely financial information. That activity emerged originally in the United States before diffusing all over the world (see Vogel, 1978, 2005). Models of social evaluation developed in the United States have been widely translated in other countries such as Nederland (Louche, 2004), Canada, Denmark (Boxenbaum, 2005) or France (Déjean et al., 2004).

The three organizations compared in the French context of social evaluation are the following:

- The **Centre Français d'Information sur les Entreprises (CFIE** – French Center for Information on the Companies), founded in 1996 to foster social and environmental progress. It produced detailed monographies on companies;
- The **Agence de Rating Environnemental et Social des Entreprises (ARESE** – Environmental and social rating agency), incorporated in 1997. It provided measured corporate social evaluation to socially responsible fund managers;
- Founded in 2000, the **Observatoire de l'Éthique (ODE)** appears to be the third institutional entrepreneur. That spin off of the *Cercle Ethique des Affaires* was

founded in 1993 to develop ethics in companies and help those willing to engage in this way, the ODE developed two activities. It proposed companies ethical and social evaluations for consumers as well as ‘customized’ corporate social evaluation for ethical fund managers.

The annexe 1 offers an overview of each organization, through extracts from a guide (ORSE, 2001) produced by a French association to facilitate comparisons between organisms providing social evaluation. That presentation is interesting since it is based on self reports by organizations appearing in the guide. The results of those companies’ strategies are highly contrasted. As stated by the financial daily newspaper *La Tribune* (2002), Arese can be considered as the main French player in the sector, whereas the CFIE and the ODE are less important actors. Those very different results suggest that comparing their strategies of translation can provide some insights on the reasons why some institutional entrepreneurs succeed and others fail.

Data Collection

A total of 60 semi-structured interviews were conducted, taped and transcribed from 2000 to 2005. Among those 60 interviews, 21 were realized with persons who participated to the creation or development of ARESE, the CFIE and the ODE, and 30 with socially responsible (SR) fund managers and executives involved in this activity in banks. Executives working in the investors relations of major French companies and consultants specialized in social responsibility, sustainable development and SRI were interviewed as well to obtain the most complete view of the emergence of social evaluation in France. This allowed us to gain an in depth knowledge of this field and to compare and contrast the different positions of different actors in order to obtain a triangulated cross-section, thereby providing a certain degree of control over results by widening the range of data sources. Those interviews lasted from 30 minutes to 4 hours. All the main executives of ARESE, the CFIE and the ODE were interviewed during at last 1 and an half hour. Analysis of several secondary sources comprising a series of internal archives and press articles was performed. Through these documents, we were able to reconstitute events, within the context of a procedural analysis.

Data analysis

Data analysis has been conducted in three steps, mobilizing various strategies to make sense of these processes data, such as the *narrative strategy* and/or *grounded theory strategy*

(Langley, 1999). The whole pattern of translations emerged from a progressive interpretation of the data.

First, we organized the material (interviews and secondary data) in order to produce a "facts database" for each organization (Yin, 1989). That database chronicles the key facts related to the emergence and the institutionalization of each organization and is based on verbatim and/or secondary data collected through various sources (press articles, interviews, internet presentation of the organization, guides on organization providing social evaluation...).

Second, by using these raw data, we were able to construct "stories" and a narrative for each of the three organizations and to analyze the work of translation realized by the entrepreneurs through the lens of the consolidated translation framework. In order to increase the validity and the consistency of our interpretation, one researcher was accountable for the description of the translation made by each organization, checking for the whole coherence of the process.

Third, the interpreted data have been reorganized in order to compare each stage of the translation process for all three entrepreneurs and to facilitate the understanding of commonalities and differences in the work of translation operated by the these actors. During that process, and for all three organizations, the researcher in charge of a given organization verifies the whole coherence of the analysis concerning that organization. Finally three of the researchers checked the validity of the interpretation for the six stages, for each organization.

We present the evolution of the process in successive steps, in accordance with our research model.

COMPARING TRANSLATIONS OF COMPETING ENTREPRENEURS IN THE FRENCH SOCIAL EVALUATION FIELD

Decontextualization

Analyzing the local models from which the three institutional entrepreneurs draw shows that corporate social evaluation in the United States is a diversified practice. Moreover, entrepreneurs tend to mix these models with other ones provided by non US organizations having already translated US practices.

Pierre Cadet, the founder of the ODE acknowledges to have been highly influenced by the CEP (Council on Economic Priorities). That American nonprofit public interest organization has been founded by Alice Tepper Marlin in 1969 to provide research on

corporate social responsibility. Its purpose is to analyze impartially the records of corporation and to make that information available to a wide range of actors (consumers, investors, businesses, and policy maker). Pierre Cadet was also in contact with EIRIS (Ethical Investment Research Service Ltd.). EIRIS is an English organization founded in 1983 to help Methodist churches and associations to apply their ethical principles to investment through the use of negative screening (i.e. rejection of corporation which are implied in activities considered as non ethical such as alcoholism or tobacco). The translocal idea that Pierre Cadet drew from these American and English experiences was the need to increase ethics of French managers through the diffusion of information on corporate ethics to a large public. Such an approach appeared to him as being the most likely to increase managers' ethical awareness.

Geneviève Féron, ARESE's founder and former CEO, has also been inspired by organizations she observed prior to the creation of ARESE. Previously a consultant in the US during the early 1990's, she analyzed the functioning of the whole chain of social investment and had been convinced that models based on religious, racial or consumerist leverages for action were simply "not exportable" elsewhere, especially not in France. However, she realized that the idea of providing social and environmental information to investors was a "good leverage" and could be used "to do something in France". The research provider KLD (Kinder Lydenberg and Domini), offering quantified social and environmental information on US corporations, was perceived by Féron as a credible actor. When she travelled in Europe to analyze the potential market for a social evaluation agency, she has also been influenced by Pier Giovanni, the creator of Centre Info. Centre Info is an organization based in Switzerland that provides local pension funds with quantified information on social and environmental corporate performance in a very rational and business like way. She rejected the ethical approach of EIRIS, considered as a model "from the past" (see Féron et al., 2001). The translocal idea she retained from these experiences was to create a business focused on non-financial information taking place on the financial market.

Martial Cozette, CFIE's founder has never been to the United States to meet social rating agencies but he was quiet aware of their existence. His perception of the various actors is differentiated. Whereas he criticized the model of KLD, his view of the work done by the IRRC (Interfaith Responsibility Research Center) is really positive. Founded in 1972 during the Viet Nam war, that organization promotes constructive engagement towards companies, also called shareholders activism, by providing proxy research and analysis. As stated in their website, "*the IRRC's founding can be traced to a protest of the Vietnam War that triggered a rules change enabling stockholders to vote for the first time on shareholders proposals with*

social connotations” (IRCC’s website). The translocal idea he drew from that example was that providing information on non financial dimensions could be a form of activism helpful to promote social and environmental concerns in companies.

At this stage each institutional entrepreneur is inspired by different embodied realizations located in US and/or in Europe. They have already started a work of translation by reinterpreting the logic inherent to the model on which they were focused on and through the translation of that interpretation into a translocal idea. The table 1 contrasts the outcomes of that decontextualization process for the three organizations. That "translocal idea" needs now to be formulated in a way congruent with the context of importation, a process which occurs through problematization.

INSERT TABLE 1 ABOUT HERE

Problematization

If the three organizations share the will to provide social and environmental information about corporations, they clearly differentiated in their way of setting the problem.

In 2000, Pierre Cadet founded the ODE to evaluate the non financial performances of companies. The rationale was the existence of an urgent need for more ethics in French corporations. He considers that on the topic of sustainable development, France is 10 years late compared to the Anglo-Saxon world and 5 or 6 compared to Scandinavian countries or Japan. To catch up, there was a need for an organization that would analyze companies and provide data. The aim would not be to stigmatize companies but rather to help them without judging them. It opposes the financial analysts’ methods as well as ARESE methods. Pierre Cadet states that nothing allows a group of experts to judge a company, considering that the experts of the group might change, and that criteria are not stable from one year to the next one. The solution was rather to be found in the development of an analysis system that would not deliver a judgment and avoid standardization. The ODE managers decided to focus on two main potential groups of allies: the investors and the consumers. Corporations were also viewed as potential allies, since the ODE executives felt that they were acting accordingly to the interests of those corporations and that they needed access to corporate information in order to perform an evaluation.

During the genesis of ARESE (1994-1997), Geneviève Féron conducted a market study in France and interviewed opinion leaders from the financial place in order to check the possibilities for implementing the translocal idea. The outcomes of that study were negative: SRI was perceived as too ideological and moral. However, the idea of quantification resorted at that stage as a way to reframe the project in accordance with the culture of French investors. With the help of her contacts in two French banks, Féron prepared a business plan focused on the methodological aspects of social and environmental evaluation. During that period she also participated to various think tank around Social Responsibility and Business Ethics and met people from the ODE, but considered that their reflections was of little help for her project. However, Geneviève Féron clearly perceived a lack of social and environmental information on financial market and the purpose of ARESE was to offer a tool providing quantified information to investors in order to allow them to invest in a socially responsible way. Corporations were also perceived from beneficiaries of such an approach since Féron also considered that *"what is not quantified [by corporation] is not managed"*. Their cooperation to the rating process was also necessary to secure an access to raw data.

According to Martial Cozette, CFIE's founder, this organization wanted to provide information to any stakeholder who aims at changing companies' behavior. In order to do so, it proposes in-depth monographs on French companies. From the beginning, the use of quantification was completely rejected and presented as simplistic. Consequently, Martial Cozette defined his model as completely opposite to the Arese model. He explains that the more important is to get objective information, i.e. a global and in-depth qualitative knowledge of the real corporate behaviours. According to Martial Cozette: *"to get objectivity, we have to separate both data collection and analysis from action. And the CFIE was created on this basis."* He also points out the fact that the CFIE is financially independent, so there is no conflict of interests with big companies. Towards the ODE, Martial Cozette is not so categorical. He explains that the CFIE and the ODE are similar in their conception of ethics but, according to him, the ODE gives less importance to companies.

Thus, the different institutional entrepreneurs develop different problematization as they try to convince different groups and pursue different approaches. The diversity of those approaches is summarized in table 2.

INSERT TABLE 2 ABOUT HERE

The figure 2 illustrates the fact that problematization implies that each entrepreneurs realizes a work of self-definition as an *obligatory passage point* (OPP) between other entities (e.g. society, investors, corporations). That figure consequently shows the rivalry between the institutional entrepreneurs to interest specific entities to their own problem. The interesting system will be designed in order to secure the collaboration of these entities.

INSERT FIGURE 2 ABOUT HERE

Interessement sytems

The three organizations potentially provided some forms of symbolic and/or material rewards for the allies potentially interested by the problems they planed to solve.

For the ODE, these rewards where oriented toward two of the mains corporate stakeholders perceived as leverages to fill the “ethical gap” of French corporations: consumers and investors. These actors were supposed to benefit from non-financial on corporate ethical behaviours that could reduce their search costs on those hazy issues. Subsequently, the adhesion to ODE program could allow these allies to contribute to the construction of a more ethical kind of management in France, an idea generating potentially strong symbolic rewards.

In the ARESE case, rewards were framed according to a rational logic fitting with the promotion of so-called ‘business case’ argument on Corporate Social Responsibility (CSR) (Vogel, 2005). Indeed, the development of corporate social and environmental performance was always presented by that agency as a rational way to increase financial performance in the long run In the case of corporations, the benchmarks provided by ARESE rating appeared as a way to manage and increase corporate performance through a better quality of management of stakeholders. In the case of investors, ARESE data were presented as a way to invest more soundly informed. SRI was consequently sold as a mean to over-perform traditional forms of investment. Consequently, the ARESE project potentially provided legitimacy for people trying to develop CSR project inside corporations and/or SR products as well as a potentially increased financial performance.

Considering the CFIE, the potential rewards for targeted allies were similar to some extent to the one provided by the ODE. Through the construction of a more objective and in-depth information, the CFIE offers itself as tool allowing NGO or other represent of the civil society to pursue their objective of targeting corporations at a low cost. Consequently, that approach was also integrating a promise of high symbolic reward, through the diffusion of a more socially aware way of doing business and ultimately the construction of an effective societal change.

Table 3 summarizes the outcome of that stage, by providing the story used to attract allies as well as the potential rewards, both symbolic and material, that could be provided to entities deciding to adopt the program offered by each entrepreneur.

INSERT TABLE 3 ABOUT HERE

Embodiment

The settled logic inherent to ‘problematization’ and the ‘interessement system’ gave birth to various artefacts embodying these principles and sustaining the previous stages of translation.

In the ODE case, two main inscription devices embodied its approach of social evaluation. Toward the consumers a *Guide Ethique du Consommateur* has been launched in 2001 with the support of a well known publishing house, Albin Michel. That Guide was inspired by the book *Shopping for a Better World* which allegedly sold a million copies in the United States over a decade. It provided detailed information on 83 corporations and their associated brands in order to help consumers to choose products by taking into account ‘ethical criteria’. The information of the guide is derived from a database designed to help fund managers to construct “customized” ethical portfolio. That second device, targeting financial investor, was presented in the French guide of societal analysis organizations (ORSE, 2001: 106-107) as based on quantified database detailing 10 criteria into more than 100 subcategories allowing to construct a final score on 2000 points. The fund manager, during a discussion with the ODE’s staff, could choose to adjust the product to its own needs by deciding of the weights given to each criterion.

The main core products commercialized by ARESE were all based on its quantified rating system (see Igalens & Gond, 2005 for a presentation), designed and adjusted to fit with financial investors expectations regarding quantification (Déjean et al. 2004). The

methodology used to rate corporations evolved over time, but its main principles, presented in various supports (e.g. Féron et al. 2001; ORSE, 2001: 57-59), consisted in using Total Quality Management models as well as a basic description of corporations' main stakeholders and pre-existing secondary data to construct a quantified outcomes.

The CFIE decided to act without taking into account the value and criteria of financial community. It refused to adapt its model to the demands of investors using quantitative data. It tried to persuade SR funds managers that qualitative data and dialogue was the best way to understand companies' behaviors. And its goal was to convince progressively traditional investors that this model could be an alternative answer. It publishes a professional letter « Impact Entreprises » which potential audience is large: companies, investors, NGOs, trade unions.

Table 4 presents the main inscription devices constructed by each entrepreneur to translate its initial problematization into action. These artefacts could contribute to generate actually the various rewards, securing the support of allies.

INSERT TABLE 4 ABOUT HERE

Support of allies

The three organizations succeed unequally to secure the support of their potential allies. Such a fact resorted clearly from data collected on groups such as Media. For illustration whereas more than 100 newspaper reports mentioned the organization ARESE between 1997 and the 12 of December 2001, only 3 articles mentioned and 5 for both the ODE and its closely linked association, the Cercle Ethique des Affaires.

Only two SR funds seem to have subscribed the ODE's offer. The ARRIA is a religious mutual fund which aggregate 500 congregations. The UK ethical screener EIRIS takes the ODE as its correspondent in France. Pierre Cadet uses his persona and religious networks to gain clients and access to companies. According to a former executive: "*the network was the old French aristocracy, catholic and conservative*". Yet the support of allies remains limited. During a systematic interview campaign with almost all the French SR funds managers, virtually none of them mention spontaneously the ODE as potential data provider. Moreover, when asked about this organization, several SR funds managers acknowledged that they did

not know it. On the consumer side, despite some press releases, the Guide is not a success. Consumers associations are sceptical. They criticise a vision that is "almost always positive" of companies (Commenne and Van Zuylen, 2002: 28).

ARESE appears retrospectively as an institutional success. Its rating system has been widely bought by SR funds managers and ARESE benefited from the increasing number of SR funds between 1997 and 2001. During that period, the number of SR funds in France grew from 7 to more than 80 in 2002. ARESE has maintained a position of leader on that emerging market. Nearly 86% of the funds used the data from that provider in 2001. Beyond the support of investors, ARESE also benefited from an indirect support of big French corporations. According to the analysts, rated corporations progressively accepted to provide more and more qualitative information on their stakeholder management. During that period, ARESE adjusted and/changed several times both the methodology and the presentation style of its data in order to better stick investors expectations and to benefit from the newly accessible qualitative data. That position has also been comforted by the intensive networking work of Geneviève Féron realized during conferences and social events organized around CSR, sustainable development and/or SRI.

According to Martial Cozette, most of the readers of the "Impact Entreprises" newsletter are managers. In some cases, the CFIE leads press campaign against some companies. In 2002, they denounce the Pinault Printemps Redoute Group for its working methods. But this campaign didn't gain the support of media. According to Martial Cozette, *Le Monde* rejected the discourse of CFIE, denouncing a lack of professionalism. At the beginning of their activity, it seems that the CFIE tried to work with Arese and the ODE. The attempt to cooperate was a failure. As Martial Cozette states: "*we have met together some times but it didn't work. It is very difficult to form an alliance in this field*". The intersement systems developed by the CFIE toward financial professional was quiet unsuccessful. The associative status gave an impression of weak legitimacy. In the opinion of companies, the lack of capital and funds was synonymous of weak professionalism. Nevertheless, the CFIE developed an effective partnership network with specific organizations. In particular, they took part in the collective « Ethique sur étiquette » and in the association "Agir" and they usually worked to promote the label Max Havelaar. The CFIE's strategy was to extend its activity through a diversified network. The role of the Director, Martial Cozette, is crucial. For instance, he gave some classes about ethics in business school which enlarged the audience of the CFIE.

The level of consent obtained by the three entrepreneurs from their potential allies is highly variable, as shown on table 5. That consent reflects a differentiated work of negotiation. Investors and corporations have been more inclined to follow ARESE logic thanks to a permanent reworking of the rating methodology. The CFIE did not succeed in its attempt to secure alliances: its program only interested few investors and its tool has not been used by NGOs or associations to promote the expected societal changes. According to the empirical data, the ODE program also failed to secure strong support from potential allies, outside the small world of French religious investors. These trends will be reinforced during the stage of network stabilization.

INSERT TABLE 5 ABOUT HERE

Stabilization of the network

The ODE failed to stabilize its network. While religious funds kept supporting it, this remained a limited market and the executives were unable to find new allies. There was no negotiation to re-define the aims or the devices. Consequently, that organization only contributed to the identity construction of a very narrow range of actors on the market and has not played the role of a spokesperson for newly created field of social evaluation.

ARESE acquired progressively a central place in the field, thank to the support of media and to its rating tool, which contributed to the construction of new identities both on the corporate and on the investor side. On the corporate side, ARESE data have been used by many corporations to communicate about their social and environmental performance in their institutional reports (Déjean, 2004). Here ARESE appeared as a translator ‘speaking’ for corporate engagement toward social responsibility. Moreover, a function of ‘sustainable development manager’ has emerged in rated corporations during that period, extending the work of translation started by ARESE. The role of these managers consisted mainly in finding the information related to the questions asked by organization like ARESE. Some corporations also used ARESE questionnaires to construct their reporting system. On the investor side, an identity of ‘non-financial’ analyst and of ‘socially responsible investors’ progressively emerged on the market, and the use of quantified rating system was perceived as a sign of professionalism by these new managers. Most of them defined and presented their work by mentioning ARESE at some stage. In conferences on SRI, ARESE analysts were

very often invited to speak in the name of the SRI industry or to present the work realized by a social rating organization. In few years, ARESE thus managed to become actually an obligatory passage point, between corporations and (socially responsible) investors. Its name was systematically quoted when the social evaluation and on the SRI topics were evoked.

In the case of the CFIE, little mobilization of allies occurred. For instance, the CFIE gained the support of some media, but it remained difficulty relayed beyond. Monthly, Martial Cozette has a comment column in the magazine “Alternative Economiques”, but that engaged economics magazine is not much read by corporate managers neither financial investors. Besides, the CFIE is a member of some important boards as the French Social Investment Forum (SIF). Finally, the mobilization of allies consists of a loosely network of spare organizations. While the large network provided the CFIE with some legitimacy as it widely recognized, its lack of central position never allowed it to serve links between actors. Moreover, the CFIE has not been used as a "voice" by others actors and that organization failed to secure the level of legitimacy necessary to speak in the name of the social evaluation field as a whole. The CFIE had not contributed to frame stabilized identities of financial and/or corporate actors in the same way ARESE did. Some of the potential allies of CFIE dismissed its use as a tool to change corporations. The ODE similarly failed to enact the figure of ethical consumer though its guide and obtained a limited support on the financial place.

The table 6 presents finally the outcomes of that last stage of the work translation realized by the three entrepreneurs.

INSERT TABLE 6 ABOUT HERE

DISCUSSION

The purpose of this research was to provide a comparative study of three institutional entrepreneurs, and to develop a framework that could account for the articulation of the discursive and the material dimension in the institutional entrepreneurship process. To do so, we combined new institutionalism with the sociology of translation to develop an integrative framework accounting for both dimensions (model presented in Figure 1). In this section, we

build on the case study outcomes in order to address our research questions. We draw from this discussion propositions and avenues of research.

Does the way institutional entrepreneurs articulate the discursive and material dimensions accounts for the institutionalization of their project?

The discursive approach of translation insists on the need to translate the institutions according to the frames and logics dominant in the focal field to maximize diffusion and the development of a large coalition. This exercise was performed by all the three institutional entrepreneurs in the present case. The CFIE adapted the initial model to fit the frames and expectations of the French left wing NGOs and associations. The ODE adapted its own to a rather Christian and conservative view of ethics. Finally, ARESE adapted a model that could not be translated as such to the logics and frames of the financial markets. Hence, all the three performed some form of transformation of the initial model to align it on some frames existing in the focal field. Hence, they all received the support of allies. Yet, only one of them set a standard and stabilized its network in a sustainable way. We suggest this is due to differences in articulation between the discursive and the material dimensions of their strategies and to the diffusion of the material supports of their strategies – i.e. *the inscription devices*.

The diffusion of the ODE's inscription devices was a failure. The Guide was difficult to use and the reward system it offered did not resonate with consumers' associations logics that are much more critical toward companies. While demanding such a guide, those associations wanted a more critical tool. The ODE provided synthetic notes based on a methodology which was either presented as qualitative, quantitative or a mix of both and was never made public. Important differences can be found between public presentations of this methodology and what former analysts from this association say it when interviewed. Overall, the ODE is considered as lacking professionalism by interviewed SR funds managers.

ARESE's ratings were designed according to their customers' current practices. The form it took, using spreadsheet files, and the way it was labeled imitated the existing financial tools used by fund managers. ARESE organized regular presentations of its system which was regarded as very professional by many fund managers.

The CFIE's devices are acknowledged for their quality by the actors who had the opportunity to use them. Yet, those monographs could hardly be used within the financial decision making process which is mainly quantitative. Martial Cozette is well aware of this

problem and suggests that fund managers should change their decision making process. Hence, instead of providing a tool that would adapt to the current practices of the potential allies, this institutional entrepreneur suggests that those potential allies change their practices. While this appears to be very coherent with the CFIE's problematization it limited the diffusion of its inscription device.

This suggests that the institutionalization of the inscription device is favored by two dimensions that are reciprocally intertwined. First, *the perception of the device as professional* – i.e. serious and reliable seems to be important to ensure its institutionalization. Among fund managers, the ODE's devices were viewed as lacking such professionalism which constituted a strong impediment to a wider adoption. A critic that none of ARESE and the ODE had to face. Second *the perception of the device as coherent with the potential allies existing practices*. The CFIE's device is not criticized for its lack of professionalism but rather for its obvious, and assumed, contradiction with the existing practices within the financial community. On the opposite, ARESE evaluation was designed to fit into the existing financial decision making process. The social evaluation was presented in order to resemble the existing financial evaluation so that both could be combined. Its method would also draw from TQM, a well accepted way to evaluate in corporations.

P.1. The more the inscription device is viewed as professional, and coherent with the potential allies current practices, the easier its institutionalization

Another dimension emphasized by this case study is the influence of the inscription device on the definition by the potential allies of their identity.

The ODE and the CFIE offer services that are of some interest for their potential allies. Yet, none of these services have an influence on the identity of those allies. Christian ethical funds or NGOs do not need those social evaluations to exist and function. The tools provided by the CFIE and the ODE help them to gain information that might otherwise be more difficult to track.

ARESE's case is different. The company started with a negative business plan. Although fund managers willing to develop such an activity existed they had no support and lacked legitimacy toward their superiors. One key reason was the lack of a professional tool that would articulate with their existing practices and allow them to obtain systematic extra financial information on companies in which they were likely to invest. ARESE provided a

tool which form was very close to any financial tool. ARESE's device provided these actors with legitimacy and furthermore helped them build a specific identity. In 2001, 80% of all the French SR funds were managed with ARESE's evaluations. Yet, for newcomers using ARESE was the first thing to do when starting an ethical fund. ARESE's evaluation system made the activity of SR fund manager possible and contributed to the shaping of a common identity among those performing this activity. Eventually, using ARESE's evaluation became a proof of the belonging to this group. This notation also gave legitimacy to sustainable development managers in companies. While they had been for long considered as costly they had an argument to indicate that they might eventually have a positive effect on the company's stock price.

Here there is a clear difference between the three devices. While the ODE and CFIE's ones are potentially useful for allies, ARESE's one helps those allies to gain legitimacy and to build an identity.

P.2. The more the inscription device contributes to build the legitimacy and the identity of the potential allies, the easier its institutionalization.

Does the way institutional entrepreneurs articulate the discursive and material dimensions accounts for the improvement of their positions?

While the sociology of translation argues that the entrepreneur must renders itself indispensable and become an obligatory passage point, it does not say much on the strategies used to do so. Callon (1986b: 26) only specifies that the spectrum of methods ranges from seduction to pure violence by way of simple bargaining. The integrative framework and the empirical research allow distinguishing more clearly how the discursive and the material dimensions participate to the improvement of the institutional entrepreneur's situation.

First, the diffusion of the inscription device favors the establishment of the institutional entrepreneur as an obligatory passage point. The device as a material embodiment of the project 'speaks' for the institutional entrepreneur, bringing new allies who will consent to it. While the institutional entrepreneur remains relatively static, the device can travel and diffuses while remaining stable. The adoption of the device leads to a path dependency. In the case of ARESE, fund managers get used to the ARESE evaluation system and some change would implies sunk costs linked to the abandon of their know how with this system and the training with another one. As the institutional entrepreneur controls the device, they are

dependent on it. As the institutional entrepreneur controls the devices its influence expand with the diffusion of the device.

P.3. The more the device is diffused and create a path dependency for users, the more the institutional entrepreneur that controls it will be an obligatory passage point.

Second, as the device diffuses it develops the reputation and legitimacy of the entrepreneur. As the device embodies the project it diffuses the discourse of the entrepreneur. As such when this device is widely diffused, so is the discourse. When the device participates to the construction of the legitimacy and the identity of a community, it sets the institutional entrepreneur as a natural spokesperson for this community.

While the CFIE and the ODE both had a message they wanted to diffuse and expected to be spokespersons for a community, the reduced diffusion of their devices limited their capacities to act legitimately as spokespersons.

ARESE developed a coalition where it is central as its device is necessary to ensure the legitimacy and identity of its allies and eventually became a spokesman for the coalition. ARESE ‘spoke’ for SR fund managers in front of their superiors, arguing a positive relationship between social and financial performance and providing quantified data that would correspond to those use in the financial field. In conferences on SRI, ARESE CEO would be invited to speak in the name of this industry. ARESE ‘spoke’ for sustainable development managers to their superiors in corporations showing that their function could have an effect on the corporation’s financial performance on the stock market.

P.4. The more the device is diffused within the community, the more the institutional entrepreneur that controls it is likely to become a spokesperson for the community.

CONCLUSION

In this paper we argue that in order to advance our understanding of the reasons why institutional entrepreneurs succeed or fail it is necessary to consider both the discursive and material dimension of the institutional entrepreneurship process.

To build an integrative framework that would account for both dimensions we draw from previous works on translation. We use this framework to conduct a comparative analysis

between success and failure of three competing institutional entrepreneurs in an emerging field. Indeed, no such comparative study had yet been done.

Firstly, the articulation of discursive and material dimension enriches the models of institutional entrepreneurship. Tracking the process and the articulation between those two dimensions in the institutional entrepreneurs strategies provide some important insights on the reasons for success and failure of institutional entrepreneurs. In particular it indicates that purely discursive strategies are not enough and that this dimension should be strategically articulated with the material one by the institutional entrepreneur in order to succeed.

Secondly, this research is also a methodological contribution to the institutional literature which is characterized by a lack of comparative analyses between institutional entrepreneurs. In this study we compared three different cases of competing institutional entrepreneurs, whose translation strategies are distinct in the same field. Comparison reduces the under-sampling of failing institutional entrepreneurs which is common in the research on institutional entrepreneurship so far. This comparative study allows us to better specify the reasons for the success or the failures of competing institutional entrepreneurs in the same setting. We suggest that more comparative studies must be developed in order to foster our knowledge of institutional entrepreneurship.

Yet, while developing new tools, this paper calls for further researches. Firstly, the present research has only examined the action of institutional entrepreneurs in one emerging field. Thus, the pursuit of the research would now require a replication in another emerging field to reinforce the external validity of our model and favour generalization. Second, comparative studies are necessary in other kinds of fields, such as the fragmented (D'Aunno, Succi, & Alexander, 2000) or turbulent (Farjoun, 2002) fields are also necessary.

Overall, bringing the material dimension in and developing more comparative studies appear to be crucial to advance our knowledge on institutional entrepreneurship.

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Annexe 1. Self presentation of the three organizations in the French “*Guide of Societal Analysis Organisms*” (ORSE, 2001)

Organization	ARESE (pp. 57-59*)	CFIE (pp. 72-73*)	ODE (pp. 106-108*)
Overall presentation and history	ARESE S.A. (Agence de Rating Social et Environnemental sur les Entreprises) was founded in 1997 by Geneviève Féron, with the support of the Caisse des Dépôts et Consignations and the Caisse d’Epargne Group. ARESE launched on June 28, 2001 the first European stock exchange index on sustainable development, the “ASPI Eurozone”	The Centre Français d’Information sur les Entreprises (CFIE) is a not for profit association founded in march 1996 by people with diverse professional backgrounds and people from the associative world. The CFIE does not evaluate but provide documented in depth analysis of social, environmental, and human policies and performances of companies	The Observatoire Ethique des Entreprises was since 1997 the name of the Cercle Ethique des Affaires association’s analysis department. It became independent in order to separate the consulting activities of the Cercle Ethique des Affaires from those of analysis which it was in charge of
Main partnerships	<ul style="list-style-type: none"> ▪ Funding member of the SiRi Group. In charge of research on French and Portuguese companies ▪ Created the CER2D (European Research Center on Sustainable Development) ▪ ARESE launched its index family ASPI with STOXX (a world leader in stock index calculation and stock markets) 	When studying MNCs or analyze companies listed in foreign stock markets, The CFIE cooperates with organizations such as Clean Clothes Campaign, the International Union for the Conservation of Nature or ARESE	<ul style="list-style-type: none"> ▪ The ODE is a member of Global Partners for Corporate Responsibility ▪ The ODE provides information on French companies for the FTSE4Good
Products and services	<p>Core business</p> <ul style="list-style-type: none"> ▪ Sectoral notations in European universes and values tracking ▪ Sectoral expertises on sustainable development ▪ Specific benchmarks (by criteria, sector, country) ▪ Detailed studies (identification of performance indexes, internal management tools) <p>Customized services</p> <ul style="list-style-type: none"> ▪ Venture capital, small caps, public companies ▪ Public offerings for stock and obligations markets (countries and private companies) ▪ Test and validation of management models oriented toward sustainable development 	<ul style="list-style-type: none"> ▪ Impact Entreprises a two-monthly information letter on citizenship and the companies. It provides 12 pages of analysis on social and environmental strategies developed by French and foreign companies. ▪ Sectoral and thematic studies: the CFIE realizes sectoral and thematic studies on subjects such as working conditions in emerging countries, the sport apparel industry, the petrol or wood industries. ▪ Organization of working meetings: on issues such as corporate social and environmental responsibility 	<ul style="list-style-type: none"> ▪ The ‘Guide Ethique du Consommateur’: this book published in 2001 analyzes 700 brands [...] accounting for 80% of a French household’s average buys through environmental, social practices... ▪ A service to create and analyze portfolio. This service manages the creation of portfolios according to client’s criteria, providing either notations or profiles.

* quoted pages in ORSE (2001)

Organization	ARESE (pp. 57-59*)	CFIE (pp. 72-73*)	ODE (pp. 106-108*)
Clients	In 2001, ARESE has 29 clients in Europe including AXA, the Caisse des Dépôts, the Caisses d'Epargne, the Credit Lyonnais, DEXIA, HSBC, Lazard Brothers, the Société Générale and UBP. Overall 36 ethical funds use ARESE's analysis and rating. ARESE clients manage a total amount of more than 1,6 billion euros	The CFIE's clients are mainly financial investors as well as French and foreign associations. Amount of funds managed with information provided by this organization: Non Available	Among ODE clients are: EIRIS, the Financila Times for which the ODE realize analysis of French companies being in databases, ARRIA (3 ethical funds), Financière d'UZES, CCF, etc. The amount of funds managed using information provided by the ODE is estimated to 120 millions euros for direct clients and several hundreds millions euros for databases

* quoted pages in ORSE (2001)

TABLE 1. Decontextualizing foreign *practices*

	ODE	ARESE	CFIE
Inspirational initial models	CEP (US), EIRIS (UK)	KLD (US), CENTRE INFO (SZ)	IRRC (US)
Logic of the initial models	Promoting corporate change by providing information to public	Performing corporate notation in a business like way	Promoting corporate change through faith and proxy research
Translocal idea	Increasing "ethical awareness" of corporations by providing information on their behaviour to various stakeholders	Idea to provide social and environmental information to investors on financial markets	Providing an overall evaluation of the corporation to be used by stakeholders and civil society in order to promote social and environmental values in corporations

TABLE 2. Diverging problematization

	ODE	ARESE	CFIE
Solving concrete problem	France is late on the issue of ethics in management and companies need to be helped to be more ethical	There is (potentially) a need on the financial place for non-financial information on corporate behaviour that could help both investors and corporations	There is a unbalanced power relationship between business and the civil society and we should help the last one to promote changes in corporate behaviours
Targeting potential allies	Broad range: Society, consumers, investors, corporations	Narrow range: investors and corporations	Broad range: civil society, non corporate stakeholders
Setting a logic	Providing independently "neutral" tools that would help various groups to select corporations based on their ethical behaviour	Providing quantified non-financial information through a managerial methodology inspired by total quality management in order to fit with investors expectations and help corporation to progress	Providing independently a detailed, in-depth and accurate information about corporate practices and misconducts in order to help non corporate stakeholders (e.g. NGO) to change corporate behaviors

TABLE 3. Establishing competing ‘interessement systems’

	ODE	ARESE	CFIE
Telling a good story	Filling the ‘ethical gap’ of French corporations by acting in a more ethical way	Obtaining an increased financial performance through social and environmental performance	Revealing the reality of corporate behaviour through an ‘objective’ and global information
Reward systems [M = Material aspects]	[M] Reduce the search costs for both consumers and investors by providing directly the information on corporate behaviour, allowing them to realize their choice in a more ethical way	[M] Selecting SR corporation and constructing differentiated financial products (for investors); Using the rating to communicate about their ‘Socially Responsibility’ (for corporations)	[M] Reduce the search costs for activists and investors by providing the information and consequently help them to promote social change
Reward systems [S = symbolic aspects]	[S] Being perceived as an ethically and socially aware customer; Contributing to construct the ethical awareness of corporations for investors and consumers	[S] Obtaining legitimacy toward their public (for shareholders and socially responsible fund managers and sustainable development managers in corporations)	[S] Contributing to promote social change inside corporations and in society

TABLE 4. Embodying approaches in ‘inscription devices’

	ODE	ARESE	CFIE
Main inscription devices	<p>“<i>Guide Ethique du Consommateur</i>” (2001)</p> <p>“Customized” analysis of corporations based on quantified data to construct ethical portfolio (since 2001)</p>	<p>Social Ratings based on a standardized and quantified data analysis of main companies using management quality methods and presented in order to fit into the financial analysts’ decision making process (since 1997, rating available for more than 300 corporations in 2001)</p>	<p>Detailed monographs on companies (started in 1996, 30 available monographs in 2001)</p> <p>Newsletter “<i>Impact Entreprise</i>”</p>

TABLE 5. Obtaining the support of allies

	ODE	ARESE	CFIE
Consent	<ul style="list-style-type: none"> ▪ Press releases on the Guide <ul style="list-style-type: none"> ▪ Consumers associations are sceptical toward the Guide ▪ Christian ethical funds support the organization (ARRIA, EIRIS) 	<ul style="list-style-type: none"> ▪ Numerous ethical investors / socially responsible fund managers buy the rating to construct their product ▪ Corporations provide information to ARESE ▪ GF manage to be part of top executive circle ▪ GF is often speaking in the newspapers about her agency 	<ul style="list-style-type: none"> ▪ Few investors used the data <ul style="list-style-type: none"> ▪ Support and relationships with some NGOs, e.g. “Agir”, RITMO, AI-CSRR, “Ethique sur l’étiquette” ▪ Regular column in the engaged magazine <i>Alternatives Economiques</i>
Negotiation	No information about any attempts to redefine and/or to refine the methodology in order to obtain new allies' support	Permanent redefinition of the input (data collection process) and the output (social rating presentation) of the inscription device to better fit expectations from investors and opportunities from corporations	Attempt to secure relationships through alliances with others actors from the field without a lot of success

TABLE 6. Stabilizing the network

	ODE	ARESE	CFIE
Spokesperson [playing the role of and/or being used by other actors to speak in their name]	Not considered as an entity speaking in the name of the industry and/or others actors beyond religious investors	ARESE members often invited by journalists to speak in the name of SRI or social rating activity ARESE speaking to corporate executives in the name of investors	Column in a monthly engaged Magazine missing partially central actors of the field
Identity construction and stabilization	Contribution to the reinforcement of identity only on the narrow segment of 'religious investors'	Strong influence on 'socially responsible' identities construction in the investor field Contribution to identity construction in corporations	Weak influence on identity construction of the targeted allies

FIGURE 1. An integrative framework of translation as institutional entrepreneurship

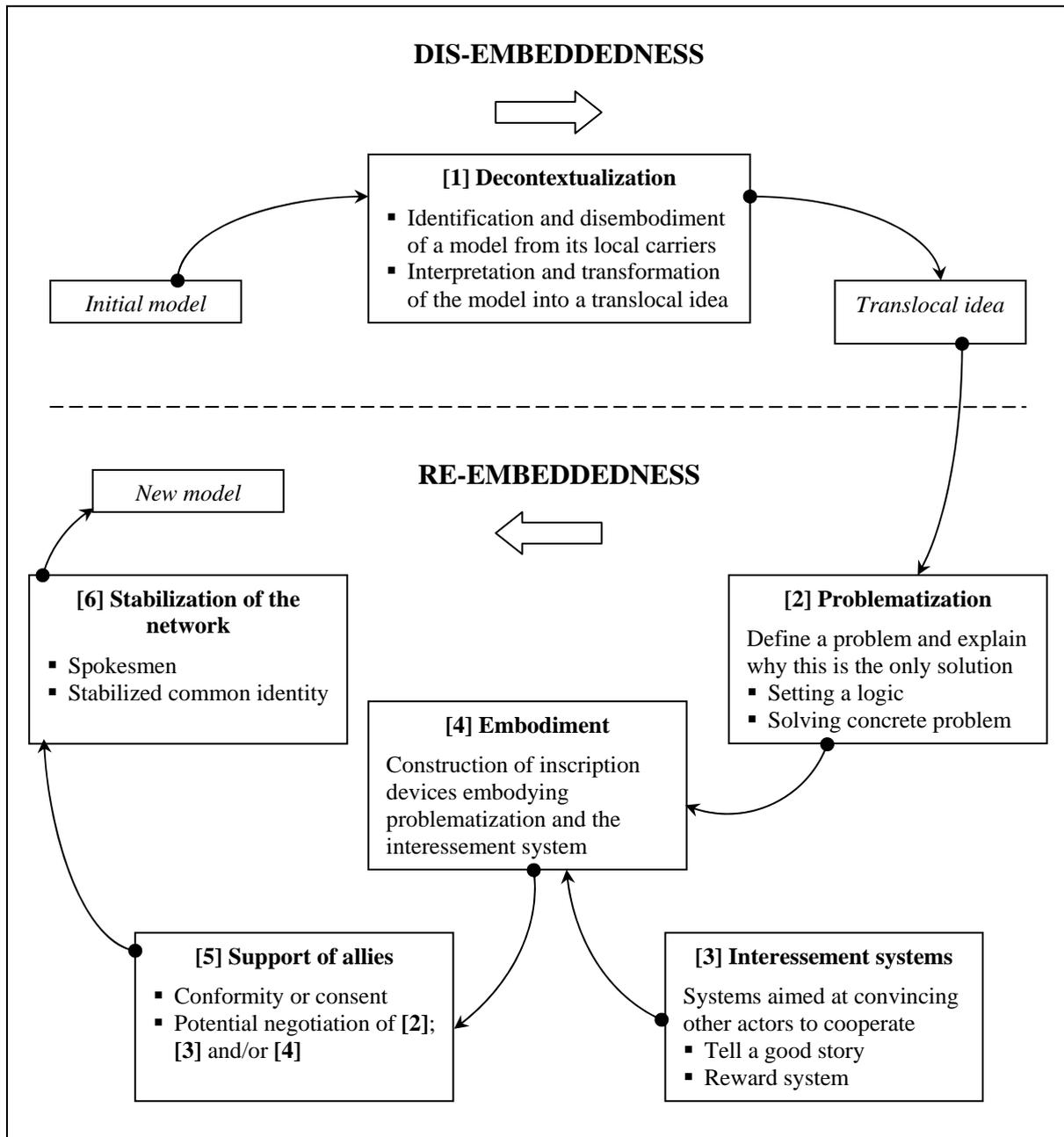


FIGURE 2. Problematization as the construction of an Obligatory Passage Point (OPP)

