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How communities affect organizations:
understanding the role of embeddedness,
Institutional Collective Actions, and institutions.

Prof. Cristiano Busco

SUPERVISOR

Alessandro Piperno

CANDIDATE

Understanding communities as institutions, a systematic literature review

Abstract

The role of local communities is thriving and evolving into a crucial means for more concentrated and coordinated efforts to combat poverty and inequality and prosper economic growth. The importance of communities can be viewed from an institutional perspective, according to the argument that an organization's community embedding may result in a certain logic that drives the organization. Communities have been examined with the scope to understand how they could provide organizations with rules and norms and as a filter for institutional activities. We analyzed 173 articles with the mentioned community and the main themes of institutional analysis, limiting the analysis to relevant sectors and top-rated journals. This literature review aims to explore the impact that communities have as a context, as logic and as a field. Hence, this literature stresses the importance of having an integrated and multilevel approach from an institutional logic perspective. Hence, this article is the first essay in community literature to connect two related but distinct themes, community logic and embeddedness, offering a novel path of investigation for communities within a multilevel institutional environment. In conclusion, provides theoretical and practical implications of community embeddedness are highlighted by the paper as evidence of its influence on the decision-making process, funding opportunities and the evaluation of social and community enterprises.

Abstract italiano

Il ruolo delle comunità locali è sempre più centrale e il coinvolgimento delle comunità sta diventando sempre più uno strumento cruciale per combattere la povertà, la disuguaglianza e la crescita economica. La rilevanza delle comunità può essere studiata attraverso una prospettiva istituzionale, secondo l'argomentazione che il radicamento nella comunità di un'organizzazione può risultare in una certa logica che guida l'organizzazione stessa. In questa analisi le comunità sono state quindi esaminate con l'obiettivo di capire come possano fornire alle organizzazioni regole e norme e come filtro per le attività istituzionali. Abbiamo analizzato 173 articoli che menzionavano le comunità e i temi principali dell'analisi istituzionale, limitando l'analisi ai settori rilevanti e alle riviste più quotate. Questa revisione della letteratura mira a esplorare l'impatto che le comunità hanno come contesto, come logica e come ambiente. Pertanto, questa letteratura sottolinea l'importanza di avere un approccio integrato e multilivello, anche dal punto di vista delle logiche istituzionali. Pertanto, questo articolo è il primo sulla letteratura delle comunità a collegare due temi correlati ma distinti, la logica istituzionale comunità e la localizzazione, offrendo un nuovo percorso di indagine per le comunità all'interno di un ambiente istituzionale multilivello. In conclusione, il documento evidenzia le implicazioni teoriche e pratiche della localizzazione nella comunità, evidenziandone l'influenza sul processo decisionale, sulle opportunità di finanziamento e sulla valutazione delle imprese sociali e comunitarie.

Community in the institutional settings, a literature review

1. Introduction

Paradoxically, the influence of local governments and communities is growing along with the complexity of a globalized society. The effectiveness of local responses to the Covid-19 epidemic has demonstrated the importance of both international cooperation and local responses (Browder, Russell et al. 2022). The role of local communities is thriving and evolving into a crucial instrument for more concentrated and coordinated efforts to combat poverty, inequality and prosper economic growth (Pinoncely, 2016). Due to their influence on both organizations and individuals, social innovators, academics, public officials, and entrepreneurs have all shown an interest in the community theme (Meijer 2020), highlighting the need to comprehend their role in influencing entrepreneurial and institutional actions (Haugh 2022; Ruebottom and Trish, 2013; Windrum et al. 2018). The consideration that academics have given this line of inquiry is merited given the variety of viewpoints and interpretations. As a result, papers and special issues on the subject were published in journals from various sectors; examples include the Journal of Business Venturing, the Journal of Business Ethics, the Business Strategy and The Environment, the Organization Studies, and many others. In most streams, communities are typically thought of as a collection of individuals who share certain cultural or social traits as well as common beliefs based on their geographical, economic, and social environments (Gautier 2021; Hwang et al. 2020; Marquis et al. 2013). Due to the similarity of their decision-making processes caused by these traits, organizations embedded in the territory are under external pressure that is ingrained in the local community (Lee 2015; Venkataraman, Hemalatha, et al. 2016). Communities are the best sample for research on multiple levels due to this characteristic.

Consequently, it is taking centre stage to be aware of under which local institutional circumstances communities affect companies' decision-making, and they drive the most key aspects of the organization (Marquis, C, Davis et al. 2013; Marquis and Lounsbury 2017; Lee and Battilana 2021). The importance of communities can be viewed from an institutional perspective, according to the argument that an organization's community embedding may result in a certain logic that drives the company to realize the benefits to the community (Marquis et al. 2011, Greenwood, Royston, et al. 2010, Almandoz 2012). The institutional analysis of regional settings and local communities helps to clarify how regional influence may change in terms of both strength and direction (Lee & Lounsbury 2015; Vedula 2022). Communities have thus been addressed from a different perspective in an effort to understand how they could act as a filter at the field level (Sotorrio 2008; Currie 2016; Marquis 2016).

This literature review aims to explore the overlaps of community influence and to avoid contrasts in the analysis and a constrained interpretation of the impact of the organization's territorial embedding. Both external and field level logics need to be examined. Hence, it is important to take into account that communities are strongly related to organizations and that this relationships affect at many different levels. (Thorton, Ocasio and Lousboury 2012)

Hence, systematic knowledge of the institutional literature on communities and its comprehension through an integrated methodology will help to demonstrate the importance of communities and their influence on people and organizations (Vedula et al. 2017 and 2022, Miller Danny et al. 2017). Due to the considerable volume of empirical research that has been conducted on the subject, it is

necessary to analyze existing community literature and identify untapped areas for future study. As a result, we perform an organized evaluation of the literature on communities and organizations with a focus on institutional contexts. In order to ensure the neutrality of the research under consideration, we conducted a systematic literature review using the methodology outlined by Tranfield et al. (2003), Kitchenham (2004), Biolchini, (2007), and Veiga et al. (2018).

Our study makes a three-fold contribution to the academic literature on institutions. This article is the first essay in community literature to connect two related but distinct themes, community logic and embeddedness, and contribute to creating a comprehensive understanding of the impact that communities have on organizations through embeddedness and the possibility of over-embeddedness. This work's second contribution focuses on how community logic affects businesses and entrepreneurial endeavours and how this effect may vary depending on the geographic, social, and economic characteristics of the community. The study offers a novel path of investigation for ongoing research projects that involve communities within a multi-level institutional environment and examine the current field and external logic. This study also offers several policy recommendations and provides theoretical support for a relative decision-making process in funding opportunities and in the evaluation of social and community enterprises. Hence the paper suggests that in order to support the most fragile environments, it is necessary to develop activities that can shape the context's characteristics and work into how organizations interpret the community's needs.

The remainder of this article is organized as follows. First, we define communities, and we provide an overview of the various perspectives from which they have been examined in the organizational and institutional literature. This introduction helps to define how communities have been investigated and to set the research's context. Second, we concentrate on explaining why it is crucial to consider communities as logic at both field and external levels. Next, the study technique and procedures of the systematic reviews are explained, along with details on how the papers were chosen and analyzed. Furthermore, we discuss the findings of the literature review and use the analysis of the two perspectives to support the conclusion, identify knowledge gaps and outline a research agenda for the future.

2. Setting the boundaries of community literature: definition and context of the institutional setting

Local communities are crucial in defining the society of today (McKeever, Anderson, and Jack 2014). Consequently, there is increased interest in communities and their contribution to society and wealth generation (Green 2021). Communities play a crucial role in understanding, among others, local actor behaviour (Greenwood, 2010), the interplay of local and global players (Marquis et al. 2013), the use and preservation of resources (Archambault 2022), and community-based organizations (Taylor et al. 2021). Communities have thus been studied through several theoretical lenses, with the scope to comprehend the actions of local economic and social actors and how they affect the outcomes that organizations produce (Anderson, Dana, and Dana 2006; Daskalaki, Hjorth, and Mair 2015).

The first studies on communities run by sociologists investigate how local communities relate to certain important societal outcomes, such as the relationship to criminality and the inclination to participate in social life (e.g., Coleman, 1988; Moody & White, 2003; Putnam, 2000; Sampson, 1988,

1991; Small, 2002). Within these streams, communities serve as context, enabling us to define boundaries to better understand how specific social groups work and by examining the outcomes of these collective activities.

Elinor Ostrom has taken a significant step in the literature on community methods with her study on the management of common resources, offering for the first time an analysis that positions communities in the institutional context (Ostrom 1990). She focuses on how institutions in charge of managing the Commons may prosper better if they have access to a variety of organizational, social, and environmental factors, including hierarchy, rules, or membership (Campos, Maria et al. 2022; Ostrom 2009).

Thus, community studies have started to include organizations in their scope by emphasizing how regional elements, such as the regional market, influence organizational dynamics and decision-making. It started to appear in journal articles presenting an ecological perspective (Carroll and Wade 1991; Freeman and Audia 2006; Greve 2002), placing a strong emphasis on how the organizational contexts influence the development and transformation of the incumbents and it influences the legitimacy of organizational forms and space (Ruef 2000; Liu et al. 2022). This research stream has looked at how organizational and community aspects, focusing on the community's ability to influence the corporation with its social ideals (Chatterjee et al. 2021). Following this literature framework, together with economic geography literature (Torre & Gilly 2000), the ecological tradition (Freeman & Audia 2006) has raised the importance of geographical proximity in the centre of the discussion, revealing how proximity can result in people and organization to share interpretation and understanding of the external environment (Molotch, Freudenburg, & Paulsen, 2000). Communities have thus been acknowledged in a variety of literary works as a crucial catalyst for understanding organizational behaviour, highlighting how people's perception, creativity, and capacity to shape their environment are greatly influenced by institutional settings and the unique community in a given area (He et al. 2022).

The institutional theory literature has made an extra effort to create a comprehensive theoretical framework in which the influence of communities has been studied not only in relation to the geographical influence but as institutional order (Agger and Jensen 2015; Hou and Kinoshita 2007; Shucksmith 2010). Even though the variety and scope of community studies support the authors' claim that community initiatives and practices are difficult to generalize, the institutional lens integrates into the analysis the peculiarities of local communities affect organizational traits (Greenwood et al. 2010; Marquis & Lounsbury 2007; Marquis, Lounsbury and Greenwood, 2011). Hence, the institutional perspective can represent which is the translation inside the organization of the values of the community and how this logic promotes coherence in behaviour, such as the development of unusual forms of entrepreneurship (Liu et al. 2022; Wirth 2014).

Therefore, finding a consistent definition is crucial because it takes the role that the community is given into account. According to their geographical, economic, and social circumstances, communities are often conceived of as a group of people who share specific cultural or social qualities as well as shared views (Gautier 2021; Hwang et al. 2020; Marquis et al. 2013). In this review of the literature, we will adhere to the definition, which identifies communities as actors (populations, organizations, markets, etc.) that share comparable cultural components, norms, and identities, typically as a result of their proximity to one another and co-location (Marquis and Battilana 2009; Simons 2016). Hence, communities become an additional institutional setting which

influences organizational activities (Almandoz 2012; Doshi et al. 2013; Greenwood, Magan-Diaz, Li, & Lorente 2010; Greenwood, Oliver, Sahlin and Suddaby, 2008; Lounsbury 2007; Marquis & Lounsbury 2007). Communities play a crucial role in organization activities, which needs to be summed to the typical candidates like the market, state, and religion. Hence, the community influence on an organization needs to operate under the fundamental presumption that it is impossible to comprehend human behaviour without taking into account its social and institutional setting (Thornton 2004; Thornton & Ocasio 1999; Thornton & Ocasio 2008). In other words, local communities establish shared frames of reference among the local actors influencing a variety of outcomes. Hence, within the institutional theory literature, different authors have examined the impact of communities on various organizational outcomes, including corporate social responsibility (Guthrie, Arum, Roksa, & Damaske 2008; Marquis, Glynn, & Davis 2007), organization strategy (Lounsbury 2007), and the possibilities of new entrepreneurial activities (Almandoz 2012). Additionally, many organization forms have been investigated, including banks, top enterprises, mutual funds, and a range of other American corporations (Lounsbury 2007; Marquis & Lounsbury 2007; Tilcsik & Marquis 2013; Guthrie et al. 2008).

One body of scholarship focuses on the institutional pressures that embedded communities offer to organizations (Marquis & Battilana 2009; Marquis et al. 2007). Building on the role of communities, researchers have studied how a set of cognitive beliefs (Friedland & Alford 1991), priorities, meaningful categories (Ocasio & Joseph 2005), and normative norms (Hirsch 1997; Mizruchi & Fein 1999) influence organizational actions. Hence, these studies analyzed how cognitive schema is likely to be transmitted through being rooted in a local community (Rao et al. 2003; Thornton & Ocasio, 2008; Thornton & Ocasio 2008). Considering this, communities have a lasting impact on companies' behaviour that is just as potent as laws, local market factors, and institutional mechanisms, and it can explain variations in organizational behaviour between communities (Marquis and Battilana, 2009). Another stream focuses on how community embeddedness influences social relationships and community norms, making it more likely to promote trust and, in turn, the acquisition of vitally need local resources (Uzzi, 1996). Hence, the community norms, affective connections, altruistic and reputational concerns associated with such embeddedness are also likely to help a team overcome the collective good problem, which otherwise could easily lead to member defections when personal and group interests become misaligned (Olson, 1965; Partes & Sensenbrenner 1993). The literature has also concentrated on the managers' embeddedness in local communities and how it can offer insights into people and organizational leader behaviour in key decision-making processes, for instance, benefits related to recruitment (Horak 2016; Jones and Stout 2015). It has also highlighted how the norms and obligations of these communities typically exert considerable pressure on recruiters to deviate from professional standards and engage in various forms of favouritism (Begley et al. 2010; Chen et al. 2015; Hothon 2020).

The extensive body of research on the subject emphasizes both the significance of this subject and the need to develop a structured framework. Therefore, as noted by Marquis and Battilana (2009), community studies have overlooked the specifics relevant to communities, resulting in desegregated knowledge of community-level influences on organizational responses to institutional pressures, highlighting the need to further investigate the intersection between communities and local organizations (Simons 2016). As a result, the role of community logic has frequently been overlooked in organizational theory and institutional logics studies (O'Mahony and Lakhani 2011; Thornton et al. 2012), requiring exploring the multiple effects of logic (Schultze and Bhappu 2017).

3. Method

3.1 Systematic literature review protocol

We conduct a Systematic Literature Review (SLR) to investigate the relationship between organizations and communities. Hence, our SLR on community influence on organization contribute to the comprehension of the importance of embeddedness, and it contributes to concentrating our knowledge on organizational behaviour.

The SRL application started with the experience of medical sciences researchers, in which this method has been used to guide the decision-making process based on clinical evidence (Cook et al. 1997). Furthermore, the SLR approach has contributed to improving the legitimacy of results and supporting practitioners and policymakers to take action (Tranfield, Denyer, and Smart 2003; 2008). After these experiences, the SLR has been extensively used also in management articles (Lamine and Fayolle 2016; Liñán and Fayolle 2015). SLR characteristic is the use of an explicit algorithm and method to define the articles to be included in the review, compensating some shortcuts of descriptive and narrative reviews, and it opposes a heuristic approach for search and analysis of the literature (Galvagno et al. 2014). Hence, the SLR contribute to increasing the quality of the review proving a process and outcome that are transparent and reproducible (Tranfield, Denyer, and Smart 2003; Crossan and Apaydin 2010). The analysis follows the SLR guidelines and the three-stage protocol: data collection, data curation, and data clustering for analysis and reporting.

The first step of the analysis is the identification of published studies, which was carried out thanks to the use of the Web of Science database. The restriction to this database ensures it refers only to articles published in reliable and scientific journals, following the guidelines defined by Busenitz e colleagues (Busenitz et al. 2003, 290), enhancing the quality of the articles selected (limiting to rigorous peer review articles) and contributing to reducing possible biases. Additionally, in the second stage, we limited our dataset by selecting articles from scientific journals listed in the Academy of Business Schools Academic Journal Guide 2021 and which refer to relevant fields such as Entrepreneurship and Small Business Management, General Management, Ethics, Gender and Social Responsibility, Innovation, Organisational Studies, Public Sector and Health Care, Regional Studies, Planning and Environment, Social Sciences and strategy. In addition, due to the scientific and academic relevance of the topic, the author decided to restrain the literature review only to journals that have been rated three by ABS Academic Journal Guide 2021. This limitation ensures that articles taken into consideration have been published respecting the criteria of originality and quality, leading to highly referred and theoretically relevant articles.

The SLR process continued selecting the following search string (Institutional theor* 'and' communit*), which enabled choosing journals that had both tags present one field of the database (such as title, keyword, etc.). The search string included terms with an asterisk at the end keywords to make sure that similar words with different suffixes were included. As an example, the keyword Communit* returned articles that included both the word "community" and "communities". The first research aimed to identify articles that investigate communities from an institutional theory perspective, removing all the articles that refer to other literature streams. Following our initial review of the relationship between institutional order community and organization, we added search strings to ensure that we did not omit key articles such as "Institutional logic*", "Institutional chang*" and "Institutional entrepreneurship*". These additional terms cover the main themes of

institutional literature in relation to embeddedness within local territories, providing a more extensive and complete panorama of the literature. Following the removal of duplicate articles from the search results and utilizing those search phrases, 282 results were returned.

Entry	Results
“institutional theor*” + communit*	102
“Institutional logic*” + communit*	79
“Institutional chang*” + communit*	102
“Institutional entrepreneur*” + communit*	36
Total	282

Table 1 Summary of the results

3.2 Descriptive analysis

The 282 articles were then examined to determine whether the community definition matched the goal of the study, whether communities were more than just referenced, and to ensure that the publications were focused on the topic. With the help of this additional analysis, it was possible to narrow the scope of the literature review findings and cut down on the number of papers (173). The final dataset was then organized into groups for the purpose of providing some descriptive statistics. We specifically considered the publication date and the main research methods used in the paper. The findings of this analysis are shown in Graph 1, which offers preliminary insights into the influence that communities have on organizational behaviour.

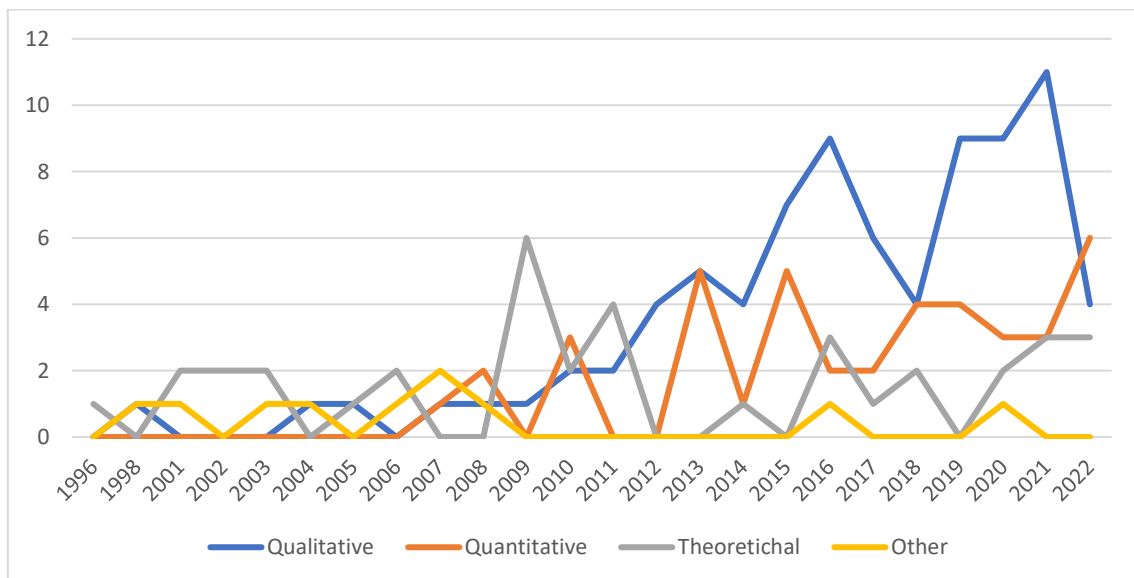


Figure 1 Time distribution of articles based on their method

Even though the first publication on the issue started to appear in 1996, the graph gives some first insight into how the topic has drawn increasing attention and how it is currently experiencing its peak of interest (as the results for 2022 are only preliminary). The graph also makes clear the distinct trends that are followed by various research approaches. In fact, there have been a lot more

qualitative publications published in recent years, which suggests that academics need to do more to advance our understanding of how communities affect businesses' daily operations. The field division of the articles under evaluation also provides an intriguing clue. This analysis (Graph 2) shows that several steams have addressed community research according to the institutional setting. Second, the analysis highlights how various viewpoints, including social, entrepreneurial, and organizational perspectives, have been interested in the importance of communities. As a result, understanding the articles involves taking the topic's multidisciplinary nature into account.

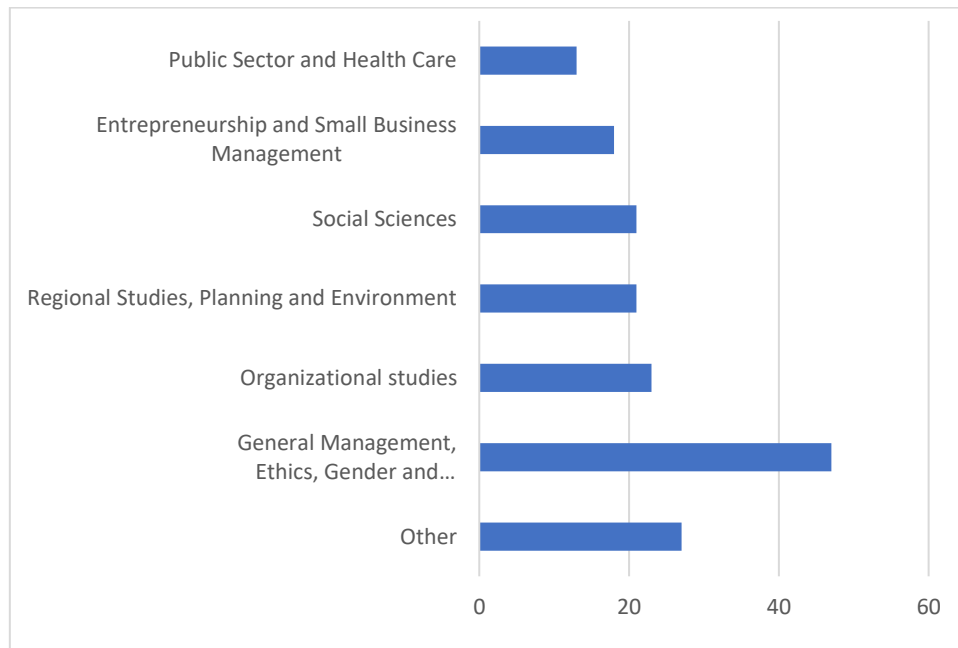


Figure 2 Distribution of articles by sector

The systematic review also made it clear that the topic community wasn't always considered equally. So, it became necessary to construct different categories in order to highlight the disparities and investigate the concept of community via an institutional perspective. It was not possible to find in the literature categories that clarify how communities influence the institutional settings. By dissecting each paper's definition of the community, its function within the study, and its addition to the pertinent literature, the distinction was created. As a result, the categorization was done based on how the researchers understanding of the function of communities in the institutional setting. To isolate the various responsibilities and emphasize the significance of the community in the setting, four categories were created: community as a context, community as a logic, community as field logic and a combination of these last two. This additional analysis and this division is a preliminary result, which enables us to have a clear view of the community literature panorama. Hence

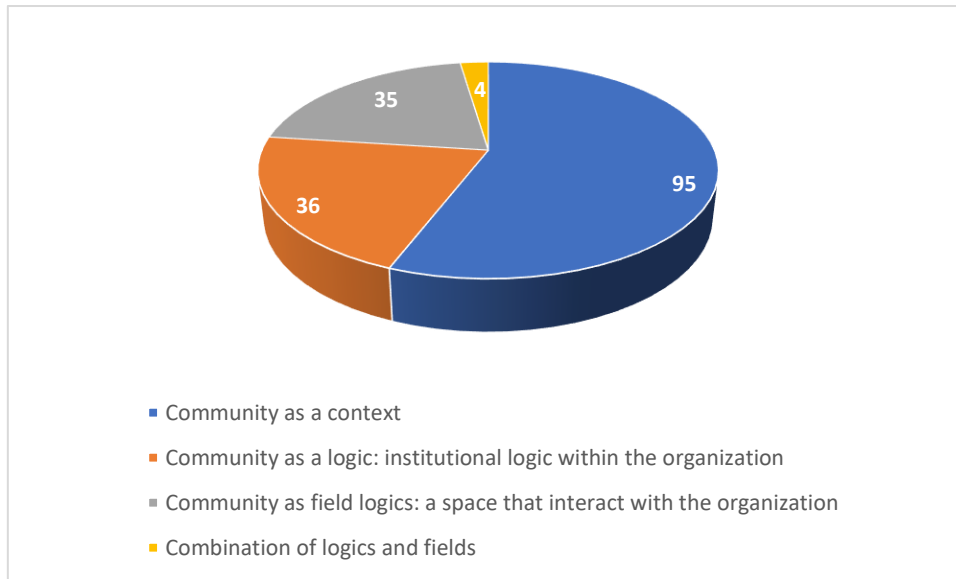


Figure 3 Articles divided by category

Community as a context

The separation underlines that this category is where the majority of the 95 articles out from papers evaluated belong. The community as a context category attempted to emphasize that, in the majority of articles, communities were simply mentioned as the setting for the research and not specifically targeted in the paper. Hence, the paper included the world community, and the definition matched the one of the literature review, but it studies different phenomenon. Hence, the papers were not useful to comprehending the dynamics of organizations in relation to the institutional environment. On the other hand, these findings showed that communities offer a distinctive setting for comprehending institutional processes. The community as context articles were examined due to their peculiarities, but they were not pertinent to the findings of this literature review, thus they will not be taken into account.

The other three categories, on the other hand, aid in understanding the inner workings of embeddedness and in providing multiple perspectives on the function of communities. Therefore, the review focused on the remaining publications, offering fresh insights into communities' influence on organizational dynamics. Hence, in the following paragraph, we will focus only on the last three categories: community as a logic - aiming to describe how researchers have studied the influence of community embeddedness at an organizational level - community as a field - aiming to analyze how communities' peculiarities have impacted on the organization at a field level - and the combination of these last two, where communities were considered a multilevel concept. In the following paragraph, we will present in more detail the insights provided by this division.

4. Results

4.1 Community as a logic: institutional logic within the organization

Based on the definition of Friedland and Alford (1991), Thornton and Ocasio (1999, p. 804) define institutional logic as socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules that individuals use to produce and reproduce their material subsistence, organize time and space, and give meaning to their social reality. Logics are used to understand how

institutional pressures influence conduct, blending regulative, normative, and cognitive aspects of legitimacy (Scott, 1995; Thornton et al. 2012). According to Thornton et al. (2012), logic may be empirically examined by looking at the cultural symbols, material behaviours, and various aims they represent. Thus, logic provides organizational actors with a prism through which to analyze different organizational activities such as practice adoption, industry consolidation, and participation in corporate social responsibility (Lounsbury 2007; Marquis & Lounsbury 2007; Lee & Lounsbury 2015; Marquis et al. 2013). Logics are made up of symbolic components that are ingrained in a place via material behaviours, such as common ideas, interests, preferences, and objectives (Thornton and Ocasio 2008).

When a firm's exposure to normative pressures coming from several diverse institutions, such as the community, the state, and the financial markets (Yan et al., 2021), is seen from an institutional viewpoint, logic is primarily concerned (Berrone et al. 2022). Hence, logic is described as community or regional logic when the influence comes from the organization's embeddedness and it is particularly strong within a certain geographic community (Marquis, C., & Battilana, J. 2009). Therefore, community institutional logics are socially constructed, meaning systems that are spatially bound and that justify specific behaviours and goals within geographical communities (Thornton and Ocasio 2008; Thornton et al. 2012; Besharov and Smith 2014; Greenwood et al. 2011; Durand et al. 2013; Lee and Lounsbury 2015; Vedula et al. 2019). How companies adapt to complicated environmental constraints, adjust to challenging environmental demands and conflicting institutional expectations is now a topic of organizational research (Battilana & Dorado 2010; Freeman, Hanison, & Wicks 2007; Greenwood. Raynard, Kodeih. Micelotta. & Lounsbury 2011; Lounsbury 2007; Marquis and Lounsbury 2007). In this context, community logic contributes to the understanding of the relations between the institutional environment and organizations (Berrone, Gelabert, Massa-Saluzzo, & Rousseau, 2016; Pretty & Ward, 2001).

One of the first studies that started the investigation was related to how mutual funds in Boston and New York, and it demonstrated how funds developed different strategies due to the environment in which they were embedded (Marquis & Lounsbury, 2007). The funds in Boston fund followed a local trustee reasoning, while the ones in New York concentrated on growth and speculative investment, following a local "money management" logic (Marquis & Lounsbury, 2007). After this article, community logic literature explored how spatially constrained "culture, norms, identity, and laws" (Marquis & Battilana 2009) impacted organizational strategies in different settings, such as symphonies (Glynn & Lounsbury 2005), insurance (Smets et al. 2015), economic development (Cobb et al. 2016; Venkataraman, Vermeulen, Raaijmakers, & Mair 2016; Zhao & Lounsbury 2016; Zhao & Wry 2016), recycling (Lounsbury, Ventresca, & Hirsch 2003), organic foods (Lee et al. 2017), wind energy (Pacheco & Dean, 2015; Pacheco et al. 2014; Russo 2003), and solar energy, which have all been investigated with a community logics lens (Kapoor & Furr 2015; Meek, Pacheco, & York 2010). In addition, community logic literature supports the unpacking of the environmental pressure on the organizations and comprehending how this influence coexists with other logics in different contexts (Lounsbury. 2007; Marquis Be Lounsbury. 2007, Wang and Lounsbury, 2021), investigating an original collection of concepts and normative premises linked with a community logic.

First, according to Thornton et al. (2012), a community-based logic suggests that organizations prioritize mutual benefit, trust, and group engagement and put them ahead of personal gain and

interest. This fosters and deepens durable bonds within the community (Almandoz 2012). In addition, community logic encourages employees to take part in social missions and community service initiatives, and it fosters the growth of charity efforts inside organizations, increasing the number of initiatives to help the local communities (Moses et al. 2020). Hence, community logic explains how the embeddedness of an organization impacts the workers' behaviour. However, not only workers are influenced, but also entrepreneurs change their attitude towards a community logic (Polletta & Jasper, 2001; Anteby, 2008; Akerlof & Kranton, 2000, 2005). Founders who adhere to the community logic are more likely to exhibit stronger community norms and a greater commitment to starting new activities (Galaskiewicz, 1985). Having a socially desirable community identity in the initial place increases the likelihood that a founding team would experience "identity incentives" and "rewards" with positive, motivating effects (Marquis & Battilana 2009; Thornton & Ocasio 2008). Additionally, businesses that use community logic usually promote collaboration and the growth of relationships among their clients (Fortezza et al. 2022). Community logic, as a result, strengthens organizational efforts on the ground. For instance, using community logic, entrepreneurs who participate in crowdfunding campaigns often do so to join and support a group of people who share their interests or, more generally, to open new opportunities (Andre et al. 2017; Wessel et al. 2022). This strengthens the emotional bond between investors and entrepreneurs, who may feel more kinship with one another (Fisher et al., 2017).

Second, community logic outlines the protocols for behaviour, communication, and interpretation that govern interactions between organizations and the institutional environment in which they are situated (Thornton & Ocasio, 1999: 804), contributing to the definition of social welfare and environmental impacts (Lee & Lounsbury, 2015 and Battilana et al., 2015). One of these streams started to investigate how community characteristics influence organizational performance (Lee and Lounsbury, 2015) and the role of the community and its logic in emphasizing or mitigating the effects of the institutional environment on the survival of firms (Vedula 2022). Understanding how communities and organizations describe their decision-making process via the lens of community logic became central (Lee & Lounsbury 2015; Thornton, Ocasio & Lounsbury 2021). Hence, institutional complexity studies started to take into consideration how merging various institutional logics or creating a single hybrid logic, community logic, could create a novel hybrid organizational structure, preserving the organization's longevity and unique institutional character (Gümüşay et al., 2021) and foster the development of organizations that are more likely to prioritize environmental conservation or to support philanthropic causes in their local communities (Lee and Lounsbury, 2015). (Fathallah 2020).

Third, community logic affects how organizations within a given community react and influence its institutional environment (Friedland & Alford, 1991). Organizations with community logic are able to create norm-conforming behaviours that promote their capacity to reduce their vulnerability to the legal system (Berrone 2022). Additionally, comprehending the structure of government requires a grasp of identification and community logic (Keating 2017a; 2017b; Rokkan & Urwin 1983; Tahtam 2021). Community logic facilitates interaction with other players and has an impact on the formal external framework. As a result, by drawing on social movements, community logic organizations can more easily manage the institutional complexity brought on by the deeply ingrained routines and practices of various firms (Lounsbury 2001; Weber et al. 2008; Balsiger 2016). Community logic organizations can also be effective at mobilizing individual consumers and shaping consumer preferences (Hedberg, Lounsbury 2021). Additionally, every local institutional setting offers

organizations various levels of distinct combinations of logic. Despite potential contradictions with prevailing national policy logics, community logic helps to shape local identities (Fuertes et al. 2021), contributing to combining contradictory logics (Battilana Be Dorado. 2010; Zilber. 2002).

4.2 Fields logics: a space that interact with the organization

When analyzing how communities impact the institutional setting and structure, we must look at another indirect influence that expands on the conventional study of community logic. Hence, we investigated the effects of the people's political, social, and economic backgrounds on the organizations' field-level logic and decision-making procedures. We may look at Lee and Lounsbury's study on the institutional complexity of hazardous waste to better understand this process. Lee and Lounsbury were the first to take into consideration how community logic frequently is used in domains where local attributes have a significant impact on decision-making and on policy interventions (Lee & Lounsbury 2015). The study does provide one more insight, though: the community's social ideology controls how this influence manifests itself (Jones, Maoret, Massa, & Svejnova 2012). The results thus show that, in addition to creating direct effects, community logic also filters organizational responses to broader field-level institutional logic. Hence, they strengthen an additional discussion on the influence of more general field-level logic can be either amplified or diminished by community logic. Thus, at a field level, it is necessary to understand how communities affect the institutional environment. As a result, other studies both before and after Lee and Lounsbury's work examined these impacts in various circumstances.

The community's characteristics are the first thing to be considered as a crucial component of analysis (Vedula, York, Conger, Embry 2022). When logic is central at a field level, people's and organizations' activities become easier or more difficult depending on their coherence with dominant logic (Wang 2022). Therefore, communities' characteristics must be taken into consideration, not just in terms of their political stance but also in terms of their level of cohesiveness, stability, ethnicity, social capital etc. (Lee & Lounsbury 2015; Tall Simonw 2016; Boone et al. 2022; Hoi 2018; Hsu et al. 2018). When studying Dutch communities, it was discovered that their ability to oppose the policy shift was influenced by their incorporation into tighter-knit groups, sparking and supporting their resistance (Simons 2016). In addition, the relationships with other nearby communities are acknowledged to serve as a source for signals, clues, or information to tackle an issue and to analyze organizations' reactions to institutional limits. Thus, organization reaction does not just vary based on inner qualities (Simons 2016). Additionally, it has been made clear from an analysis of community banks in Turkey that organizational decision-making processes are influenced by internal (team context) and external (community context) factors and that this is because of the ideological polarization and demographic stability of the embedding community (Boone et al. 2022). Hence, organizations' performance depends also if the community can give the organizations a reliable reference point (Carroll and Torfason 2011) due to a high level of social cohesiveness and solidarity (Putnam 2000). Another illustration is given by transnational ethnic or immigrant groups (Foley & Kerr 2013; Hernandez 2014; Iriyama, Li, & Madhavan 2010; Kerr 2008; Kulchina 2016). When an organization aims to promote new investment overseas, the presence of ethnic communities contributes to promoting these investments, facilitating the information

exchange for international co-ethnic businesses (Li 2019). Another stream has shown how community social capital affects the outcomes of CSR initiatives (Hoi et al. 2018).

One stream of research focused on the presence or absence of specific players within the community and field boundaries, as the real impact of community processes on organizations rooted in the community has received very little focus so far. Therefore, investigations on the influence of community logic on the presence of players from the target sector and how that impact is amplified when they contribute to the process (York 2018). The research emphasizes the necessity to investigate the roles of participants within an industry and how the architecture of communities may restrict or lessen the impact of a certain logic. By examining how public and private activities promote new voluntary norms, this conclusion has been made. The same principles have been examined while considering the number of stakeholders functioning in various local cultural contexts, altering the prior mimetic adoption process of businesses to understand the organization's communication capacity (Haveman 1993; Marquis & Battilana 2009) and analyzing the role of social enterprises in promoting social innovation within a community (Venugopal, Viswanathan 2020). In addition, not only the presence but also the match and awareness of actors' ideologies play a role in moderating the decision-making of organizations (Gupta e Briscoe 2020). As an example, in promoting Medical Cannabis, organizations typically take a risk-averse stance in situations when there is a conflict between the needs of various audiences (for example, low voting-community support for recreational legalization and rising customer demand for recreational cannabis) and they retain congruence with the voting communities in which they are entrenched (Hsu et al. 2018)

Additionally, it is important to consider how the characteristics of the community influence the individual perception of the world. Gagliardi (2006) asserts that every culture and society has an aesthetic code, a system of "correspondences" that links their shared values and beliefs to culturally appropriate symbolic representations and behaviours and that this code also depends on the size, breadth, and kind of community and its relation to the institutional setting (Meyer, Höllerer, Jancsaey, & Van Leeuwen, 2013; Gagliardi, 2006). These community codes serve as the link between the ideals and concepts of an institutional environment and culturally significant visual and symbolic works (Meyer 2006), impacting how we see and comprehend how people are connected to one another (Creed 2020). To underline how much communities influence an individual level, we need to take into consideration the role of local embeddedness and the difference in the decision-making of a person who actually lives in the neighbourhood where their business is located (Niehm, Swinney, and Miller, 2008). When people in a community are closed, they are more inclined to project their opinions onto the owners (Berrone et al., 2010; Bush et al., 2001), and they can stigmatize first-hand in school, at church, in social gatherings, and so on (Berrone et al., 2010, p. 90; Dekker and Hasso, 2016), moderating the entrepreneurs' activities and decisions (Bammens et al.2020).

These arguments highlight once more how field-level community traits have a positive or negative impact on the corporate success (Hoi et al. 2018). As a result, communities not only affect organizational logic but also serve as perceptual filters for regional stakeholders and businesses (Lee and Lounsbury 2015; Vedula et al. 2019).

4.3 Combination of logics and fields

Only in a limited number of papers have communities been analyzed, taking into consideration both impacts at the organizational level through logic and at a field level, taking into consideration the broader institutional environment. Lee and Lousboury (2015) were the first to explore the possibility of understanding community embeddedness as a multi-level concept. Hence, in their work, they shifted from the traditional analysis of the dominant field-level logic (Haveman and Rao 1997; Thornton and Ocasio 1999) to a focus on how organizations react to institutional complexity. Hence, they created a theory that considered both how organizations prioritize and respond to field-level institutional logic (community logic versus state logic), and at the same time, they analyzed how the response changed differently based on how salient the local community logic is. Their research opens the door for other researchers to study how various community logics support not only various organizational behaviours but also allow various originations to progress toward more general field-level logics, directly influencing the organization and creating a filter at the same time. Similar results have been founded by studying family firms (Miller et al. 2017). Hence, also, in this case, better good performances of the firm by a combination of institutional logic settings are more likely when the same setting is present also at the field level in the region that host the organization. Therefore, these examples suggest the importance of creating bridges between the field and organization levels.

Additional results underline the importance of an integrated approach were found by Vedula, York and Corbett (2019). Their reflection started by evidencing how there was a gap between the institutional and cognitive literature that could be filled by the dualism of culture and practice (Wry et al., 2011). Hence, they demonstrated shared meaning systems that give legitimacy to certain aims and activities (Thornton et al. 2012) have an impact on individual ability - entrepreneurs' opportunity recognition skills (Baron 2006; Gaglio and Katz 2001; Ocasio 2011). The individual-level characteristics have a direct impact on regional firm entrance rates. They conclude that new firm entrance needs to be analyzed in relation to two characteristics of the region. Thus, they were able to prove that new entrepreneurial communities are influenced by field characteristics, such as region sociocultural structure and communities' knowledge level on both organizations and individuals. On an organizational level, the results stress how logics (regional logic) are able to shape entrepreneurial opportunity recognition processes, on an individual level, they evidence how socially situated cognitive processes and the capacity to decipher conflicting cognitive signals are necessary for opportunity detection. Last, Vedula et al. (2022) integrated the vision by demonstrating how regional logic could tame the dynamics of competition and survival in the sector. Hence, they recently concluded that regional (community) logic could amplify or dampen both the positive and negative effects of a variety of organization ingredients, requiring sophisticated new explanations.

5. Conclusion

Bottom-up, participatory, and community-based development committees are pushing the importance of communities in influencing organizations and reshaping institutional contexts to support ecological and digital transformations (Archambault 2022). Our society's reliance on communities necessitates a deeper comprehension of community influence. This literature review has investigated the various ways in which communities affect organizational decision-making. Starting with the institutional theory, we explored how communities' roles necessitate embracing a dualism of practice and culture (Wry et al., 2011). We investigated how community logic —shared

meaning systems that lend legitimacy to certain goals and activities— interacted with local sociocultural circumstances at field level to shape organizations' behaviour (Thornton et al., 2012). Next, we demonstrate how the institutional literature has facilitated a deeper understanding of the social factors that affect organizations that are anchored in a particular region, taking the community effect into account on both a individual and society level. The review showed how the community organizational embeddedness influences people cognitive schema and consequently organizations choices. First, the embeddedness impact on the company's evaluation and defines pertinent and coherent strategies to match communities' expectations (Baldwin 1992; Mitchell et al. 2011; Miller and Danny 2017). The analysis further investigates the role of communities looking at the crucial fine-grained institutional variables that could exist at the community level, demonstrating how the institutional environment at the community level might influence the governance arrangements and firm performance. (Miller and Danny 2017). In addition, the literature review also revealed the importance to take into consideration a third level: community as society. Communities must thus be considered as an external institutional logic, in light of their impact that could be generated by and to other institutional fields. External forces create opportunities for change in the tangible actions and symbolic images of a particular setting which also make up institutional logics. Hence, it is important to consider also how environmental factors might create chances for institutional logics to shift.

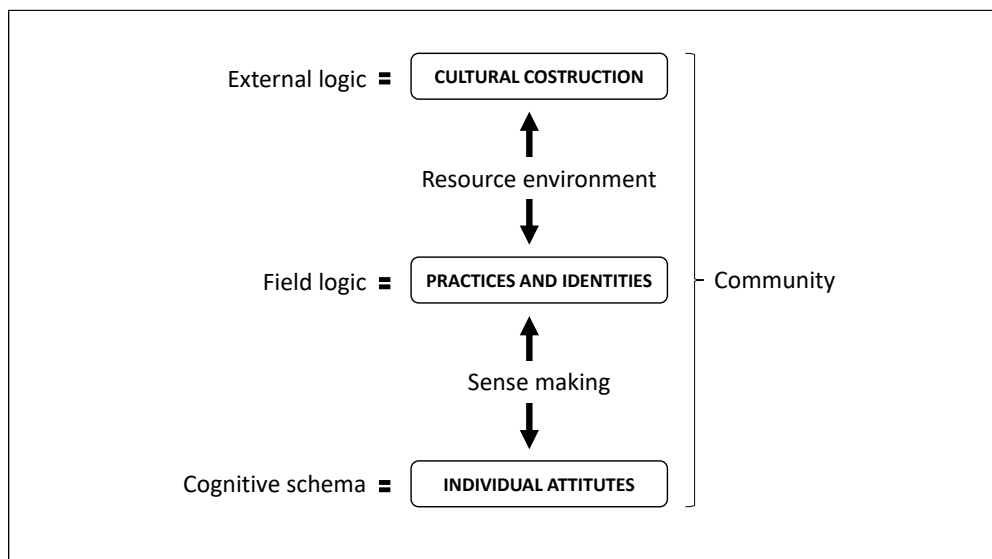


Figure 4 Community influence on different levels

Therefore, we leave the door open for further investigation and emphasize the need to simultaneously analyze societal logic and field-level rationale in order to completely understand the institutional influence of communities. This literature review emphasizes the significance of isomorphism in demonstrating how organizations need to homologate at a social and field level as a result of ongoing interactions with the territory. The scaffolding of communities' effect helps to open fresh research possibilities. Organizations may, therefore, need to homogenize all institutional levels, from personal views to external institutional logic, especially community-led organizations like community businesses. This leaves room for visualizing the potential adverse effects of homogenization (Uzzi 1997). The systematic literature review was carried out with consideration for the rigour and objectivity required by ethical standards for a scientific inquiry. However, it carries some limitations. First and foremost, we are only able to use the literature that was contained in

one database, the ISI Web of Science (WoS), using specific queries. Although it is one of the largest databases currently accessible for this sort of research, it is by no means all-inclusive and using additional databases, multilingual articles, and working papers would enhance our findings. Hence, the review's scope was constrained to capture the key factors that determine institutional influence of communities and their impact on organizations. The generalization of the results could be increase analyzing communities including further information that was not limited to the context of institutional settings. Second, we only assessed top journals in specific sectors, providing a limited view that it is indicative only of the most recent advancements in these areas. Third. The selection of search terms defined an additional limitation of this review. The selection of the wording necessary defined boundaries of the systematic reviews as it is impossible to cover the entire field. Second, the review process is limited to a methodical approach using theme analysis. Therefore, there is potential for deeper insights and an increase reliability if were included other review approaches, such meta-analyses and meta-syntheses, that provide additional in-depth knowledge on the constructions, dependencies, and connections between variables in qualitative and quantitative studies of institutions.

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The recipes for successful collective actions: a Qualitative Comparative Analysis of Institutional Collective Actions (ICAs)

Abstract

Institutional Collective Actions (ICAs) provide a fascinating framework for comprehending collaborative urban initiatives. We defined ICAs as groups of people and organizations working together to promote a shared goal they could not pursue on their own. This study provides an empirical justification for why particular characteristics support the success of ICAs and why others fail. We analyze the combinations of conditions under which urban regeneration initiatives achieve their objectives. Adopting an integrated strategy, we studied prerequisites and critical elements that affect the success of collaborative actions, such as entrepreneurship, the enabling role of institutional capacity, the multi-stakeholder's involvement, and the co-governance. Therefore, we compare sixteen urban regeneration initiatives in Europe as examples of ICAs in the urban context. We utilized FsQCA, fuzzy set qualitative comparative analysis, as a method that enables us to define the configurations (combinations of factors) that determine the performances of urban regeneration actions. The results demonstrate that a variety of elements is necessary for developing collaborative initiatives and that three different recipes can be developed. In addition, this study contributes to the body of knowledge on Institutional Collective Actions in two ways: (1) by providing empirical evidence for why specific conditions need to be taken into account when developing collective actions and (2) by showing how specific conditions interact and explain the performance of ICAs.

Abstract italiano

Le azioni collettive istituzionali forniscono un quadro affascinante per comprendere le iniziative urbane collaborative. In questa analisi, abbiamo definito come le azioni collettive come gruppi di persone e organizzazioni che lavorano insieme per promuovere un obiettivo condiviso che non potrebbero perseguire da soli. Questo studio fornisce una giustificazione empirica del perché determinate caratteristiche sostengono il successo delle azioni collettive e perché altre falliscono. Nel paper si analizzano le combinazioni di condizioni in cui le iniziative di rigenerazione urbana raggiungono i loro obiettivi, e adottando una strategia integrata, si sono studiati i prerequisiti e gli elementi critici che influenzano il successo delle azioni collaborative, come l'imprenditorialità, il ruolo abilitante delle istituzioni, il coinvolgimento di più soggetti e la co-governance. Abbiamo quindi confrontato sedici iniziative di rigenerazione urbana in Europa come esempi di azioni collaborative nel contesto urbano. Abbiamo utilizzato grazie alla metodologia FsQCA, analisi qualitativa comparativa fuzzy set, come metodo che permette di definire le configurazioni (combinazioni di fattori) che determinano le performance delle azioni di rigenerazione urbana. I risultati dimostrano che per lo sviluppo di iniziative collaborative è necessaria una combinazione di diversi fattori e che è possibile sviluppare tre diverse ricette. Inoltre, questo studio contribuisce alla letteratura sulle azioni di collaborazione istituzionale in due modi: (1) fornendo prove empiriche del perché è necessario tenere conto di condizioni specifiche quando si sviluppano azioni di collaborazione e (2) mostrando come le condizioni specifiche interagiscono e spiegano le prestazioni delle azioni collaborative.

The recipes for successful collective actions: a Qualitative Comparative Analysis of Institutional Collective Actions (ICAs)

1. Introduction

The relationship between the public and other institutions is dramatically evolving, bringing attention to an ecosystemic way to coordinate public initiatives [1]. Public services are one of the new delivery models that challenge established patterns, seeking new interactions between governments, communities, and private and civic actors [2]. A renewed emphasis on collaborative arrangements in urban government has recently emerged in academic literature [3,4]. The collective view of public services defines new strategies for local players to reclaim the public space and self-govern the domain [5,6]. Institutional collective actions (ICAs) provide a fascinating framework for comprehending collaborative urban initiatives [7].

This paper analyzes co-produced culture-and-heritage-led urban regeneration initiatives from the perspective of institutional collective actions. In ICAs, groups of people and organizations work together to promote a shared goal they could not pursue independently. They create and absorb indivisible interdependences that maintain the availability and use of a public resource [8]. Research on ICAs has focused on the scope of the collaborative initiatives [4,9], the likelihood of the actions [7,10], and their limitations [11]. Embracing an integrated approach [12], we can identify more conditions and key factors that determine the success of collective actions, such as their relation to the market and entrepreneurial opportunities [13–16], their institution-al-capacity-enabling role [17], and, even more importantly, the ability to define multi-stakeholder involvement and co-governance arrangements [18,19]. In culture-and-heritage-led urban regeneration initiatives, the guiding standard on the institutional design of co-governance arrangements is the Council of Europe Faro Convention on the Value of Cultural Heritage for Society (Faro Convention). Indeed, Article 1 of the Faro Convention recognizes the right to participate, while Section III and, in particular, Article 11 call for shared responsibility when it comes to managing tangible as well as intangible cultural heritage [20,21]. This study contributes to these existing bodies of literature by providing empirical justification of why particular characteristics support the success of ICAs and how combinations of these factors explain the success of the collaboration. In doing so, this research provides a more multifaceted viewpoint on how particular elements might affect the results of collective actions.

To deepen our knowledge of how different factors interact in determining the success of collaborations, we reinforced the bridge between the institutional collective actions and ecosystems perspectives [22]. The paper also contributes to deepening our knowledge of the ICA framework and providing a context for addressing society's major challenges [23,24]. Therefore, we compared sixteen urban regeneration initiatives in Europe as examples of ICAs in the urban context. Hence, these initiatives aim to foster collaboration between different institutional actors, such as citizens, civic groups, government bodies, and private actions, and to achieve public benefits due to the regeneration of abandoned spaces and their reuse for community purposes. This research thus contributes a nuanced viewpoint on the influence of institutional elements and conditions on collaborative initiatives and how they influence the results of such initiatives. Applying a fuzzy-set qualitative comparative analysis (fsQC) [25], we determine the requirements and circumstances under which urban regeneration initiatives achieve their objectives. This paper intends to answer the following research questions: What kind of culture-and-heritage-led urban regeneration

activities, such as institutional collective actions (ICAs), are successful? What conditions explain the achievement of these results?

This study aims to contribute to the broader body of knowledge on institutional collective actions in two ways: (1) by providing empirical evidence of why specific conditions need to be considered when developing community-based actions and (2) by showing how specific conditions interact and explain the performance of ICAs. First, we want to understand why some collaborative actions succeed and others fail. Therefore, the following section details ICAs and their role in society. Second, we outline the critical elements of ICAs with an ecosystems approach and operationalize them into conditions for QCA. In addition, we investigate the combinations of factors that potentially explain the performance of ICAs and the minimum set of characteristics necessary to achieve their objectives. In the next section, we go into further detail about the methodology and the analysis, explaining why in the culture-and-cultural-heritage field urban regeneration initiatives are relevant to understanding ICAs. Finally, the findings of our investigation and how these results affect how we perceive ICAs are presented. We close our analysis by acknowledging the study's shortcomings and offering some ideas about future research possibilities.

2. Literature review

This paragraph will answer the question: what are the conditions enabling institutional collective action in participatory governance cases? Institutional collective actions provide shared benefits that are difficult or impossible to withhold from others [26]. As a result, they frequently concern non-excludable and non-rivalrous public goods [27]. In other words, in ICAs, people or organizations collaborate to accomplish shared goals that it would be impossible for them to achieve on their own [28]. However, despite having similar goals, people occasionally decide not to take collective actions [29], as rational economic agents are not encouraged to participate in such collective acts [30]. Therefore, institutional collective actions require two essential components: collective initiative and a single entity group [31]. Hence, it is crucial to focus on how collaborations might lead to a framework that guides people toward a common objective [32–35]. It has typically been claimed that either the institutional setting [36–39] or the social context [26,40–42] motivate people to be part of ICAs. Therefore, governmental entities, citizens, and civic players are all part of this process, leading to ICAs that depend on the institutional environment [43]. Hence, ICAs aim to develop the framework to attain more considerable joint advantages [36]. To fully understand how ICAs work, it is necessary to study this type of collaboration's economic, social, and political ties and how the actions are embedded in the institutional environment [44–47]. Thus, embeddedness offers foundations for understanding the relationships between the actors and their environment [47,48]. In addition to the institutional environment, in ICAs, formal organizations have a central role [49,50]. Organizations drive the identification of members; they provide governance models and rules for the decision-making processes of ICAs [50]. Therefore, we identify four critical conditions described in the literature as key to the success of ICAs.

Enabling institutional capacity. The formation of collective actions has the same fundamental theoretical and practical implications as the institutional capacity to promote collaboration [51–53]. Hence, institutional capacity can serve as the foundation for collective production, exchange, and distribution of shared value, responding to the legal systems of the economic and social environments [54]. One of the main components of institutional capacity is the ability of institutions to design and shape people's interactions by relying on formal and informal rules [55]. Informal

institutions include traditions, customs, moral values, religious beliefs, and all other long-standing behavioral norms [56]. Therefore, it is necessary to comprehend the norms that regulate the institutional environment to understand collective actions. The limitation of collective actions might come from social norms among inhabitants, conventions, and the capacity of communities to control and implement spontaneously shared patterns and higher-scale regulations [57]. As an example of informal institutions, we can mention the initiatives that shape policy and a virtuous cycle of economic empowerment [58], such as “policy networks” [59,60], “issue networks” [61], and “policy communities” [62]. In addition, the boundaries of collective actions might be settled by formal institutions, such as constitutions, contracts, and forms of government [63–65], which are typically established and managed by a variety of agency measures [64]. The enabling nature of institutions’ interventions is rooted in the capability of expressing a policy entrepreneurship approach, shaping the institutional settings based on the peculiarities and needs of the territory and acting as enablers of collaborative actions [36,54,66]. Therefore, formal institutions that embrace this enabling spirit are pivotal players in networking multiple efforts through collective actions [54]. Therefore, in cities, institutions are built as providers of rules that, if they embrace cooperative principles, can support the design and implementation of civic collaboration processes. Thus, public institutions can become platforms, enablers, monitors, and valuers of such change [67,68]. The enabling public institutional capacity is thus measured by the ability of institutions to mobilize, innovate, revitalize, balance, and coordinate to promote a coherent vision of local players that can be sustained over time [69].

Multi-actor participation. Collective actions emphasize the importance of cultivating collaboration among stakeholders at different levels of public actions, broadening multi-actor participation beyond traditional power elites [70]. This attitude entails recognizing various types of local knowledge and developing social networks as a source of collaboration through which new initiatives can be launched legitimately [71,72]. In developing collaborative initiatives, multi-actor experiments are gaining attention, and their crucial role is being recognized [73,74]. Hence, multi-actor initiatives become a means of collectively addressing complex issues by mobilizing and integrating perspectives, efforts, and resources from various typologies of stakeholders [73,75,76]. Participation can take various forms depending on the types of actors involved and the different scales [77]. Regarding the types of actors, the literature and tested practices emphasize incremental approaches evolving over time. These range from double to triple, quadruple, and quintuple relations. Double interactions involve public–private actor pairs; triple relations are those established between universities, industries, and governments [78]; quadruple models aim to go beyond the triple helix in order to strengthen the role of the commons and social innovators [79]. Lastly, the quintuple helix model proposes an updated framework that considers the involvement of five actors, providing independent consideration of both the function of organized civil society and the previously undervalued role of unorganized or informal civil society [80]. The evolution of stakeholder participation has increasingly stressed the importance of diversity within collaboration. Hence, diversifying the types of actors is an effective means for assuring the inclusion of pluralistic opinions that might otherwise be ignored in processes with fewer participating actor types [81]. For example, the fourth actor, organized civil society, can generate social innovation over time through various forms of aggregation based on cooperation, mutualism, and reciprocity. Therefore, multi-actor collaboration is a repository of know-how and tools useful for enabling and organizing collective action.

Entrepreneurship. Collaborations can foster the participation of entrepreneurs in collective actions to ensure the long-term sustainability of their activities. Thus, entrepreneurs frequently notice things others miss, spot opportunities, and create new ones [82–84]. Hence, entrepreneurs can bring collective resources to bear on joint problems [85] and provide motivations to individual participants whose interests may lie in not cooperating [86]. To understand the role of entrepreneurs in shaping their institutional environment, researchers have used a variety of approaches, including new cooperatives [87], the shared value model [88,89], and stakeholder perspectives [90]. From these perspectives, it emerges that an entrepreneur is not a lone player. The literature increasingly emphasizes the significance of entrepreneurship inside the community and collective actions [91,92], revealing the potential of entrepreneurs to influence society and favoring collaborative efforts. These forms of collaboration are often defined as collective entrepreneurship, where individuals voluntarily band together to produce economic value and improve everyone's situation [93]. Collaboration with an entrepreneurial spirit [94,95] defines links and relationships that aim to cut through barriers, facilitate the exchange of ideas, promote the benefits of collaboration [96,97], and support the co-creation of goods and services [84]. Entrepreneurial activities might take various forms, including organizations, partnerships, and social businesses [98–103]. Hybrid models enable collective entrepreneurial activities to simultaneously address societal and economic challenges while positioning themselves in the global economy [104]. Collaborative entrepreneurship summarizes the possibility for entrepreneurs to define democratic and collaborative activities among similar and varied players and generate beneficial societal change [105]. In conclusion, entrepreneurs can guide collaborative effort towards the economic sustainability of the action and support changing of current institutional arrangements to new ones [98,102].

Co-governance. Governance is a fundamental component of collectively decided norms and regulations that control individual and group behavior [36]. Hence, governance is described as the means to steer the process that influences decisions and actions [106], undertaking activities to ensure the coordination and monitoring of effective institutional collective actions [107]. To ensure a comprehensive understanding, we use an extensive definition of governance called co-governance. The concept of co-governance has its origin in intergovernmental cooperation in the 1960s [108,109] and in American federalism [110]. After that, it was used to refer to any collaborative approach characterized by the participation of actors in the organization's decision-making process or collective action [111]. Therefore, co-governance includes multifaceted aspects of collaborative governance that refer to different academic streams [73,106,112]. In this view, co-governance includes some peculiarities that have also been attributed to co-production and co-management [113,114]. Hence, stakeholders actively participate in the design and planning of services based on shared decisions and responsibilities, contributing to the production of their services [115]. Co-governance defines people's role in the design, delivery, and administration of public services [116,117]. If we apply the co-governance approach to institutional collective actions, the highest level of co-governance is obtained when people that take advantage of and those who develop the services are equal [118]. In conclusion, co-governance arrangements give inhabitants that had previously been marginalized in day-to-day neighborhood governance the responsibility to coordinate activities and collaboration efforts [10], ensuring significant user control over services. Thanks to participation in the decision-making process, people can bring to the collective actions

their expertise and knowledge, improving their capacity to address complex societal problems [111] and contribute to the achievement of public objectives [119].

Based on this literature review, we define the following expectation: collaboration involves different types of players, and it defines a form of governance that includes them in the decision-making process. However, to succeed, there must be institutional conditions that empower local communities, being either enabling institutions or entrepreneurial activities.

3. Material and methods

Researchers have analyzed institutional collaborative actions to understand their potential and limitations. However, how organizational characteristics and institutional circumstances interact and how this combination may explain the results of institutional collective actions is uncertain. Urban initiatives are a great illustration of ICAs, since collaborations between public, civic, and private actors are necessary to re-vitalize urban spaces and offer new public services. These joint actions might take different forms related to their governance and their relations with the institutional environment, leading to uncertain production of social and economic benefits. This partnership may establish a successful model, or it may occasionally diverge, being unable to restore the spaces and activate the community. As a result, institutions can play the role of facilitators. Urban regeneration calls for the public to establish a framework that enables communities to actively participate in the repurposing of a building, turning the space into a hub where people, organizations, and their surroundings can meet. The participation of several stakeholders is essential for ensuring that various interests are considered and coordinated. The players taking part in the initiative should be involved in decision-making and governance. In addition, to ensure the economic sustainability of the reuse and the shaping of the institutional environment, the initiative needs to integrate institutional entrepreneurial activities in the form of individual entrepreneurial interventions or institutional enabling involvements. Hence, urban regeneration is not only related to the building's restoration, but is more related to the ability to spark a positive feedback loop that encourages the development of new services, opportunities, and resources for the city. Our studies show that a regenerative process could only begin in a few urban regeneration projects. In contrast, in the other cases, the regeneration plans did not serve society and managed to renovate the structure.

To perform our investigation, we focused on urban regeneration activities in which four criteria were comparable. First, all urban regeneration actions are the results of multi-stakeholder effort, meaning that several factors contributed to their development, even if to different extents. Second, each urban regeneration plan was already in an advanced stage, with an internal organization and relations to the institutional environment. Third, they are situated in European cities, ensuring the institutional conditions are analogous. Fourth, we chose regeneration activities that focused on existing buildings or area reuse, reducing the interventions' diversity and possible uses. Hence, all cases aim to restore cultural and heritage values within the city and ensure a more inclusive and sustainable city.

The data collection was part of the Open Heritage Project's activities and built on the consortium's experience. The cases summarize previous knowledge related to different years of activities in studying regeneration initiatives. The project offered the chance to choose a basket of cases with comparable circumstances in terms of expectations related to community involvement in the

heritage regeneration process, but distinct final results. To ensure the necessary diversity, case selection followed a broad definition of culture-and-heritage-led urban regeneration action. Additionally, the selection process aimed to take into account geographical diversity, making sure that various countries were taken into account. The cases examined offer the ideal sample for comprehending the relationship between the initial conditions and the performance of ICAs. Independently from the promoter, they all present a strong ambition for communities to have a role, which characterizes their strategic choices on multiple scales. Hence, we integrated information collected through interviews with relevant participants, sight visits, and videos. Thus, different sources contributed to the gathering of information on urban regeneration actions. Interviews with at least two key players from each urban initiative and, in each case, a sight visit were performed. The respondents were questioned between September 2018 and March 2020. In all cases, the interviews followed the same methodology. They covered the same questions about the four conditions, the history of the regeneration actions, the overall organizations, and relations to the broader context. The scores were assigned using these responses, thanks also to the collaboration of all researchers of the Open Heritage consortium. An overview of the regeneration actions is provided in Table 1. Deliverable 2.2. of the Open Heritage Project contains the case studies analysis [120].

Based on this literature review, we define the following expectation: collaboration involves different types of players, and it defines a form of governance that includes them in the decision-making process. However, to succeed, there must be institutional conditions that empower local communities, being either enabling institutions or entrepreneurial activities. Different metrics may be used to assess an ICA's performance. In this article, urban regeneration performance has more to do with the ability to start a positive cycle that promotes the creation of new services, opportunities, and re-sources for the city than just with the restoration of the heritage. The study's outcome is to evaluate how urban regenerative actions are able to promote the regeneration and use of urban abandoned space and to foster activities that contribute to the initiative's and the territory's social and economic sustainability. Hence, some actions could not achieve all these three objectives and might not contribute to the flourishing of local economies and communities.

Case	Location	Collaboration Initiator	History of the Renovation	Former Use	What Is It Now?	State of the Art	Governance Arrangements
Cascina Roccafranca	Turin, Italy	Public institutions	After 30 years of vacancy, Cascina Roccafranca was bought by the Municipality of Turin for reuse and refunctioning with the	Farmstead	Cascina Roccafranca is a public social and cultural center. The location hosts several facilities, services, a museum,	The project is running as the renovation is fully developed	The space and actions are led by a foundation with public civic governance, which includes representatives from the municipality and from the community.

			support of the European Union Urban II program.		events, and courses.		They jointly lead the activities
Scugnizzo Liberato	Naples, Italy	Local community	In 2015, a local grassroots group occupied the complex, aiming to find a social purpose for it. Afterwards, the Naples municipality gave the occupants the possibility to stay and to run the structure through self-management.	Church complex	The space hosts mutual activities (such as language courses, after-school, sports, dance, and theatre), spaces for coworking, and art and craft labs.	The project is running, but the renovation is partially developed	The management of the space is enabled by Urban Civic Uses, a form of collective right to use that put <i>Scugnizzo Liberato</i> in the hands of the communities
Sargfabrik	Vienna, Austria	Local community	The regeneration was developed as a bottom-up initiative that promoted the reuse of a heritage site and reinterpretation of its narrative, contributing to a profound transformation on a neighborhood level.	Coffin factory	Today the building complex serves both as a community housing—integrating people with different lifestyles, ages, and social backgrounds—and as an important recreational center open to the public.	The project is running as the renovation is fully developed	An association oversees the project and the governance is shared among multiple types of stakeholders

Färgfabriken	Stockholm, Sweden	Private actors	The building was abandoned, practically a ruin, when a foundation was funded to restore, renovate and reuse the building. The promoters started by developing art exhibitions and seminars about architecture and urban planning.	Paint factory	Färgfabriken is a platform and exhibition venue for contemporary cultural expressions, with an emphasis on art, architecture, and urban planning.	The project is running as the renovation is fully developed	Färgfabriken's governance has a foundation structure and is primarily financed by private funds
Largo Residências	Lisbon, Portugal	Private actors	While the renovation was started by a new owner, the building was rented for 10 years by the initiative that renovated it and adapted it to a new use.	Ceramic factory	Largo Residências is a hostel, hotel, artist residence, and café in Lisbon's fast-changing neighborhood. However, the building rent will terminate soon.	The project is closed due to inability to renovate the contract. The organization is looking for a new location	Largo Residências is a cooperative with a democratic governance model
Jewish District	Budapest, Hungary	Private actors	Starting in the mid-2000s, a series of bottom-up initiatives turned abandoned	Ghetto	The area turned into a center of night life, and, today, it showcases various	The project is running as the renovation is fully developed	The project is led by private enterprises that collaborate among each other

			buildings into temporary bars, followed by private investments and citizen initiatives to protect architectural and historical heritage.		financing and adaptive re-use models, but also represents the dilemmas of changing functions on a neighborhood scale.		
La Fábrika de toda la vida	Los Santos de Maimona, Spain	Local community	The factory had suffered neglect and vandalism and was in a complete state of disrepair. The community invested and renovated the building creating a space to keep its youth from moving away.	Cement factory	The project created a new cultural hub where the community can socialize, connect, learn, and share.	The project is running, but the renovation is partially developed	The community manages the project thanks to the municipality's concession of the use of the land in exchange for its maintenance
Halele Carol	Bucharest, Romania	Private actors	The renovations used a marginal approach, which led to the reuse of the building first for cultural events and, in a later stage, to open it to the public.	Hydraulic pumps factory	The current main renter of Halele Carol is Expirat Club, a famous club in Bucharest. Hence, the nature of the activities changed drastically.	The space was rented by another user	Two private organizations, Zeppelin and Eurodite, led the activities

Stará Tržnica	Bratislava, Slovakia	Private actors	The building closed after years of unsuccessful attempts by the municipality to keep the market alive. Years later the market hall reopened with a redevelopment plan proposed by the Alianca Stará Tržnica (Old Market Hall Alliance)	Market Hall	The market hall hosts different activities, such as a food market, cultural events, two cafés, a grocery shop, a cooking school, and soda water manufacture.	The project is running as the renovation is fully developed	The civic association Aliancia Stará Tržnica (Old Market Hall Alliance) is the primary entity involved in the governance and decision-making processes
Potocki Palace	Radzyń Podlask, Poland	Public institutions	The Potocki Palace is a Rococo residence. After varying uses, the appearance of the palace was restored, and the building became the town's property.	Heritage site	The palace is a cultural facility to integrate the local community, attract tourists, and boost the cultural and social life of the town and surrounding areas.	The project is running but the renovation is partially developed	The municipality is the owner and manager of the site and activities.
ExRotaprint	Berlin, Germany	Local community	When ExRotaprint took over the buildings, they had been neglected for almost 20	Printing factory	ExRotaprint rents spaces for various uses to a heterogeneous group of tenants. It supports social projects,	The project is running as the renovation is fully developed	The land is owned by a foundation, but the building is owned by an association that leads also the activities

			Years. Hence, the renovation focused on two elements: to secure the buildings and to clean them of toxic materials.		productive activities, and artists.		
London CLT	London, UK	Local community	London CLT is London's first Community Land Trust, supported by the Greater London Authority in collaboration with a private developer and a social housing association.	Psychiatric hospital	CLT allocates 23 privately owned and social housing units. Besides these homes, the CLT also promotes community engagement and is actively working on the creation of a community center.	The project is running as the renovation is fully developed	The London Community Land Trust is a community-led development model, where local non-profit organizations develop and manage homes and other vital assets. Locals, community members, and researchers participate in governance
Jam Factory	Lviv, Ukraine	Private actors	The building was neglected for a decade before grass-roots artist initiatives came to revitalize it. They bought the site in 2015 and its conversion into	Alcohol factory	The building is renovated, and the organization has launched educational and grant programs. It is primarily focused on national contemporary	The project is running as the renovation is partially developed	The project is managed by a private organization

				contemporary art center started. Construction and restoration work began in 2019, and the center opened in 2021.			ry art and international cooperations.
The Grünmetropole	Grunmetropole, NL, BE, FR	Public institutions	The project aimed to renew the post-industrial landscape, to strengthen the common identity of the region, and to create a touristic impulse by implementing touristic routes.	Mining	The two touristic routes are still present; however, their use is limited to the contributions of the local players.	The project was closed	Different (semi-)governmental actors from different countries are involved and collaborate
Marineterre in	Amsterdam, The Netherlands	Public institutions	In 2013, during the economic crisis, the Ministry of Defence decided to sell the terrain. It started an innovative collaboration between the national government and the municipality, starting a slow	Navy base	After the renovation, the space is home to many innovative companies in various fields of media, sustainability, technology, and social development.	The project is running as the renovation is fully developed	The Municipality of Amsterdam and the national government lead the activities, involving different private and civic stakeholders.

			transformati on of the site.				
Citadel	Alba Iulia, Romania	Public institutions	Starting from around 2000, the territory and the buildings were gradually handed over to the city municipality, which has raised more than 60 million euros for the economic, social, and cultural redevelopm ent of the citadel.	Heritage	Although the citadel is one of the top-most tourist attractions of Romania, d it is still in the progress of finding appropriate functions for some of its buildings.	The project is running as the renovatio n is partially develope	The municipality owns the land and fully develops the activities

Table 1 Overview of the cases.

We utilized fsQCA, fuzzy set qualitative comparative analysis, as a method that enabled us to define the configurations (combinations of factors) that determine the performances of urban regeneration actions. Fuzzy qualitative comparative analysis (fsQCA) provides a set-theoretic approach to causality analysis, making it possible to understand the relation between a set of conditions and an outcome [121]. In particular, the fuzzy sets make it possible to investigate the relationship between cases' membership in the conditions and their outcome [122]. They are particularly useful because they allow researchers to calibrate partial membership in sets using values ranging from 0, which represents non-membership, to 1, corresponding to full membership, without losing the subset relation. The subset connection is fundamental to the understanding of causal complexity, as Ragin [123] shows. In addition, fsQCA enables analysis of conjunctural causation and equifinality. The former creates the possibility to analyze the impacts of a combination of conditions rather than one condition alone [122]. The latter refers to the ability of fsQCA to detect multiple causal conditions that can produce the same outcome [124]. Additionally, fsQCA requires that, for each factor, the researcher gives a specific score. Hence, when cases with a similar outcome need to be analyzed, the technique offers a novel way to empirically untangle the relevant combinations of factors that contribute to the determination of the outcome [125,126]. Hence, the analysis requires giving a score to all cases for each set, depending on a predefined scale. For instance, Cascina Roccafranca, an urban regeneration plan in Turin, receives a good rating if we compare it with the group of urban regeneration activities in the enabling institutional capacity condition (in fact, the local government is characterized by its ability to define innovative tools for the regeneration of the spaces). In fsQCA, both the conditions and the outcome need to be converted to

fuzzy-set categories (in our case, to a four-scale category). This process enables a fine-grained method to describe what sort of membership a case has in a specific set [127].

Four-value fuzzy sets were used to translate the conditions we chose in the theoretical section on ICAs. The description of these four-value fuzzy sets is shown in Table 2. The first condition in our study pertains to the institutional contexts in which the urban activity took place. A crucial requirement is the enabling capacity of the institutions, mainly public ones, to support the initiatives, both through a favorable environment and thanks to their active engagement [128,129]. Urban revitalization initiatives, therefore, capitalize on the connections and capacity of the institutional environment to support such initiatives. We assigned the regeneration activities a score of 0 when the institutional environment was unfavorable both in terms of intervention and institutional framework. When the institutions' capacity to intervene and assist regeneration efforts was limited, the score was 0.33. Institutions that assisted the initiative's completion received a 0.66 rating. Initiatives that could rely on a significant institution enabling participation and contribution scored 1.

Table 2. Raw data.

Case	Institutional Capacity	Multi-Actor Participation	Entrepreneurship	Co-Governance	Outcome
CascinaRoccafranca	1	1	0.33	0.33	1
ScugnizzoLiberato	1	0.33	1	0	0.33
Sargfabrik	0.66	0.33	0.66	0.66	1
Färgfabriken	0.33	1	0.33	0.66	0.66
LargoResidenciãs	0.33	0.33	0.33	1	0.33
JewishDistrict	0.33	0.33	0.33	1	0.33
LaFábrikadetodalavida	0.66	0.33	1	0	0.33
HaleleCarol	0.33	0	0.33	0.66	0.33
StaráTržnica	0.66	0.66	0.33	1	1
PotockiPalace	0	0.33	0	0	0
ExRotaprint	0.66	0.33	0.66	0.66	0.66
LondonCLT	1	1	0.66	0	1
JamFactory	0.33	0	0	0	0.33
TheGrünmetropole	0.33	0	0.66	0.33	0
Marineterrein	0.66	1	0.33	0.66	1
Citadel	0.33	1	0.33	0.33	0.33

The ability of urban regeneration efforts to incorporate various stakeholder groups is the second criterion. The involvement of citizens, academics, and private, civic, and public players is considered a necessary part of the collaboration [130,131]. In accordance with studies on partnerships involving multiple stakeholders, the heterogeneity of involvement in regeneration activities plays a crucial role. Hence, we rated operations that engaged mainly in activities with a single actor 0. Therefore, an additional type of player participating in the initiatives contributes to a rank rise. Initiatives involving two types of players had a ranking of 0.33, while those involving three sorts of players received a score of 0.66. Finally, initiatives that included at least four kinds were rated 1.

The third condition refers to the ability of collective actions—and by extension, actions for urban regeneration—to be promoted in an entrepreneurial manner. The analysis considered the full set of projects led by entrepreneurs, as singles, organizations, and in collaborative efforts, and to ensure

economic sustainability [132,133]. Initiatives are part of the set if they define a sustainable business model and explore all market opportunities. Even though entrepreneurial activities were present, when the projects did not focus on economic viability, they received a score of 0.66. Additionally, a project with a secondary emphasis on entrepreneurial activities and mindset received a 0.33 score. A project that had no entrepreneurial spirit at all received a score of zero.

Co-governance is mentioned as the last condition. Participation in actions within the governance and decision-making process can boost urban regeneration [134]. As a result, the project received a score of 0 when governance was closed and only a few individuals were involved. Projects with only significant contributors and a limited number of people included in decision-making scored 0.33. Projects that outlined collaborative governance with participation from all internal stakeholders received a 0.66 rating. Finally, initiatives that included people who were not only members of the organization but also part of a larger public in the decision-making process received a score of 1. A more informative model may have been created by adding extra conditions. However, following the standard for this type of analysis, we defined four conditions for our sample, limiting the possibility that our results are the product of random conditions [135].

The management field has seen an increase in adopting the fsQCA approach [136]. Following this trend, we use the Ragin-developed fsQCA approach. The analysis allows focusing on complex configuration links between a collection of causative factors and an outcome of interest rather than isolating, *ceteris paribus*, the effects of individual explanatory variables on a dependent variable [137]. We utilized fsQCA software, and we followed the instructions set by Ragin [25]. After preliminary analysis to check the dataset's quality, we performed sufficiency analysis to understand whether a condition or a combination of conditions is sufficient to produce a particular result [124]. We then produced a truth table using the dedicated program that shows how many instances support a logical combination. The preliminary results were produced using binary integers, where 1 indicates the presence of a condition and 0 indicates its absence.

For instance, the London CHL was given the conditions score of 1-1-0-1 for outcome 1. Except for entrepreneurship, the CHL fulfills all conditions and has achieved the result. The program considers each instance individually and summarizes how the examples exhibit a specific pattern, estimating how they arrive at the outcome [138]. In addition, the truth table provides information on two additional factors: consistency and coverage. The most crucial factor is consistency, which shows the degree to which a condition continually produces the same result, being one when, in all cases, the pattern is always respected. To prevent deviant instances in terms of consistency, respecting methodological standards, we set the sufficiency consistency criterion equal to 0.8 [125]. After selecting cases that meet the consistency threshold, we ran the minimization analysis. This analysis enabled us to exhibit the minimum conditions necessary for a determined outcome. Hence, this step allowed the deletion of all the unnecessary conditions for the outcome.

4. Results

The results represent configurations obtained by analyzing the conservative solution, which only considers truth table rows with at least one case [138].

4.1. Are There Necessary Conditions?

The necessary condition analysis reveals that no essential element must be present (or absent) for a regenerative urban initiative. The institutional capacity condition is almost necessary, but the threshold is not met. Ensuring effective regeneration requires more complicated factors, and a combination of

factors related to the institutions and the organization of the ICAs determine the performance of the regenerative activities. As a result, we examined whether there are necessary combinations that could ensure the success of such initiatives. The configurations are examined in the following paragraph.

4.2. Are There Sufficient Conditions?

After creating a truth table (Table 3), which displays the configurations and cases in the set, we defined the consistency threshold at 0.8 [138], eliminating those that did not meet the condition. Hence the minimization process enables focusing only on a limited number of combinations, and reduces the extent of the combinations, enabling understanding of which are the sufficient conditions. From this step, three possible configurations of conditions appear to explain the performance of urban regeneration activities, covering seven cases.

Table 3. Truth table.

Capacity	Multi-Actor	Entrepreneur	Co-Governance	N	Output	Cases	Raw Consist.	PRI Consist.
1	1	0	1	1	1	London CLT	1	1
0	1	1	0	1	1	Fargfabriken	1	1
1	1	0	0	1	1	Cascina Roccafranca	1	1
1	1	1	0	2	1	Starà Trznica Marineterrein	1	1
1	0	1	1	2	1	Sargfabrik ExRotaprint	0.88888	0.7987
0	1	0	0	1	0	Citadel	0.71367	0.5
0	0	0	1	1	0	The Grunmetropole	0.66666	0.3366
1	0	0	1	2	0	Scugnizzo Liberato LaFabrikadetodalavida	0.62546	0.2537
0	0	1	0	3	0	Largo Residencias Jewish district Halele Carol	0.6	0.3366
0	0	0	0	2	0	Potocki Palace Jam Factory	0.49629	0.2

The fact that multi-actor participation is regarded as a core condition in seven out of nine cases provides a first insight into how much the participation of different stakeholders is fundamental to the performances of ICAs. Alternatively, the lack of multi-actor participation is compensated by the definition of co-governance arrangements in combination with entrepreneurship and enabling institutional capacity (in two cases). To summarize the results, there are three recipes for achieving urban re-generation initiatives, as are displayed in Figure 1. The configurations are examined in the next paragraph.

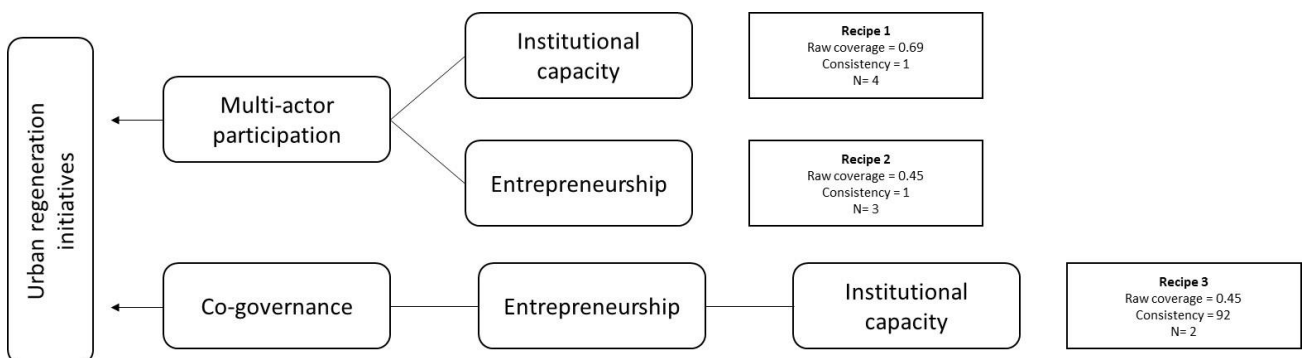


Figure 1. Recipe for urban regeneration initiatives.

Configuration 1: Multi-actor participation, enabling institutional capacity, and effective urban regeneration initiatives.

This configuration explains how four regeneration actions work. A good illustration of the configuration is Cascina Roccafranca. The term regeneration action refers to the restoration and return to the community of a publicly owned area. Therefore, the project's success is attributable to the local government's capacity to intervene directly in the project and ensure the connection of the initiatives to the institutional environment. Hence, the two central interventions by the public were the assembled funding from various sources and the establishment of a model that served as a facilitator for the local community. Thanks to the government's experience and ability, the project could apply for European tenders and develop new tools for regeneration actions, creating the conditions for the area's development. The second component refers to the willingness to involve various players in activities run in the space. The initiatives involve local businesses, associations, and citizens, enabling them to contribute to different extents. The participation of different stakeholders empowered the promotion of many different initiatives in the space. Hence, the enabling role of public administration and multi-actor participation guaranteed that the area was revitalized and that local players could participate in the revitalization efforts, ensuring the project's long-term economic and social viability.

Configuration 2: Multi actor-participation, entrepreneurship, and effective urban regeneration initiatives

Urban regeneration initiatives are effective because they support entrepreneurship while enrolling many participants. Starà Trznica is an excellent example of this mix, representing two other cases. While allowing room for promoters and other efforts, the engagement of several stakeholders had a significant impact on the effectiveness of the regeneration measures in the Starà Trznica case. The project first developed a regeneration plan utilizing an entrepreneurial framework, in which all costs associated with the regeneration and development of the space were to be met by the income of the activities. Thanks to this mentality, the promoters could negotiate a unique plan with the government for the rent and repair of the property. This strategy allowed the promoters to create new activities, bring back old ones, and restore the structure. Second, the project had many local contributors. The participation of the public authorities ensures the pursuit of overall advantages by the initiative's owner and controller. The program also involved a wide range of neighborhood companies and groups, which helped to fill the area with new initiatives. The building offered the neighborhood new services and a place to congregate, browse local items, and pass the time. Together, these two elements created the ideal institutional framework to ensure the building's long-term viability. The entrepreneurial attitude determined financial viability, but, on the other side, incorporating many stakeholders prevented mission drift and contributed to achieving the social aims of regeneration.

Configuration 3: Co-governance, entrepreneurship, enabling institutional capacity, and effective urban regeneration initiatives

Co-governance, entrepreneurship, and enabling institutional capacity are combined in three initiatives. The co-governance condition is sufficient for sustainable urban regeneration when entrepreneurship and institutional capacity are present. Therefore, as we can see in the Sargfabrik case, regeneration could be based on a "closed" community without involving multiple stakeholders. However, to make this happen, the neighborhood must be fully included in the initiative's governance, the community needs to develop entrepreneurial activities, and there must be empowering institutional conditions. These elements are necessary to create conditions for lowering the risk of gentrification and lock-in. In the Sargfabrik case, residents established democratic rules for managing the area, the local government

promoted an urban development environment, and supportive housing policy and entrepreneurs participated in the definition of the activities. Therefore, the organization was positioned to meet the needs of smaller and larger communities and the neighborhood by establishing social, cultural, and educational functions. Due to its capacity to support a new housing model where the neighborhood serves as the focal point and driving force behind the development of the area, the project created the conditions for the building to be restored and to become a symbol for urban regeneration at the national and European levels.

4.3. Analysis of Sufficient Conditions of Failing Urban Regeneration Initiatives

After this first analysis, we explored the configurations for the lack of outcomes, analyzing the conditions for failing urban regeneration initiatives. We first created a truth table, setting the threshold for sufficient conditions at 0.8 (Table 4).

Table 4. Truth table for the lack of the outcome.

Capacity	Multiactor	Entrepreneur	Co-Governance	N	Output	Cases	Raw Consist.	PRI Consist.
0	0	0	0	2	1	Potocki Palace Jam Factory	0.874074	0.8
0	1	0	1	2	1	Scugnizzo Liberato La Fabrikadetodalavida	0.872659	0.746269
0	0	0	1	1	1	The Grunmetropole	0.830846	0.663366
1	0	0	0	3	0	Largo Residencias Jewish district Halele Carol	0.797015	0.663366
1	1	0	1	2	0	Sargfabrik ExRotaprint	0.558923	0.20122
0	0	1	0	1	0	Citadel	0.713675	0.5
1	0	1	0	1	0	Fargfabriken	0.555184	0
0	1	1	1	1	0	London CLT	0.5	0
1	1	1	0	2	0	Starà Trznica Marineterrein	0.454545	0
0	1	1	0	1	0	Cascina Roccafranca	0.370787	0

In addition, we analyzed sufficient circumstances through the minimization process, revealing one configuration leading to failing initiatives (Figure 2). Five cases can be attributed to this outcome. According to the analysis, single-player efforts and a lack of entrepreneurial activity create an institutional configuration that fails the regeneration goals. Since urban regeneration necessitates economic and social circumstances, the absence of both entrepreneurship and actors' involvement causes a negative feed-back loop that restricts the regeneration and growth of the area.

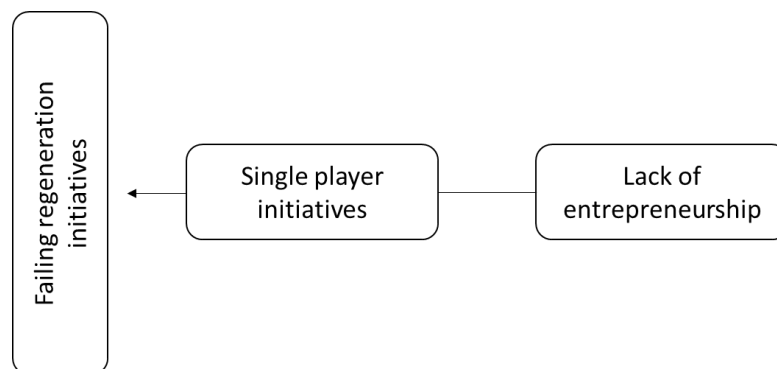


Figure 2. Recipe for failing regeneration initiatives.

Configuration 4: Single-player initiatives, lack of entrepreneurship, and failing urban regeneration initiatives

Urban regeneration efforts need more entrepreneurial activity and proximity to external players to accelerate and mobilize local forces. We can consider the initiative La Fabrika de Toda la Vida. Like other cases in this research, this Spanish project exemplified an intriguing and productive endeavor by forging a community connected to the structure and promoting new services and possibilities because of this engagement. The initiative, however, could only partially transform the area and provide the necessary infrastructure for its activities to continue in the future. This is because many stakeholder groups were not involved, which made it challenging to ensure that the project would not become mired in the local conditions. The lack of external involvement limited the presence of novel perspectives and points of view, which are even more important than the available resources. Additionally, the entrepreneurial activities did not compel the initiative to consider the expense and revenue of the activities, therefore bolstering the plan's transparency. Therefore, the lack of success was brought on by the community's inability to define a new hybrid model, in which economic activities are acknowledged as essential for the long term. The initiative's inability to explore new opportunities translated into a lack of involvement of external players (for example, corporations that could bring resources and new projects). Without both, urban regeneration efforts will be unable to garner outside support and will find it challenging to bring in new project resources, ideas, and talent.

5. Discussion

Institutional collective action is hailed as a solution for delivering public services and urban regeneration initiatives [5,6,139]. These collaborations are viewed in this context as a collective result created by a network of actors related to its institutional environment [7,140]. Most of the research on institutional collective actions has concentrated on their nature, problems, and boundaries [9,22,141] rather than providing insight into how configurations of factors (internal and external to the initiatives) lead to successful services and results. This paper sought to understand the factors that affect whether an ICA can regenerate an area and start sustainable activities.

In our qualitative comparative analysis (QCA), we expanded on the ICA theory and institutional setting framework [4], translating the theory into multiple conditions and defining a new integrated framework. Enabling institutional capacity was the prerequisite for understanding the role of the institutional environment [51,52]; multi-actor participation was required for understanding the effects of stakeholders' involvement [81]; co-governance was required for understanding the internal decision making [73,106,112]; and entrepreneurship was required for long-term economic and social sustainability [82]. Hence, our analysis demonstrates that these conditions can only be regarded as essential for the prosperity of urban regeneration initiatives. In essence, our research demonstrates that many conditions guarantee successful outcomes. The configurations of various influencing factors should be the main point of interest for anyone wishing to comprehend effective ICAs. With this result, we stress the importance of an ecosystemic approach considering different elements and levels in collective actions [22].

Our essential contribution to the literature is that, thanks to our QCA, we demonstrated that different combinations of conditions for collective actions are necessary for effective urban regeneration initiatives. It is not novel to think that other ICAs' success might depend on different conditions [12]. This study, however, shows specific configurations that envisage a multi-stakeholder or a co-governance model. The first factor for successful collective action foresees multi-actor governance combined with institutional capacity or entrepreneurial activities. The second finding requires putting

col-lective governance in combination with institutional capacity and entrepreneurship. As a result, we demonstrated the importance of supporting institutional collective ac-tions involving different types of stakeholders [111] and working on the institutional setting, offering to the local communities the tools for collaboration with other stake-holders and to start entrepreneurial activities.

The significance but insufficiency of multiple stakeholders is especially intriguing considering the current collaborative trend, which envisages collaboration among players as the unique solution [11]. Our findings suggest that encouraging sustainable collaborative actions is essential when considering the ability of institutional players to become entrepreneurs. Institutional players can be a local government that provides the conditions for the community to be involved [54,66] or entrepreneurs that partici-pate in a collaborative form of entrepreneurship [94,95]. Hence, collaborations of different stakeholders, primarily civic, public, and private actors, require finding a lo-cal promoter to link the initiative to the territory and make things happen. This broadens theoretical understanding of the governance model of innovation and the role that public involvement and local community empowerment play in delivering ICAs. Additionally, our analysis revealed that, while small communities could create ICAs, in these cases, ICAs require the simultaneous presence of an enabling institu-tional setting and entrepreneurs to achieve good performance. This finding points to an ecosystems approach to ICAs and, more broadly, to public services, highlighting the need for correspondence between organizations and their institutional settings [7]. With these requirements, ICAs can align interests by matching objectives and commu-nity resources [22]. A multidisciplinary approach to ICAs' embeddedness points to the necessity of an integrated perspective on cooperation [23,24]. Hence, we open the doors to future analysis of how new innovative legal and institutional forms of collab-oration could support the promotion of qualifying conditions at different levels. An example of these new innovative schemas is community cooperatives, as organizations that enable different groups to work together with democratic governance and im-prove the territory's social and economic welfare [142].

Our outcomes provide intriguing nuance and support our theoretical notions of ICAs. We could not, however, generalize the results of our sample. Even though we se-lected urban regeneration initiatives because of their collaborative features and rela-tions with the institutional settings, this sample does not represent the variety of ICAs. Thus, urban regeneration actions and ICAs might involve different players, such as academia, financial institutions, and other sectors, as examples of technological solu-tions that we should have considered in this analysis. Consequently, future studies could check if configurations in other domains lead to the same outcomes. Hence, it would be interesting to compare the findings of other types of ICAs to see if they lead to the same results. Finally, the selection of the cases, the conditions, and the method-ology enabled us to focus on some institutional and organizational elements of ICAs. However, it would be interesting to deepen the knowledge of ICAs' relations with the institutional environment, including additional conditions, and to study the processes of collaboration to understand the multilevel influences on ICAs better.

6. Conclusions

The thesis advanced in this study was that collaboration includes different typologies of individuals and establishes a form of governance that involves them in decision-making. To succeed, however, institutional circumstances that empower local communities, such as enabling institutions or entrepreneurial activity, must exist. For these reasons, urban regeneration activities have been outlined through the interpretation of OpenHeritage case studies that shared the intention of valorizing the role of communities. The identification of four criteria: enabling institutional capacity, multi-actor participation, entrepreneurship, and co-governance, ensured evaluation of broad conditions that the scientific literature recognizes to be connected to the performance of ICAs. Therefore, there were

several advantages of utilizing fsQCA. These included the handling of fuzzy, or unclear, membership in sets, which is significant in social sciences research because categories are frequently ambiguous. The approach could handle both qualitative and quantitative data, allowing for a more extensive examination of situations with numerous causes and various outcomes, offering a more nuanced view of causation than regression analysis. Our findings suggest that the three best-performing configurations (multi-actor participation, enabling institutional capacity; multi actor-participation, entrepreneurship; co-governance, entrepreneurship, and enabling institutional capacity) may be relevant to a diverse range of sectors and intervention sizes.

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When does good get too much? An institutional multilevel approach to embeddedness.

Abstract

Building bridges between communities and diverse private and public initiatives are becoming increasingly common in the effort to create a more resilient and sustainable society. As a result, we need to extend our understanding of the ties that an organization develops because of its presence in a territory, defined as embeddedness. Hence, such a concept is explored through the institutional lens to comprehend its effect on organizations, their logic, and how it affects entrepreneurial activity. At this scope, we develop a qualitative analysis of four organizations in charge of an urban regeneration project. By comparing these cases, the research can examine how the embeddedness affected the community logic, impacting individual attitudes, organizational decision-making processes, and institutional contexts. As a result, the findings show that embeddedness needs to be taken into account on several levels and, therefore, should be unpacked into cognitive, organizational, and contextual embeddedness. In addition, this study also looks at the boundaries between communities and entrepreneurial activities, highlighting the risk of an excessive alignment between the community and the organization. The conclusions pave the way for an institutional multilevel analysis of entrepreneurship, closing the theoretical gap regarding the potentially adverse effects of embeddedness. Overall, we seek to offer a fresh perspective on how communities may impact various levels of an organization's activities.

Abstract italiano

Il collegamento fra comunità e iniziative pubbliche e private sta diventando sempre più centrale nelle politiche ed iniziative per sviluppare una società più resiliente e sostenibile. Di conseguenza, dobbiamo estendere la nostra comprensione dei legami che un'organizzazione sviluppa a causa della sua presenza in un territorio. Pertanto, tale concetto viene esplorato attraverso la lente "istituzionale" al fine di comprendere il suo effetto sulle organizzazioni e le loro logiche e come questo influisce sull'attività imprenditoriale. A questo scopo, sviluppiamo un'analisi qualitativa, studiando quattro organizzazioni responsabili di un progetto di rigenerazione urbana. Confrontando questi casi, l'analisi è in grado di esaminare come la localizzazione abbia influenzato le logiche comunitarie, incidendo sugli atteggiamenti individuali, sui processi decisionali organizzativi e sul contesto istituzionale. Di conseguenza, i risultati mostrano che la localizzazione deve essere presa in considerazione a diversi livelli e, pertanto, dovrebbe essere scomposta nelle sue componenti, localizzazione cognitiva, organizzativa e contestuale. Inoltre, questo studio esamina anche i confini tra comunità e attività imprenditoriali, evidenziando il rischio di un eccessivo allineamento tra comunità e organizzazione. Le conclusioni aprono la strada a un'analisi istituzionale multilivello dell'imprenditorialità, colmando la lacuna teorica relativa agli effetti potenzialmente negativi della localizzazione. Nel complesso, cerchiamo di offrire una nuova prospettiva su come le comunità possano avere un impatto sui vari livelli delle attività di un'organizzazione.

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1. Introduction

The pandemic Covid-19 has revealed resoundingly, more than any other recent grand challenges, that if we want to build a more resilient and sustainable society, private organizations need to take a new and active role (Brammer, Branicki and Linnenluecke 2020; Gafni 2020, Wittenberg-Cox 2020). This new role requires organizations to comply with different and complex institutional pressures (Ramus, Vaccaro, Brusoni 2017, Greenwood, Royston, et al. 2011) and new forms of engagement and integration of local communities (Argandoña 1998, Montgomery, A. Dacin, and M.T Dacin 2011; Haugh 2007). Local communities not only gain a role within organizations, but they also embed the organizations within their own culture, cognitive schemas and purposes, influencing their strategies, management, and governance (Marquis, Battilana 2009, Tal, Vermeulen, and Knoblen 2016; Lounsbury 2007, Marquis, and Lounsbury 2007).

The effects of organizational and entrepreneurs' location in a specific region lead to social, institutional and geographical ties that are defined as embeddedness (Uzzi 1997, Dacin, Ventresca, and Beal 1999; Thornton 1999). Embeddedness has been chiefly studied to comprehend how the linkages that bind entrepreneurs to an area and how the attachment to a site enmeshes social, institutional, and geographical interactions (Dacin, Ventresca, and Beal 1999; Thornton 1999). In light of this, it is feasible to approach local embeddedness from an institutional stance (Lok, 2018; Wry & York, 2017), concentrating on how institutional logic influences what organizations do and with whom they interact (Friedland, 2018a, p. 525). How community institutional logics, which are socially constructed, geographically constrained meaning systems that support specific behaviours and objectives within geographic communities, can affect organizational strategies is of particular interest (Thornton and Ocasio 2008; Thornton et al. 2012; Besharov and Smith 2014; Greenwood et al. 2011; Durand et al. 2013; Lee and Lounsbury 2015; Vedula et al. 2019). A flatter ontology of institutional logic studies has been promoted to comprehend the embeddedness phenomena adequately. In this ontology, logic maintains links independent of and across micro, meso, and macro levels (Mountford and Cai, 2022). Hence, a flat ontology supports understanding how community embeddedness affects the cognitive framework of entrepreneurs and the organizational decision-making and resource gathering, which produce profound effects on the performance of organizations (Schaubroeck et al. 2022, Berglund, Gaddefors, and Lindgren 2016).

The institutional literature has already contributed to understanding the role of embeddedness and its impact on entrepreneurial activity through institutional logic (Lamine et al., 2021; Sud, VanSandt, and Baugous 2009; Welter, Welter and Smallbone 2011; Stephan, Uhlaner, and Stride 2015). The manifestation of the institutional influence on the organization and individual activities (Cheng and Huang, 2020; Fortwengel and Jackson, 2016) have been studied concerning the cognitive scheme, the decision-making, and resource collection of entrepreneurs (Schaubroeck et al. 2022, Berglund, Gaddefors, and Lindgren 2016).

Furthermore, organization activities are influenced by the relations at several institutional, interpersonal, national, sociospatial, and organizational levels (Wigren-Kristoferson 2022). Hence, different layers are conceivable and essential to study: historical, institutional, social, and physical contexts. Layers are necessary to consider as they determine the level in which organizations are embedded and which to consider for understanding more about their characteristics and one of the organizations (Welter 2011).

However, most studies on embeddedness and entrepreneurship concentrated on the enabling advantages of embeddedness, leaving little evidence of possible negative effects, (Kondegard 2022). Only research on cooperative networks has considered how high embedding levels could result in less efficient results. Therefore, according to network analysis authors, exceptionally high levels of embedding result in over-embedding and subpar results (Owen-Smith and Powell, 2003; Uzzi and Spiro, 2005; Gargiulo and Benassi, 2000; Grabher, 1993; Laursen and Salter, 2006; Masciarelli et al., 2010). Building on the results of cooperative network literature, we investigate how using an institutional lens to evaluate individual, organizational, and contextual phenomena provide a chance to better understand the various influences of the institutions on organizations. Hence, institutional studies provide an important opportunity to further study the impact of embeddedness as a perceptual filter for both the individual and the organization (Lee and Lounsbury 2015; Vedula et al. 2019). This study aims to answer the following question: can an organization's immersion affect it on multiple levels, causing an over-embedding of the organization?

Building on the institutional analysis and in particular, the institutional logic perspective (Thornton and Ocasio 2008; Thornton et al. 2012; Besharov and Smith 2014; Greenwood et al. 2011; Durand et al. 2013; Lee and Lounsbury 2015; Vedula et al. 2019), this study aims to develop a multi-level strategy. We aim to enrich our understanding of the role of embeddedness in shaping organizational activities, also exploring the possibilities of drawbacks of embeddedness. The study aims to overcome the lack of evidence on the potential negative impacts, of embeddedness (Kondegard 2022), valorize a multi-level approach (Mountford and Cai 2022) and close this theoretical gap. To achieve this result, qualitative research was carried out to analyze how the community's embeddedness of organization influences community logic with consequences on the individual cognitive scheme and the institutional context.

The research focuses on the use of four case studies (Edmondson and McManus 2007; Eisenhardt and Graebner 2007). This strategy typically yields remarkable results; it is more generalizable and provides theoretical backing (Taura and Watkins 2014). The analysis allowed us to evaluate the similarities and differences between four organizations in charge of an urban regeneration activity, compare them, and independently draw conclusions from each case. In addition, the qualitative approach to institutional logic has the distinct benefit of providing micro-level insight without necessarily sacrificing its overall macro coherence (Greenman 2013; Lok 2010).

The research findings reveal the necessity to consider the relationship between individual actions and the institutional and organizational frameworks in which they function. Hence, the paper considers three levels of embeddedness: cognitive, organizational and contextual,

and investigates the relationship between these levels. It emerges how community logic can shape individual behaviour and thin the organizational boundaries, leading to a mission drift of the organization in favour of community benefits. Hence, the paper highlights how communities can impact an organization's activities on different levels, which might activate a process of over-embeddedness and lead to an excessive self-confirmation loop.

In three different ways, this study adds to the growing body of knowledge about institutional logic and entrepreneurial embeddedness (Kalantaridis and Fletcher 2012; Thornton, Ocasio, and Lounsbury 2012; Thornton and Ocasio 2008). First, the study provides new perspectives on how community logic centrality and firm community embeddedness (Marquis et al. 2009; Lee et al. 2015; Almandoz 2012) may influence organizational decision-making processes (Dacin et al. 1999, Tracey et al. 2005). Second, by emphasizing the value of a multi-level approach to embeddedness, this study contributes to the body of knowledge on institutional logic and entrepreneurship (Lounsbury and Crumley 2007; Thornton, Ocasio, and Lounsbury 2012; Thornton and Ocasio 1999, 2008). Third, the study explores the concept of over-embeddedness that it has never been investigated from an institutional viewpoint (Owen-Smith and Powell, 2003; Uzzi and Spiro, 2005).

The paper's opening reviews the literature on institutional logic and entrepreneurial embeddedness (2. Theoretical background). The following section (3. Research Methodology) describes the research context and explains the data collection methods and analysis procedures used in this empirical study. The paper presents the results of the empirical analysis (4. Findings). The conclusion of the paper (5. Discussion and Implications) provide a summary of the results and light their theoretical and policy implications.

2. Theoretical background

2.1 The context of entrepreneurial embeddedness

Entrepreneurial studies have begun to emphasize entrepreneurship's social and geographic boundaries since the late 1990s (Anderson 1998). These studies' initial framework was analyzed in economic theory, demonstrating how the interactions between actors, processes, and socioeconomic context impacted local community-based businesses. Researchers have effectively incorporated the idea that the context in which entrepreneurs and their enterprises are placed impacts entrepreneurship (Jack and Anderson 2002; Welter 2011; Zahra, Wright, and Abdelgawad 2014). A growing body of research has focused on the connection between entrepreneurial activities and their environment making embeddedness viewpoints popular in entrepreneurship research. The descriptions and conceptualizations of environmental influence on entrepreneurship appeared in different entrepreneurial trends, such as family entrepreneurs (Arregle et al. 2015; Alsos, Carter, and Ljunggren 2014); rural entrepreneurs (McElwee, Smith, and Somerville, 2018; Gaddefors and Anderson 2018) academic entrepreneurs (Wright, 2014; Rasmussen, 2011), social and community entrepreneurs (Dacin, Dacin, and Matear, 2010; Vannebo and Grande, 2018). In order to better comprehend these relationships, academics raised the complexity of entrepreneurship's elements, players, and practices (McKeever, Anderson, and Jack 2014). Entrepreneurship becomes related and inextricably linked to the context (Welter 2011;

Welter, Baker, and Wersching 2019), labelling these linkages as embeddedness (Granovetter 1985; Jack and Anderson 2002). Embeddedness focuses on the social and cultural ties that bind entrepreneurs to a location and with attachment to a location enmeshing in social, institutional, and geographical interactions that profoundly influence what entrepreneurs do (Dacin, Ventresca, and Beal 1999; Thornton 1999). In other words, embeddedness is that certain expressions and certain entrepreneurial activities, actions, and strategies are permitted or restricted in specific locations. Since entrepreneurship is profoundly ingrained, its development will vary depending on the situation. They are inherently anchored in local structures that may support or obstruct entrepreneurship, entrepreneurial attitudes and behaviours, which might appear incoherent with outsiders' beliefs and social norms (Jack and Anderson 2002, 484; Hindle 2010; Thornton 1999; Zahra 2007). Therefore, embeddedness could also be interpreted differently, considering entrepreneurial activities are linked to the institutional environment (Lamine et al., 2021; Sud, VanSandt, and Baugous 2009; Welter, Welter and Smallbone 2011, Stephan, Uhlaner, and Stride 2015). The institutions are likely to impact entrepreneurial activity through political, cultural, and cognitive mechanisms, influencing the organization and individual activities (Cheng and Huang, 2020; Fortwengel and Jackson, 2016). Based on this research, understanding how organizations may acquire the embeddedness for defining their organization and attaining their outcomes may be done by adopting an institutional logic approach (Roel et al 2022).

2.2 Institutional approach to embeddedness

All economic, social, and political acts are influenced by and exist because institutions define what is entrepreneurially conceivable (Anderson 2015, Jack and Anderson 2002, Korsgaard and Anderson 2011). Hence, it is possible to approach local embeddedness from an institutional standpoint (Lok, 2018; Wry & York, 2017), focusing on how the logic of institutions contributes to shaping what we do, with who and who we are (Friedland, 2018a, p. 525). Actors within an institutional field are subject to socially established rules of action, interaction, and interpretation that guide and restrict them (Friedland and Alford, 1991; Thornton and Ocasio, 1999, p. 804). Hence, the co-presence of cultural ideas and materially visible organizational practices in each geographic area result in institutional logic at the field and organizational level (Greenwood et al., 2010; Lounsbury, 2007; York et al., 2018). The institutional pressure is translated through institutional logics, which characterize the structural, cognitive, and normative foundations that shape and impact economic and social behaviour in context (Bruton, Ahlstrom, and Li 2010; Jennings et al. 2013; Anderson 1998) and provide a framework for the decision making (Cobb et al., 2016; Thornton et al., 2012). Institutional logic is socially constructed intersubjective meaning systems that orient, enable, and constrain human and organizational behaviour (Friedland & Alford, 1991; Thornton et al., 2012). In other words, institutional logic recommends that actors determine what behaviour is proper and lawful in a specific situation, defining what is proper and what is not (Madsen and Waldorff 2022). For instance, Lee and Lounsbury (2015) examine how regional variations in pro-environmental logic result from ingrained, enduring variations in regional ideologies of ecological protection. Logics contribute to understanding organizations' long-term social effects on society when an organization exposure to normative pressures from several diverse institutions, such as the community, the state, and the financial markets (Yan et al., 2021;

Berrone et al. 2022). When an organization's effect is attributable to its embeddedness and the link between it and its community of reference, logic is referred to as community or regional logic. Community institutional logics are socially built, geographically constrained meaning systems that support particular behaviours and objectives within geographical communities (Thornton and Ocasio 2008; Thornton et al. 2012; Besharov and Smith 2014, Greenwood et al. 2011, Durand et al. 2013, Lee and Lounsbury 2015, Vedula et al. 2019). To fully understand the embeddedness phenomenon, it is possible to consider a flatter ontology for institutional logic research, where logic maintains linkages independent of and across micro, meso, and macro levels (Mountford and Cai 2022). Therefore, even if an extensive body of literature has focused on the organizational level (Lee and Lounsbury, 2015; Lounsbury, 2007; Marquis and Lounsbury, 2007), the literature has also pointed out the necessity to explore the several levels of influence (Thornton et al., 2012; Wigren-Kristoferson 2022). Hence, we need to consider that embeddedness results from the influence of organizational logic and acts as a perceptual filter for the individual and the context (Lee and Lounsbury 2015, Vedula et al. 2019). Therefore, an institutional analysis could be corroborated and integrated using a micro-foundations lens. Analyzing the individual-level dynamics enables understanding the causal explanations for firm-level features and tactics (Contractor et al. 2019) and studying how the level of the individual interpretation adds up to the collective level (Barney and Felin, 2013). Therefore, to fully comprehend organizational embeddedness in the institutional environment, the institutional analysis provides the framework and the tools necessary to analyze the institutional effects of embeddedness and its results at the individual, organizational and institutional levels (Liu et al. 2017; Mueller 2021).

2.3 An integrated approach, the concept of over-embeddedness

After establishing the significance of social embeddedness, the entrepreneurship researchers focused on describing the significance of embeddedness in social, institutional and geographical contexts (Steyaert and Katz 2004; Anderson 2000). Hence, the institutional analysis has tried to evaluate through the institutional logic lens the power of the community embeddedness on individual behaviour (Thornton et al., 2012; Almandoz, 2012; Galaskiewicz, 1985; Berrone et al., 2010) on the organizational decision-making process (Lee & Lounsbury, 2015; Thornton, Ocasio & Lounsbury, 2021) and the institutional environment (Berrone 2022; Marquis & Battilana, 2009). These studies collectively highlight the significance of presenting that entrepreneurs are embedded in various settings and that this embedding determines both what entrepreneurs seek and can do and some of the underlying mechanisms that shape entrepreneurial activity (Korsgaard 2022). The institutional literature has provided important insights into understanding embeddedness in a place (Haugh 2022) and how geographical and temporal variations in institutional community logic may impact organizational behaviour (Vedula et al. 2019). However, these studies on embeddedness from an institutional perspective have considered the community effects without an integrated approach, isolating organization strategies to meet communities' expectations (Baldwin, 1992; Mitchell et al., 2011, Miller and Danny 2017) and individual cognitive schemas (Cheng and Holyoak, 1985; Senge, 1990; Thornton et al., 2012). More recent research shows that the embeddedness is not isolated or rooted in a single setting but depends on several coexisting

elements, many related to interactions between entrepreneurs, groups, organizations, and institutions. In this view, embedding is important for managing activities at many levels of interpersonal, national, sociospatial, and organizational relationships (Wigren-Kristoferson 2022). Therefore, it is possible and necessary to learn more about the limitations of entrepreneurs by examining their historical, institutional, social, and physical environments (Welter 2011). Bringing in the multi-level approach can reveal negative consequences of embeddedness. As underlined in Korsgaard's introduction, our individual ways of thinking can become too ingrained in society's norms and prevent individuals from making the most of all available resources or opportunities (Korsgaard et al. 2022). However, most of the research on embeddedness and entrepreneurship has emphasized the enabling effects of embeddedness, but there is little evidence of possible detrimental effects (Kondegard 2022). Only the literature on cooperation networks has examined how higher levels of embeddedness can lead to declining results. Because of this, authors of network analysis contend that exceptionally high levels of embeddedness result in over-embedding and unsatisfactory results (Owen-Smith and Powell, 2003; Uzzi and Spiro, 2005; Gargiulo and Benassi, 2000; Grabher, 1993; Laursen and Salter, 2006; Masciarelli et al., 2010). According to this literature, relying excessively on embeddedness hurts results (Skilton, 2008; Skilton and Dooley, 2010; Tenbrunsel et al., 1999; Masciarelli et al. 2010). However, embeddedness in this instance relates to the entrepreneur's personal (social) network and their capacity to access resources, enabling them to build business operations through the development of contacts at various levels. The institutional literature has only partially examined how an organization's embeddedness and level of exposure can affect how it operates, either favourably or unfavorably (Hoi et al. 2018). The discussion on embeddedness, institutional logic, and entrepreneurship has thus far focused on the advantages that entrepreneurs receive from being embedded and on the positive aspect of isomorphism, taking into account mainly the entrepreneurs' privileged access to information, resources, and other factors that are typically thought to be necessary for entrepreneurs to succeed in venture formation and development (Arregle et al. 2015; Jack, Dodd, and Anderson 2008; Lee and Jones 2008; Anderson and Jack 2002; Ruef 2002; Hite and Hesterly 2001; Treffers et al. 2019). Therefore, the risk is to ignore the cognitive scheme, decision-making, and resource-gathering limitations that could be related to over-embedding (Schaubroeck et al. 2022, Berglund, Gaddefors, and Lindgren 2016). There are very few examples of the detrimental effects of embeddedness in the literature and none in the institutional analysis of community logic. We address this gap by developing a multi-level analysis of organizations embedded in local communities, evidencing the location's impact on individuals, organizations, and the institutional context. To better comprehend this phenomenon, we develop a comparative analysis of four cases that are fully explained in the following paragraphs.

3. Research Methodology

In-depth qualitative investigations have the power to show connections between the phenomena being studied and context-specific components. It is well known that qualitative studies fit to integrate contexts, and they would do so much more if the context is thought of as dynamic and interdependent. We respond to our queries using a multiple-case study technique (Edmondson and McManus 2007; Eisenhardt and Graebner 2007). This made it

possible to compare several cases, note their similarities and differences, and get insights from each case separately. This approach frequently produces impressive outcomes, is more generalizable, and is theoretically supported (Taura and Watkins 2014). In particular, the case study approach is highly suited for exploring many facets of a modern phenomenon inside its actual context.

Multiple case studies made it possible to compare cases, identify patterns, and add dimensions. These studies all aimed to theorize in accordance with emerging theory (Davidsson 2005), a method that generalizes from empirical observations to theory rather than to a population (Yin 2013). The case selection criteria were, therefore not statistical but rather purposeful.

3.1 Case selection

Urban revitalization and regeneration initiatives are growing throughout Europe, providing an intriguing study setting for figuring out how embeddedness affects organizations. We decided to restrict the case studies' research to organizations engaged in revitalizing a particular area, helping to distinguish the relationship between business owners and the location. As a result, it is feasible to isolate the community and the connections the organization has to them because of the choice's distinctiveness. This selection technique also addresses the investigation of how entrepreneurs connect to the socio-spatial environments in which they operate (Trettin and Welter 2011). Academics have found it challenging to examine the spatial environment, even though it has been discovered to be crucial for entrepreneurship (Welter et al. 2017). Therefore, it is a good idea to study location-related activities that make it simple to access cultural values and understand how meanings are available and how decisions are formed (Baker and Welter 2018). Concentrating on locations makes it possible to investigate how an organization is embedded in various contexts with meaning, emotions, and values (Cresswell 2015; Gieryn 2000; Korsgaard, Ferguson, and Gaddefors 2015; McKeever, Jack, and Anderson 2015). To avoid having either too few or too many cases to allow for theorizing while still being able to present them in a way allowing for contextualized descriptions, we decided to settle for some cases (four organizations) that were within the 4-10 range, following Eisenhardt's (1989) advice. The selection was based on the cases chosen by the Open Heritage project under the Horizon 2020 program, ensuring the cases' originality and representativeness. The selection procedures make it possible to value the various characteristics of local communities and assess the influence embeddedness has on organizations with comparable missions. As a result, we chose four instances where an organization oversaw the reconstruction and administration of a place in four distinct European nations.

3.2 Data collection

The author's participation in the Open Heritage project, which valued many sources and relied on the consortium's knowledge of the cases, was primarily responsible for gathering primary data in line with the theoretical sampling technique (Eisenhardt, Graebner, and Sonenshein 2016; Suddaby 2006). The information was gathered between June 2018 and September 2020 through interactions, encounters and interviews. The data gathering adhered to

predetermined rules that established the scientific standards, and the interviews were always taped and transcribed verbatim. Additionally, for each case, some videos and images complement the storytelling and offer location-specific details. The interviews lasted at least 30 minutes, and in some cases, they went beyond 60 minutes. This is very much in line with the suggestions of several academics who have employed narrative case studies as a research technique for comprehending individual experiences (Elliott 2005). Interviewees were questioned about their organization, activities, and the role of the community, among other things. In every case, interviews were carried out with the managers of the activities, integrated with interviews with the key stakeholders, such as local community players and local government representatives. In addition, to the semi-structured interviews, per each case there, shorter and more informal conversations have been conducted that complement the information of the cases. The primary data were integrated with secondary data from organization records, social media and newspapers to glean additional information outside the interviews. We triangulate interview data with historical information gathered from different sources and experiences. This resulted in the creation of a case story for each firm, which served as a thorough, trustworthy account of each firm and was utilized for both within- and cross-case analysis (Lee 1999) (See table 1).

	Community Land Trust London	Stará Tržnica Bratislava	Scugnizzo Liberato Naples	Largo Residenciâs Lisbon
Interviews (more than 30 minutes)	5	3	3	4
Conversations (less than 30 minutes)	3	4	3	2
Presentation Video	Yes	Yes	Yes	Yes
Facebook	Yes	Yes	Yes	Yes
Website	Yes	Yes	Yes	Yes
Other	Annual and financial report			

Table1 – Case studies selection

3.3 Data analysis

Using the inductive and abductive theory-building technique, content analysis was performed on the information obtained from interviews, conversations, videos and archival materials (Fisher and Aguinis 2017; Gioia, Corley, and Hamilton 2013; Patvardhan, Gioia, and Hamilton 2015; Welch et al. 2011). To find first-order codes, the interview transcripts were first coded using open coding (Strauss and Corbin 2008), typically starting with the interview participants' descriptions of the organization and then the institutional contexts in which the activities were embedded. Axial coding (Strauss and Corbin 2008), which involves the synthesis of the first-order codes into more ethereal, second-order themes (Gioia, Corley, and Hamilton 2013), was used after the first phase. Axial coding was done by alternating between the data

and relevant literature on entrepreneurial embeddedness and institutional logic. Quotations from the interview transcripts and historical records were used to illustrate the second-order notions. Then theoretical coding was done, evaluating the semantic links between the second-order themes (Patvardhan, Gioia, and Hamilton 2015). The second-order themes were combined into theoretical dimensions due to this coding technique. The results were then clarified, internal validity was improved, and the strength of our theoretical arguments was improved by iterating between theory and data. Re-examining the data to check if each specific example showed the same trend allowed us to refine developing links. The data structure, first-order coding, second-order coding, and aggregated theoretical dimensions are shown in the figure to illustrate how data are analyzed (See Figure 1).

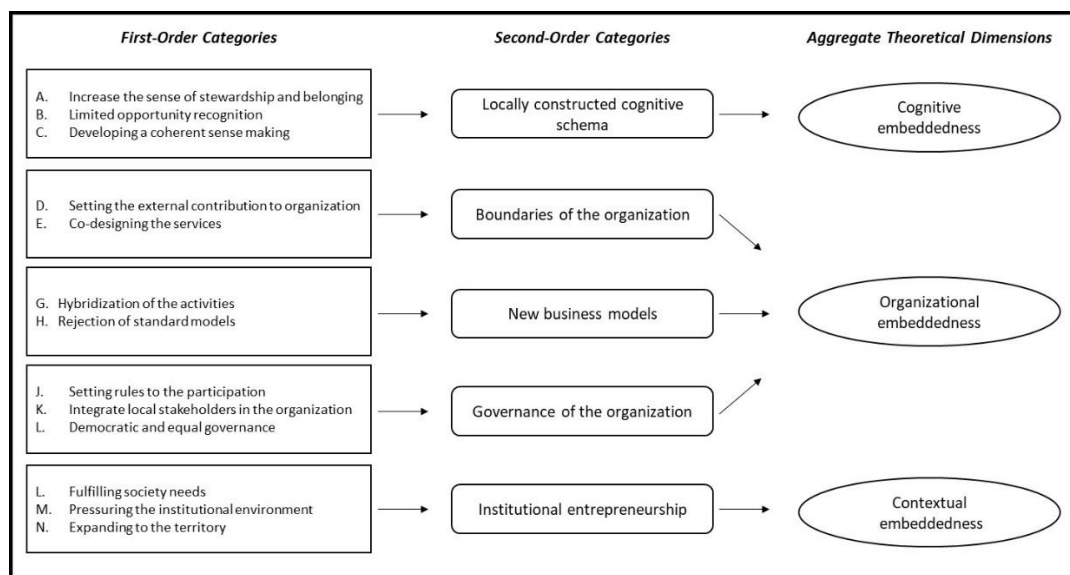


Figure 1 - Data structure, first-order coding, second-order coding, and aggregated theoretical dimensions

4. Findings

According to empirical research, embeddedness at various levels substantially impacts how people see and interpret the world, how organizations are designed and governed, and how they interact with external contexts. The institutional framework indicates that the organization's local embeddedness cannot be separated, and decisions made inside the organization's boundaries are immediately influenced by how the embeddedness shapes the environment and the community's cognitive framework.

Thus, this method first indicates that each community member shared a cognitive schema that shaped how individuals engaged in activities, perceived reality, and their capacity to look for economic possibilities. Second, it becomes apparent that embeddedness affects a field level and the capacity to create entrepreneurial institutional activities. These effects include changing how society's needs are targeted, how impacts on the political and institutional environment are made, and how new models are exported in other fields. This paradigm results from examining how local communities in a particular location integrate organizations. According to this concept and the empirical research, when an organization is deeply

ingrained in a community, it may exacerbate existing relationships, creating a vicious cycle that hinders the organization's capacity to fulfil its goals and, by extension, those of the community.

4.1 Locally Constructed Cognitive Schema

The analysis identified how cognitive schema is generated based on the local embeddedness of individuals in a community. Hence, building on the analysis of multinational branches (Roell et. Al. 2022), we conceptualize cognitive embeddedness as a mechanism that ensures that individuals who are immersed in the local context adopt a local mindset, using local norms to justify actions and becoming active member of the community. From the empirical analysis emerges that cognitive embeddedness influences different aspects of individual cognitive processes, such as the feeling of stewardship and belonging, the sense-making and attention to funding and entrepreneurial opportunities.

Sense Making

Making sense helps individuals deal with reality's ambiguity and uncertainty while reducing their danger of becoming perplexed by too many interpretations or unaware of all possible interpretations. In local settings, individuals share consistent norms and beliefs that support comparable perceptions of the world and influence how decisions are made. As a result, those engaged in neighbourhood activities discover a shared perspective that informs how they perceive the world and make decisions. The analysis reveals two manifestations of common sense-making due to local embeddedness. On the one hand, the prevalence of cognitive schemes helps to foster a worldview that may diverge from common sense, creating unique and local values. To match the common story and the feeling of the reality, the interpretation of the money, the house, the places, and other social assets and components are shaped:

"We told our members they should treat it more like a donation rather than a profit making exercise. It was a chance for them to put their money into something that was giving back to the community." (Community Manager, CHL London)

The research participants strongly advocated the construction of a unique perspective of reality based on self-governance, autonomy, and welfare, which is supported by the individual's schema. As a result, their sense-making is collaboratively moulded, and individual activities are driven by a collaborative design:

"Since we are a self-managed reality, this allows us not to submit to certain rules" (Activist 3, Scugnizzo Liberato)

The cognitive system originates in society, even though it finds expression at the individual level. Therefore, individual sense-making is also imprinted in the standard viewpoint, causing individuals of the organization and the community to share specific characteristics. This understanding of the world helps to create coherent narratives, contribute to a shared vision, and protect that vision from outside influences and uncertainties.

Feeling of stewardship and belonging

People who feel a sense of stewardship and belonging take an active part in the organization. Sharing one's professional and personal experiences with the neighborhood community helps increase people's willingness to get involved and understand how they can affect change. When the activities are analyzed, it becomes clear that the individual benefit is only a secondary consideration and that improving the community's overall well-being is what matters most:

"I think the project gathers people who are not only motivated for their own interest, but they really care about the common good which is rare in contemporary society, that people care about other people" (Manager, Stara Trznica)

Being a part of the community influences how people perceive the role we play in society and helps to create the conditions that enable individuals to be empowered:

"Giving them power, getting them become empowered and political cultured to give them feeling they have the opportunity to shape their local area" (Community initiatives national expert, CHL London)

Therefore, being a community member helps people share things in common and build a setting that makes them feel welcome and comfortable. The sensation of belonging and motivation to actively engage in the activities might increase with community cohesion. As a result, being embedded inside the context alters how people view themselves, their membership in a community, and their ability to participate in its activities.

Attention to entrepreneurial and business opportunities

Cognitive schemas can restrict and focus an individual's attention on business and entrepreneurial prospects. Therefore, in this instance, individual perceptions are comparable to and consistent with the community model. Thus, we see several people supporting a normative approach to business, focusing only on certain elements and failing to grasp the bigger picture. In this context, it is simpler to bring awareness to the drawback by emphasizing how a cognitive framework that significantly emphasizes social welfare obstructs the investigation of market-oriented alternatives. It is obvious that the community's propensity determines this restriction and that being a part of an entrepreneurial or market-oriented community may, on the other hand, encourage people to pay attention to more commercial operations. In the empirical analysis emerges a clear individual tendency to oversee the business opportunities that might be linked to specific activities, as an example the management events, or of an entire business, as an example of expanding in new markets, as suggested by the following quotes:

"In the attempt to provide a good cultural proposal, we often do not look at what may be the revenues" (Activist 2, Scugnizzo Liberato).

Therefore, community references significantly impact an individual's capacity to pursue entrepreneurial ideas and the limitations of their attention. On the other side, the lack of

opportunity recognition reduced the conflicts that may have arisen within the company had there been a more excellent knowledge. As a result, despite the complexity of management, there needs to be more consideration of various business viewpoints in the study. Only conflicts that might result through cooperation or interactions with agents outside the community have been recorded. This outcome demonstrates even more how a community's institutional pressure and embeddedness may have fascinating effects on people on a personal level.

4.2 Governance of the organization

The investigation revealed the need to interpret the organizational effects of embeddedness. The analysis focused on the formal and organizational components of decisions and how stakeholders are involved in the organization. Analyzing the choice of the organization's governance structure, it becomes clear that local community embeddedness has an impact on how organizations are defined and governed by influencing the rules for involvement, the organization's openness to local participation, and the formal decision-making process.

Setting rules to the participation

The embeddedness of the organization within the territory increases the chance that the organization define governance models that are coherent with the main logic of the context. Hence, when the organization is embedded in a community, it facilitates the adoption of rules that involve all the participants in the process and provide equal powers to them. Therefore, from the analysis emerged different governance models, but all of them promote a collaborative approach to governance, defining tools and spaces where public interaction could happen. The study also reveals that the community's and the local context's synergies had a role in discovering models that apportion power based on the provided resources. The following quotations give a clear picture of how crucial it was for the organization to establish guidelines that put control over the organization in the community's hands, indicating that in certain situations, not even a majority has been seen to be a sufficient need for the representative.

"The idea everyone having the same votes and same representation." (Architect, Largo Residential)

"They are taken with consensus so not by majority if everyone agrees on one thing, this is the basic condition" (Activist 1, Scugnizzo Liberato).

The organizational embeddedness helps produce isomorphism between the community's cognitive schemas and the organization's governance model. The analysis also shows that the integration is a result of the sense-making of the community. The likelihood of introducing a community-focused decision-making process within the business increases when individuals use a community lens to interpret the world around them. The relationship highlights how choosing how to run an organization may not be driven by the need to streamline decision-making inside the company but rather by a desire to express the values and interests of the local community. The relation between the individual and organizational level is also underlined by the fact that even in the development of democratic governance models,

participation is limited to the people that share values, experiences and connections with the local community. Therefore, if we follow this reasoning to its extreme consequences, openness and democratic values limit the participation of similar people. Hence, there is the risk of creating gated communities instead of open and collaborative ones.

“The idea of allocating homes is that we allocate them to local residents with a deep connection to the area, we like to see that our residents lived or worked in the borough for at least five years. Then there’s local involvement, so not only should you be connected to the area for a number of years but we also want to see a richness of connections so you workshop here, or the kids go to school here or you know your neighbors.” (Community manager, CHL London)

4.3. Boundaries of organization

The ability to envisage flexible organizational boundaries and to engage with the institutional environment to enhance its activities are both carried on by organizational embeddedness. As a result, the organization's intervention's limits are established in relation to the local community in which the organization is embedded. This change allows for the ability to influence who contributes to the development of the services and how they are constructed.

Setting the external contributions to the organization

Relationships between organizations and their external stakeholders are crucial to their performance and success. The organization can build bridges and relationships with various actors because of its local embeddedness, making it possible for the gap between outside actors and the organization to close. As a result, the findings point to how organizational embeddedness creates the conditions for a range of participants to be active in the activities—not as clients or suppliers, but as collaborators with no financial stake in the sharing. The team includes neighbours, volunteers, and anyone enthusiastic about the initiative.

“But the neighbors are here, some of them are working with our team, the others just wanted to help and be part of the team” (Entrepreneur, Largo Residential)

“It was very much a community led process, we relied on support from volunteers and legal advisors who were members of the community who wanted to give their time” (Community manager, CHL London)

As a result, the activities grow without providing an economic benefit; instead, individuals fill a demand for a sense of community. As a result, they provide the business with an extra resource in comparison to organizations that are not embedded.

“Volunteering work definitely. I also did dozens of hours of free work and there are many more people who did for free, like the original team. It was their own initiative. Weeks and weeks of unpaid work. There was a lot of community support involvements”. (Legal expert, Stara Trznica)

Therefore, a significant correlation exists between a person's sense of belonging and the community's willingness to accept outsiders as contributors. The extensive involvement of local players in shaping organizational boundaries thins such limits over time, expanding the

network of connections between the organization and its institutional setting. This relationship supports the integration of politics within the organization. Vigorously rooted organizations may promote political parties and visions, acting as a catalyst for change in the institutional and political landscape.

Co-designing the services

Providing services and activities that could answer the client's and stakeholders' needs is one of the major goals of organizations. The local embeddedness contributes, as seen before, to create new bridges between the organization and the territory. Hence, not only are people part of the community integrated, but also those not involved have a role. Organizational embeddedness contributes to enhancing the organization work with the community, involving it through the co-design of the activities and to ensure that the activities reflect locals' need and desires.

"We started to work with the communities through various focus groups, organizing events where we would ask what they would need, lack, what would stop them doing their activities" (Manager, Stara Trznica)

"We did another survey with people who lived here and around here asking them what they would like to see in the building and what services they would like in the area" (Resident and member of the organization, CHL London)

As a result, organization activities are adapted to the demands of the community. Additionally, the following quotation demonstrates how an organization's efforts to gather the requirements of its constituents have an effect on individuals:

"It is an interesting the way they grabbed all these questions and through some people they got from the field and inserted in their own way of looking." (Politician, Largo Residential)

This approach formalizes the alignment between the community needs and the organization's activities, letting in the community logic in all organization's activities. Also, in this case, the possible negative effects of this phenomenon are clear.

4.4 New business model

The local embeddedness suggests new models that influence the organization's activities. As a result, organizations reject the standards and mix different goals to ensure that the organization can respond to community needs. The new business models might hamper the ability of the organization to become economically sustainable and might lead to the drift of the objectives toward community-oriented goals.

Rejection of standard models

Due to local embeddedness, the models developed for application in other contexts and regions with distinct features may not be applicable. Therefore, firms feel compelled to reject these norms and establish alternative methods for approaching their business. Consequently, if we consider the institutional contexts, organizational embeddedness helps make the

organization more susceptible to community logic about its business model. Therefore, a market or socially oriented-vision is frequently rejected as being disassociated with the demands of the people and the society.

“There are no recipes, but beyond the state and bureaucracies, the market and speculation, there can be a community government that we must build together” (Activist 3, Scugnizzo Liberato).

“Housing associations and other non-profit providers but non give the control and often communities feel providers have lost touch with their communities, they tend to trample over them” (Community initiatives national expert, CHL London)

In this case, biases at the individual level and the organisation's reaction are also closely tied. The organization was created to address community needs that would not be taken into account by a non-embedded organization. The need for a new model has emerged as the solution to an individual schema, which is focused by the community's attention on specific financing sources and economic prospects. As a result, the business model changed, and the organization represented the community's attitude toward entrepreneurship and business.

Hybridization of the activities

An organizational activity might have a range of aims and varied scopes. The relationships with the environment in the case of locally embedded firms might enable the formulation of a hybrid model, which attempts, on the one hand, to fulfil corporate goals and, on the other, to benefit the community. The following quotation explains how the study made it evident how the activities were created and assessed based on their capacity to serve the neighbourhood and their potential to generate a profit:

“Because it’s a social café where people go to speak a lot, we kept the prices low to keep the community here but what is difficult is to control the measures of the drinks and the food. Secondly, it’s where we can give more jobs for the community. Even without profit it is important to keep.” (Entrepreneur, Largo Residential)

The hybridization of the activities also emerges as the result of community beliefs. How the organization supports itself must consider the individuals' willingness not to rely on external actors, which might hamper the organization's independence. Hence, the limited ability to imagine the organization to rely on external financial resources and to define profit-oriented activities constraints the organization model.

“it is the plan that we have set ourselves is based a lot on supporting our independence and showing how we can get out of certain constraints and certain ways of managing a similar type of assets alternative to those that are always imposed on us that it seems that we must always work for profit, to make money and instead in reality this is a space that is very good it is totally independent and self-financed and does not need external agents who come here to donate money, for better or worse we can do it alone to make it go forward space.” (Activist 4, Scugnizzo Liberato).

4.5 Institutional entrepreneurship

The capacity to shape the institutional context in which they are embedded can be applied to characterize an organization or an individual. Therefore, it is crucial to comprehend how organizations interact with the institutions already in place in the territories and how they want to develop a wider area of influence by broadening the scope of their operations.

Fulfilling society needs

Organizations deeply rooted in the region create activities that cross organizational boundaries. The institutional setting is impacted by this strategy too. Creating new venues allows local stakeholders to communicate, collaborate, and meet. Although these contacts take place outside the organization, the organization's decisions and the openness of its operational model directly influence them.

"The aim was to restore this space both to citizens but in particular to the inhabitants of this neighborhood that does not have a square, a meeting place, this was the fundamental reason for the occupation." (Activist 1, Scugnizzo Liberato).

"(elderly) could just sit there all day and meet people, no one is forcing them to buy anything. Same with families, we have kids zone too. We connected them not only with shopping but with quality time" (Manager, Stara Trznica)

The quotes highlight the outcome of embeddedness and how relationships with the immediate surroundings impact an individual's cognitive structure, organizational structure, and the context in which they are present. The choice to use a space and make it open and accessible for various local activities exemplifies the significance of an organization for the context and how activities may activate virtuous (and vicious) cycles that foster local development and set a direction based on the unique characteristics of the community.

Pressuring the institutional environment

The organization's relations with the territory also affect the relationship between the organization and the institutions, particularly the government and the public sphere. The organization can exert pressure on the institutions with the help of the community consensus, and the embeddedness enables it to become a change agent and influence the institutional environment. Therefore, regionally based organizations are more aware of political opportunities and have access to these relationships to gain support.

"It was a political commitment because of the amount support we had with the community organising and put the pressure on decision makers to make this project happen" (Community manager, CHL London)

According to the interviewees, the organization's mission and scope enable it to pressure political decision-makers to support it. Additionally, there is a clear connection between events occurring at the individual, organizational, and contextual levels. This chain strengthens the community's position in its interactions with political authorities while also transforming the organization into a key player in its interactions with the public bodies.

Expanding to the territory

The organization's engagement in directly impacting the territory with innovative and integrated services for the benefit of everyone is supported by the relationships it has with the context. Therefore, the embedded organization views the territory as its field, the area in which it can foster initiative, increase its sphere of influence, and establish itself as the hub of the neighbourhood. As a result, the neighbourhood's change becomes a legitimate and achievable goal. The organization goes beyond the confines of its location and tries to upgrade and enhance the larger area.

"I work with them to look at ways to transform the neighborhood" (Interview CHL London)

"The organisation should be an association related to the public space outside the market hall and should be the defender of the space and provide specific services such as cultural programmes, pushing the municipality into repairing the space, creating competition proposals. They should really create a platform for the stakeholders from this huge space to create like a quarter. To find many more symbiosis for this space" (Manager, Stara Trznica)

The shortcuts that an individual, and by extension the organization, have are also relevant to understand the trespassing of organizational boundaries and the perception of the context as the theatre where the organization can use its power. Many ways organizations can manifest institutional pressure and try to collect benefits for these institutional entrepreneurship activities. However, the embeddedness might steer its influence toward only the political channels, an influence that the community is aware of. Therefore, the enlargement of the intervention area should not be seen in a larger view. It should be seen as limiting the actions of the organization to those already available to the local community. The following quote exemplifies how the answer to an organization's lack of funding is not, as we expected, the research of a new form of public-private financing but the political pressure, corroborating the importance of taking into consideration the individual schema also on the way organization decide to influence its institutional environment.

"It is also difficult to intercept funds for what is the situation today and therefore we can focus above all on political paths, so we can say that we can imagine influencing in one way or another in the next elections" (Activist 2, Scugnizzo Liberato).

5. Discussion and implications

This study aims to deepen the theoretical understanding of the relationship between institutional environment and organizational embeddedness in local communities. We focused on an integrated analysis of the phenomena that considered institutional pressure at the individual, organizational, and contextual levels (Figure 2).

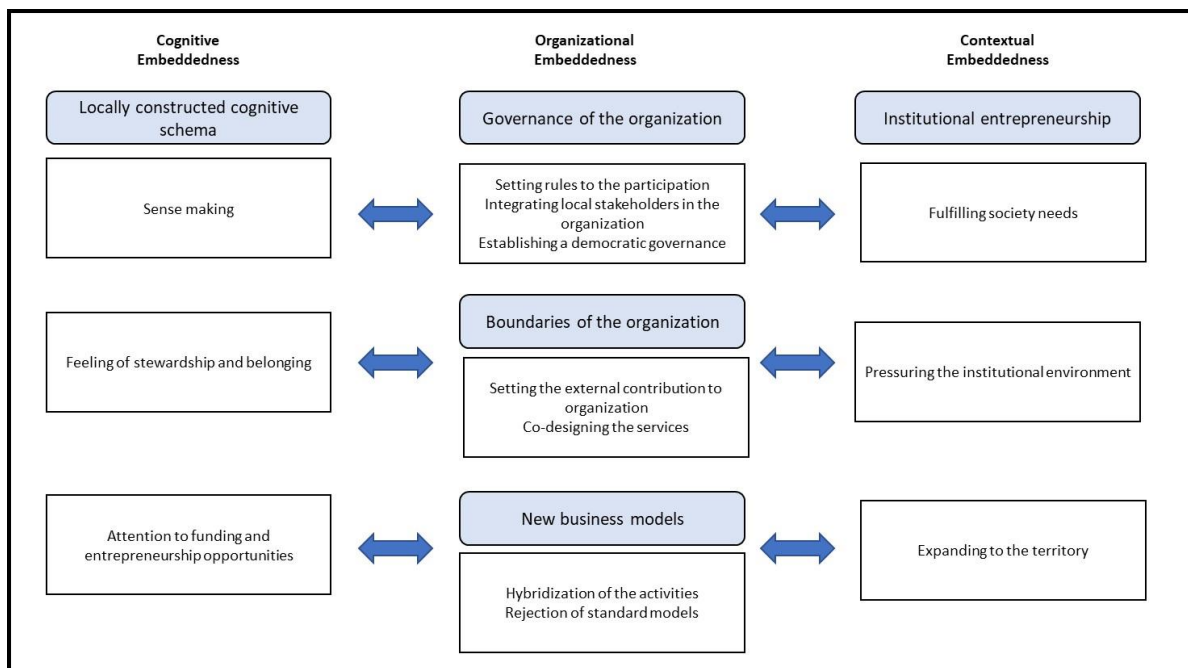


Figure 2 - The three distinctive levels of embeddedness: cognitive, organization and contextual.

The study seeks to bridge the institutional analysis's micro foundation lens to understand how individuals behave concerning the institutional context (Boxenbaum, 2014) with entrepreneurial literature. We examined how people's cognitive schemas are influenced by embeddedness, allowing individuals and organizations to preserve mental images of their social context (Thornton et al. 2012; Senge 1990); and how individuals assimilate information, interpret the outside world, and recognize new business opportunities (Baron and Ensley, 2006; Grégoire et al., 2011). We specifically discuss how cognitive embeddedness becomes increasingly crucial in comprehending sensemaking processes as the lens through which to recognize and explain institutional actors' behaviour (Lawrence & Suddaby, 2006). The research's results reveal and broaden Vedula's findings in understanding how regional logic and community features may affect entrepreneurial and business prospects (Vedula 2019) and investigating the effects of such missed opportunities on organizations.

Second, the research contributes to understanding how the prevalence of community logic could influence the central aspect of governing an organization. Hence, this additional analysis supports the mixed-embeddedness theory (Jones et al. 2014; Kloosterman 2010; Lassalle and McElwee 2016; Wang 2013), which examines the individual activities concerning the organization and institutional settings in which they operate (Yamamura et al. 2022). We underline how community centrality and cognitive embeddedness influence how the organization defines the governance, the business model and the boundaries of its interventions. Building on the theory of community logic (Thornton and Ocasio 2008; Thornton et al. 2012; Besharov and Smith 2014), it emerges that organizational embeddedness in the local community could not only shape the organization to incline its decision-making process for the benefit of the community (Greenwood et al. 2011; Durand et al. 2013; Lee and Lounsbury 2015; Vedula et al. 2019) but the isomorphism could generate

the thinning of organizational boundaries and the shifting of organizational benefits in favour of community ones.

Third, the article builds on the assumption that institutional entrepreneurs can mobilize resources and expertise to transform institutions despite obstacles (Armanios and Eesley, 2021; Khan et al., 2007; Leca and Naccache, 2006; Tina Dacin et al., 2002; Wijen and Ansari, 2007). Therefore, we analyzed how embeddedness provides structures that support or hamper innovation and entrepreneurial endeavours (Garud et al., 2007). The results show that organizations with central community logic tend to promote change in a larger institutional framework, challenging the predominant institutional logic (Morrison 2017) but promoting the institutionalization of only norms and practices that the community supports.

The analysis suggests a relationship between the three embeddedness typologies and three degrees of institutional settings. As a conclusion, cognitive embeddedness reinforces the micro perspective of institutional logic, which holds that the institutional context influences how people behave. On the other hand, organizational embeddedness highlights how organizations incorporate community dynamics into their governance, business, and collaboration frameworks. As a result, institutional logic reflects community characteristics. The changes that affect the institutional environment are a part of institutional embeddedness. As a result, in this instance, the external pressures are converted into external logic that influences organizational behaviour. If we consider all level simultaneously, there is the risk of promoting models firmly rooted in the political vision of the community and influenced by shared cognitive schemas. Hence, there is a risk of creating an over-self-confirmation loop, or over-embeddedness, where communities influence the organization's activities by shaping all the cognitive schemas, the organization governance and the relations with the external environment (Keating, 2017a, 2017b; Rokkan & Urwin, 1983; Tatham 2021). However, there needs to be more research on how these components interact and how different levels of embeddedness influence a contemporary organization.

5.1 Theoretical implications

This study contributes to the expanding body of knowledge on institutional logic and entrepreneurial embeddedness in three ways (Kalantaridis and Fletcher 2012; Thornton, Ocasio, and Lounsbury 2012; Thornton and Ocasio 2008). First, the article offers fresh insights into how high community embeddedness and community logic centrality (Marquis et al. 2009; Lee et al. 2015, Almandoz 2012) might affect organizational decision-making processes (Dacin et al. 1999, Tracey et al. 2005). Research on community logic has previously demonstrated how it may affect several organizational outputs, like gaining support (Wessel et al., 2022), forming partnerships (Hedberg et al., 2021), or adopting standards (York et al.

2018). The results of this study shed light on how community embeddedness may affect key organizational elements such as governance, business model, and boundaries, demonstrating how the core of an organization may be altered as a result of the embeddedness. The findings demonstrate how the community logic shapes all three organizational components, characterizing open democratic governance, a community-oriented business model, and the integration of community players' participation into the organization, mirroring the standard

cognitive schemas of the region. Thus, this study offers empirical insights centred on the impact of community logic centrality, explicitly demonstrating the impact of community influence on the organization (Almandoz 2012 Battilana et al., 2015). Second, this study adds to the body of knowledge on institutional logic and entrepreneurship by highlighting the significance of a multi-level approach to embeddedness, particularly concerning the link between the person, community, and organization (Lounsbury and Crumley 2007; Thornton, Ocasio, and Lounsbury 2012; Thornton and Ocasio 1999, 2008). Researchers in entrepreneurship have already demonstrated entrepreneur's cognitive schema and personal relationships could facilitate ventures development (Thornton 1999; Burt 2000, 2004; Gnyawali and Madhavan 2001; Anderson and Jack 2002; Jack and Anderson 2002; Jack 2005; Jack, Dodd, and Anderson 2008) and its ability to shape the institutional environment (Jones et al. 2014; Kloosterman 2010; Lassalle and McElwee 2016; Wang 2013). Thus, the three effects of embeddedness—cognitive, organizational, and contextual—are distinguished in this article based on their degree. Third, the study sheds light on the risk of having an organization that is too closely entwined with the community, losing its independence from the community, having a narrow and myopic perspective, and lacking long-term economic viability.

5.2 Managerial and policy implications

There are various implications of this study for businesses and policymakers. Supporting entrepreneurial activities is a complicated issue, as demonstrated in particular by an integrated approach to embeddedness, highlighting the significance of considering the cognitive, organizational, and contextual conditions. The findings offer fascinating insights into the community embeddedness of an organization, providing new perspectives into "heroic" actors who alone can promote institutional transformation (Lounsbury, 2001; Perkmann and Spicer, 2007). The results let emerge that institutional entrepreneurs need to not only be adept at pushing the change, educating other participants about it, and supporting changes to governing frameworks (Lounsbury, 2001; Woywode, 2002), but they also need to be somewhat disenfranchised from the local environment to pursue a real change. Hence, the results suggest that policymakers should evaluate local embeddedness and context characteristics before supporting measures to support entrepreneurship. In addition, the analysis of the comparative cases has made it possible to identify local embeddedness common conditions on different scales and the necessity to have an integrated approach. This result will aid policymakers in determining their intervention at various levels to avoid the risk of self-locking and to enlarge the community's cognitive schemas. This notion is particularly interesting in the development of capacity-building processes for communities.

5.3 Future studies and limitations

This research offers several helpful directions for further research on organizational and entrepreneurial embeddedness. The findings further emphasize the importance of fostering conversation about the spatial context of entrepreneurial settings as a critical element in entrepreneurship and regional development (McKeever, Jack, and Anderson 2015; Müller and Korsgaard 2018). Research topics can be expanded by scaling the study to a single

building, a neighbourhood, or a city (Cresswell 2015; Korsgaard, Ferguson, and Gaddefors 2015). This supports a fine-grained understanding of local economic activities (Bosma and Sternberg 2014; Sepulveda, Syrett, and Lyon 2011). The outcomes also point to the need for multilevel approach promotion. The comparative study offered some initially intriguing findings, but to properly understand the nexus and identify which external intervention can minimize the risk of over-embedding, a thorough examination of a single case may be helpful. The contextual and multilevel method can be beneficial in the institutional literature and the comprehension of community influence on an organization.

Additionally, we highlight how local actors try to provide harmony across the various levels, putting pressure on the organization until its borders are shaped to reflect the community. The idea of over-embedding is inconsistent with the literature since it has never been investigated from an institutional viewpoint (Owen-Smith and Powell, 2003; Uzzi and Spiro, 2005). As a result, the idea of over-embeddedness, particularly in the analysis of community logic, offers a fresh perspective, including the drawbacks of embeddedness.

5.4 Conclusion

This study uses an institutional approach to examine how community embeddedness affects individuals, organizations, and contexts. The research highlights the necessity of considering the relationships between levels and embeddedness's positive and negative effects. The study results show that to assess the influence a community's relationships have on an organization, it is essential to understand the degree of embedding. Thus, this research can serve as a foundation for future over-embeddedness theorization.

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