LEGITIMATING USER PARTICIPATION IN MATURE ORGANISATIONS- EXPLORING SOCIAL MEDIA ADOPTION IN A FINANCIAL SERVICES ORGANIZATION

Completed Research Paper

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Abstract

In this paper, we explore strategies that institutional entrepreneurs use to legitimate entreprise social media in a context where ESM interest vary across and within organisational units. Using an in-depth case study of a financial firm we contribute to IS-legitimation research in several ways. First, we outline an institutional logics template that future IS-legitimation research can use to conceptualise organisational and technological values, in order to effectively assess legitimacy gaps. Second, we address calls by Flynn and Du(2011) for studies of IS legitimation in pluralistic contexts by proposing that when ESM interest vary across and within organisational units legitimation seekers may successfully gain and sustain participation by applying pragmatic selection, conformation and advertising legitimation strategies, .Finally, we advance a professional ESM design that can be used to gain participation for ESM before network effects are generated. This responds to calls for ESM designs that can overcome the network effects paradox and contributes to our overall motivation to conceptualise strategies that can be used to gain participation for ESM in mature settings.

Keywords: participation, enterprise social media, legitimation, IS adoption, institutional logics

Introduction

Over the last decade the use of Enterprise Social Media (ESM) within organizations has grown and is gradually becoming standard in large and medium organizations to support everyday work practices. Despite the growing adoption of web services such as LinkedIn and Facebook in the consumer space and the gradual penetration of these services within organizations to support work, there is still very limited research exploring how these services impact on communication, collaboration and the internal functioning of organizations. This paper aims to address this gap by exploring drivers and processes of adoption of social media within organization, especially where social media activity clashes with established ways of working.

Typically organisations adopt ESM by mimicking and replicating the features and functions of popular social media services within their intranet environment by adding and integrating features such as social tagging, micro-blogging, online presence and messagingin their business systems (Subramaniam and Nandhakumar 2013). While traditional communication services such as email, web forums and corporate directories have evolved to become more "social" and collaborative, ESM have other affordances such as greater *visibility* and *persistence* of communicative actions(Treem and Leonardi 2012) which have the potential to improve internal communication, connectedness and collaboration amongst employees (Leonardi et al. 2013; McAfee 2009). . However, organizations often struggle to adapt and integrate the use of social media in their work practices, which is essential to reap the potential benefits from implementing ESM (Andriole 2010; Farrell et al. 2008). Dictating adoption and usage from the top often leads to disappointing results because the open and participative nature of ESM depends on voluntary adoption and usage (Wenger 1998) and it is often difficulty to acquire critical mass and network effects with this approach (Damsgaard and Scheepers 2000), because *"the value of an infrastructure is largely derived from the number of users using it"* (Monteiro et al. 2012, p. 23; Shapiro and Varian 1998). Network effects are subject to a chicken in the egg paradox of how to gain initial participation before network effects are generated (Monteiro et al. 2012). However, even after network effects are generated, there is no guarantee that the ESM is used as intended. Furthermore, unsuccessful ESM implementations cite common governance issues such as inadequate resourcing, and the inability to effectively coordinate diverse stakeholders and integrate large amounts of information. This is sometimes also the result of negative stakeholder perceptions and modest support from senior management (Andriole 2010; Huy and Shipilov 2012). Stakeholders often perceive ESM as 'facebooky' or 'twittery', so fear that these services will challenge existing internal structures, create ambiguity and that ESM's open and social ethos may be contrary to organizations' efficiency seeking values. This creates a legitimation crisis where ESMs are not seen as viable business tools (DiMicco et al. 2008; Habermas 1975).

We address this issue by adopting an institutional logics lens to study processes of legitimation of participative practices associated with ESM adoption at BluCo, the B2B sales division of a global financial organization in the UK. Like many mature organizations, BluCo was cautious about introducing these tools since social media's open collaboration values were often perceived as incongruent with the efficiency-seeking ethos of the organisation. As such, discussions of ESM's business value in this context foregrounded substantive legitimacy gaps. Further, as a division that provided a one stop shop for all customer financial services, BluCo's operations were especially pluralistic. There was a marked divergence in objectives (customer satisfaction, ethical behavior, profit maximization) across a network of diverse actors (office and mobile sales managers for different organizational units i.e. small business, digital offers, commercial, sales support, retail and business bank staff, external auditors such as Financial services authority)(Denis et al. 2001).

Our analysis of the multiple and dominant logics, by analyzing the "taken for granted social prescriptions that represent a shared understanding of what entails legitimate goals and how they may be pursued" (Mola and Carugati 2012, p. 389) allows us to study the processes and mechanisms of justification employed by stakeholders to pursue certain paths to legitimate ESM at BluCo. In this context the institutional logics lens foregrounded the interplay between 1. Competing organizational units viz. pluralistic contexts, 2. Contrasting technology and organizational values; and how this interplay affects the legitimation of ESM as a business tool. More explicitly, the structuring objective of this paper is to understand of how ESM and its collaborative agenda, co-evolve with the structured organization's efficiency-seeking agenda. The aim of this study is therefore to understand how the legitimation of ESM is affected by the collision of divergent technological and organizational logics and the secondary aim is to theorize the strategies that are successful at generating ESM participation in this context.

The balance of this paper will firstly outline our theoretical approach to study this phenomenon. We follow by introducing our research context, and describing our data collection and analysis. Then, we outline the findings in the form of a critical case study, where we substantiate the interplay between the *'market'* and *'community'* logics, and the pragmatic legitimation strategies that blend them. Finally, we synthesize our findings into a table and conceptual framework, and state our contributions before suggesting future research avenues in our concluding arguments.

Theoretical Background

Friedland and Alford's (1991, 2012) seminal work shows the role of certain social properties, "substances" or "logics" such as property, knowledge, family, and religion in conditioning our interpretation and viewing of the world. Organizations and individuals elaborate on these higher-order substances in contradicting yet interdependent *'organizing principles'* to form *"rules of action, interaction, and interpretation"* (Ocasio and Thornton 1999, p. 804) that outline the means, ends, and standards to be used to determine action in a specific context (Battilana and Dorado 2010; Greenwood et al. 2011; Pache and Santos 2010). By proscribing and prescribing actions, logics provide organizational actors with a means of making sense of their world, and the reenactment of those actions make logics more durable. These "logics" therefore *"encode the criteria of legitimacy by which role identities, strategic behaviors, organizational forms, and relationships"* between organizational actors are constructed and sustained (Scott 2001; Suddaby and Greenwood 2005).

Legitimacy's fundamental role in social organization is well established in the literature (Zelditch 2001). Starting from Weberian theorizations, social psychologists first argued that something is only legitimate if it is consistent with the beliefs, values, norms, procedures and practices of a larger group (Dornbusch and Scott 1975; Weber 1978). Legitimacy can be seen as an operational asset that can be strategically leveraged to reach particular objectives (Ashforth and Gibbs 1990), and as a condition of congruency with the beliefs and norms of an institutional field (Meyer and Scott 1983; Scott 2001). While the legitimation process is conditioned by institutional field level values that provide a blueprint of what is appropriate, actors may still implement strategies for *"fostering legitimating perceptions of desirability, propriety, and appropriateness"* (Suchman 1995, p. 577). Suchman (1995) suggests that the embeddedness of actors in particular institutional contexts, serves to both constrain their actions, and provide opportunities for entrepreneurial action. This view emphasizes both the broader societal and the locally situated nature of legitimacy.

It is therefore important to explore the role of institutional entrepreneurs in this process and the 'artful mobilization' involving purposeful attempts to manipulate and re-configure the prevailing institutional logic (DiMaggio 1988; Lounsbury 2001). Organizational actors in positions of social and hierarchical power tend to be more aware of these contradictions and are able to expertly decipher and exploit them through symbolic legitimation activities(Seo and Creed 2002). While little is known about why or how this entrepreneurial institutional work succeeds, recent studies have drawn on social movement theory to argue that the possibility for an insurgent logic to dislodge a prevailing logic is greater when discursive devices are used to bridge the insurgent logic to core organizational field values, or higher-order societal principles(Galvin 2002; Lawrence and Suddaby 2006; Lounsbury 2001). In this way changes to practice are reframed as attempts to revive tradition in order to justify them with other institutional actors. In line with this, Suddaby and Greenwood's (2005) study of rhetorical legitimation strategies observed that innovators use institutional vocabularies and theorizations of change as 'legitimating accounts' to align new practices with the cultural schemas of the target audience. Institutional vocabularies or *'referential texts'* reflect particular forms of legitimacy and therefore expose contradictions within organizational culture. Theorizations of change are used to juxtapose an intended innovation against wider 'scenarios of change'. These are usually used in combination, where vocabularies make the necessity for change comprehensible and *"theorizations make change itself comprehensible"* (Suddaby and Greenwood 2005, p. 59). On the other hand, entrepreneurs may also resist the insurgent logic by using theorizations of change for the new ways of working to reinforce their existing ways of working(Swan et al. 2010). In this way the new practices and resources that reinforce the co-mingling of logics may also be used by institutional entrepreneurs to legitimate their existing practices.

Studies in information systems on user acceptance and organizational change also show that IS adoption is indeed culturally contingent, and acquiring legitimacy is crucial to the success of new IS (Barca and Cordella 2006; Markus 2004; Orlikowski and Gash 1994; Wang and Swanson 2007). Swanson and Ramiller's (1997) seminal work shows that legitimating the technology vision and usage was a crucial strategy for mobilizing support from key user groups, and securing the resources needed

to drive further adoption. Barca and Cordella (2006) show how new Enterprise IS implementations may be impeded if the accompanying changes in practice or structure are not seen as legitimate within the existing departmental values and beliefs system. The role that micro-level politics and power relations play in the legitimation of new technology projects in organizations has been further demonstrated (Currie and Guah 2007; Mark 2007; Zilber 2008). Specifically, studies of ERP and groupware have demonstrated that the integration of IS into an organization is usually accompanied by contradictory agendas and changing user practices and perceptions that may result in unexpected outcomes (Barley 1986; Benders et al. 2006). Remedying these unexpected outcomes may require further legitimation activities to re-align the IS and organization. Markus's (2004) concept of technochange suggests that the beliefs and values of field level professions and organisational level practices play a crucial role in fostering positive legitimating perceptions of technology. Although resources play a key role in legitimation processes from a management perspective, user acceptance of a technology is primarily influenced by the organizational culture, power relations and history than by cost and configuration based choices (Boisot and Child 1996; Karasti 2001). Klein and Hirschheim (1989) examine legitimacy as a means of better understanding how the goals, values, and beliefs inscribed in new IS artifacts (processes, practices, features) come to be mis/aligned with those prevailing in the organization. For example, the literature on institutional change and entrepreneurship (Lounsbury 2001; Rao et al. 2003) shows that different stakeholder groups adopt different discourses and rhetoric as they try to legitimate new practices according to their own interests. Within the information systems field there have been calls for more *"adequate formulations"* of legitimation in IS research (Markus and Robey 1988; Mignerat and Rivard 2009), especially with regards to *"the strategies used to legitimate new technologies"*(Suddaby and Greenwood 2005; Wang and Swanson 2003) in pluralistic settings(Flynn and Du 2011).

However, despite this wide interest in understanding legitimacy as a phenomenon, only a few studies have explored the forms and mechanisms driving processes of legitimacy of information systems in organisations (Brown 1998; Hussain and Cornelius 2009; Keable et al. 1998; Kohli and Kettinger 2004). These studies help us understand how senior management and IS project teams make their messages coherent, legitimate and comprehensible by aligning their discourse with established cultural accounts (pragmatic and moral legitimacy standards). Pragmatic legitimacy *"rest on the self-interested calculations of an organization's most immediate audiences"*, and involves spreading awareness of the technology project's direct anticipated value, or its role in pursuing shared goals or interests (Golant and Sillince 2007; Suchman 1995, p. 578). Moral legitimacy is based on whether the new technology project aligns with the organization's prevalent moral values and norms, such as welfare and justice (Scott 2001; Suchman 1995). Cognitive legitimacy for new technology projects is eventually achieved once the technology project as a whole becomes comprehensible to organizational stakeholders. As such, it is possible to identify successful IS legitimation strategies through an examination of how key stakeholders understand the symbolic strategies that were used to legitimate a specific IS adoption project. For example, Swanson and Ramiller's (1997) study of 'organizing vision' shows how symbols, such as buzzword, slogans or symbolic action may be used to connect a new technology project to established standards of pragmatic and moral legitimacy. Flynn and Du's (2011) Legitimation Action Model (LAM) provides a process view of this legitimation process where legitimation-seekers (LS) articulate the IS features, benefits and organizational effects (*construct target*) to the stakeholders that are either power users of the IS, skeptics, or influential *(identify legitimation providers)*; try to understand their norms (*learn norms*), and compare them with the IS vision (*compare target*). The comparison reveals any IS vision incongruences and sets up the LS to apply appropriate legitimation strategies to either alter the IS project vision or stakeholders' norms (*close gap*) (Flynn and Puarungroj 2006).

Table 1. Suchman's (1995) Legitimation Strategies			
Pragmatic Gain Strategies	Conform to demands: Respond to needs, co-opt constituents, build reputation	Select markets: Locate friendly audiences, recruit friendly co-optees	Advertise: Advertise product, advertise image

Moral Gain Strategies	Conform to ideals: Produce proper outcomes, embed in institutions, offer symbolic displays	Select domain: Define goals	Persuade: Proselytize

Research Methodology and Case Background

We studied the introduction of ESM intranet tools at BluCo, the B2B sales division of one of UKs oldest and more established financial institutions. BlueCo is part of a group of consumer, wealth, and investment banking divisions operating in over 50 countries. The company's business areas are in multi-brand credit card and consumer lending, issuing charge and credit cards to corporate customers, and processing card payments for retailer and merchants, such as large high street stores, and supermarket chains. While BluCo is predominantly departmentalized by service offering, the company also has a dedicated small business department. The sales business predominantly operates on a hunter-farmer model, where around 600 mobile sales staff seek out new business (accounts), and the remaining office-based staff (account development) focus on retaining and renegotiating contracted accounts by tending to their needs and growing their accounts by selling them additional products. The key for BluCo is to try to retain accounts that fall within a particular profit margin, in a manner that is responsible and customer focused. Accordingly, the motivation for ESM introduction was to keep the mobile and office staff connected as an alternative to *'bombarding'* employees with emails. Another consideration was that since target market's were varied and field level products were dynamic, ESM tools could enable BluCo to mobilize the *'knowledge of the sales crowd'* to better serve the needs of customers. Despite some limited success with some ESM tools such as Yammer and Chatter, to date, BluCo has not implemented widely ESM tools. It has limited usage of tools such as wikis and communities, and some more wide adoption of ESM features within their CRM system(socialCRM). BluCo is positioning current ESM efforts as a core part of their knowledge management strategy, and behavioral change initiatives(behaveESM).In 2012 it was revealed that top managers in leading UK banks had consorted to regularly manipulate london inter bank interest rates (libor) over a 10 year period in order to shore up their creditworthiness during the financial crisis, and profit from trades. This libor fraud was broadly attributed to 'institutional corruption' in the financial industry and lead to widespread public and governmental pressures for structural and cultural reform in BluCo, and the wider banking industry.

We examined the research phenomena using data from a 4 month ethnographic study. We started our analysis at a point where the company had recently chartered a project team to look into its knowledge management maturity, and how social media could support more effective use of knowledge. This project was headed up by a senior manager within the Sales Effectiveness Division and was actively supported by the newly appointed CEO. While the senior manager was more concerned with assessing the company's knowledge management maturity as part of his MBA studies, he recognized the opportunity for a wider research focus around the company culture and their use of ESM. As such, we were invited into the company to observe how these these tools were used by employees, and how senior managers approached ESM adoption. Our research protocol focused on collective ways of working, specifically with collaborative tools and managements' disposition to existing and proposed ESM tools in the company. A comprehensive study of these actions required that we infiltrate official lines and observe them in their natural context (Van Maanen 1979). As key actors in this project team, we we're allowed full access to relevant company documents, 25 interviews with senior management, and shadowing of 7 sales employees throughout the work day.

Data collection

Ethnographic observations are fitting for institutional studies because it is sensitive to the reality of everyday work, and the *"ongoing negotiations between members and subgroups over the interpretations and understandings of this reality"* (Zilber 2002, p. 237). Observations were conducted in two phases, 4 in-office and 3 mobile sales staff. The selection of in-office sales staff to shadow was predominantly opportunistic, but in order to maximise the range of activities observed with the limited time available for ethnography, we chose in-office staff that looked the busiest or those that seemed engaged in unfamiliar tasks. Mobile staff were selected based on them being perceived by our project sponsor as good or bad examples of good practice. Staff were shadowed at their desks or mobile base, in meetings (face-to-face or telephone), and at social events, such as

lunches. With these observations we hoped to gain an understanding of how this highly institutionalized environment functioned. Also, observations were captured in digital field notes, and audio recordings where appropriate.

Interviews were conducted in two phases, and were all recorded and transcribed verbatim. Informants were mostly senior managers belonging to the key sales and sales support departments. Senior management was targeted because our analysis of the literature highlighted that this group was most likely to engage in entrepreneurial activities in response to the introduction of new technology. Senior management at BluCo were all long serving staff (over 10 years) promoted from within the BluCo group and were past or current members of BlueCo's companies leadership academy. The leadership academy comprised of high flying staff from various organisational units, and was tasked with finding innovative solutions to pressing organisational issues. Therefore, senior management had the best understanding of the organizational history, the wider organizational objectives, and the driving interests of their own and other departments. The initial interviews were exploratory and sought to understand everyday company practices and the nature of B2B sales, and BluCo's structure, rituals, and heritage. Later, topics were more refined by our initial observations and document analysis, and focused on confirming our nascent understandings of B2B sales environment and probing managers about their predispositions to the introduction of ESM (Lincoln and Guba 1985). At this stage we also asked about specific events regarding BluCo's past experiences with ESM. These past accounts were important in shaping their current predispositions, and asking about specific events was a key tactic to overcome the limitations of retrospective accounts (Newman and Robey 1992).Secondary documents such as presentations, results of engagement and Knowledge Management surveys, published reports, and guidelines, provided additional contextual information, particularly the governing logics and historical antecedents of practices. We used these to triangulate our departmental-level accounts.

Analytical Approach

The analysis proceeded in several relatively open phases. Early analysis was done in field during weekly research team meetings, and in feedback sessions with the project sponsors at BluCo. Emerging from this, we recognized that ESM introduction was essentially a mission in gaining legitimacy for a technology that was seemingly inappropriate for the financial context. It was also evident that different departments at BluCo had significantly different work practices, and possibly cultures that conditioned their motivation for using ESM tools. After further examination of the literature we determined that legitimacy was an interesting concept to explore, and institutional logics was the most appropriate lens through which we could conceptualize the legitimation dynamics in this context. The interview transcripts and field notes were then organized in an Nvivo database and analyzed in accordance with Suddaby and Greenwood's (2005) modified content analysis. The manifest content stage of this analysis was concerned with *"those elements that are physically present"* (Berg 2004, p. 269). Each transcript was first open coded to generate a list of mundane practices, and repeated phrases, referential texts, and words. Emerging from this process were clusters of repetitive words and practices that we coded as institutional vocabularies and practices. Institutional vocabularies are structures of words, practices and meanings used to express a particular logic or way of interpreting reality (Meyer and Rowan 1977; Suddaby and Greenwood 2005). At this stage we also segmented each transcript according to where actors proposed solutions or problematized the use of ESM, and grouped these ideas according to Kietzmann et al.'s (2011) social media building blocks (see Table 3). This allowed us to open code respondents' views and ideas for developing and using ESM.

The second order of analysis was more concerned with exposing the *"implicit categories of meaning"* or latent content of the data (Berg 2004; Suddaby and Greenwood 2005, p. 44). Following the prescriptions of Barley and Tolbert (1997, p. 106)to organize practices around aspects that are *"ecologically and culturally meaningful in the setting under study"*, we clustered practices and institutional vocabularies according to what was the underlying rationale, where and when they were performed, or the activity they were geared towards. This was where we observed the emergence of three types of logics, *'market'*, *'community'* and *'professional'*. To further support this finding we then used Thornton et al.'s (2012) logics of *'market'*, *'community'* and *'profession'* as a template to map BluCo's sources of legitimacy, structures, sales role and related practices (seeTable 2). This is an established method for operationalizing and presenting our findings (Ocasio and Thornton 1999; Thornton et al. 2005). We further validated this finding through discussions with BluCo's executives at two project closing report-back meetings. We also clustered the ideas and views of ESM according to what Suddaby and Greenwood (2005) refer to as theorizations of change teleological, cosmological, ontological, and value-based. The emerging codes were predominantly teleological and ontological. Teleological theorizations (TT) suggest that actions are taken in the context of ultimate objectives. Ontological theorizations (OT) speak to actions that are inherently incompatible or compatible with a

specific context. This process provided insight into particular forms of legitimation strategies, as checked with Suchman's (1995) typology, and particular dispositions to ESM development and use, as checked with Kietzmann et al.'s (2011) honeycomb. These categories were then cross-coded with institutional vocabularies and practices in a final stage of higher order theorization to link culture and legitimation strategies. In the critical case below we have structured our findings as follows. Firstly, we will trace the manifest content of BluCo's community, market and professional logics, as conceptualised in Table 2. We will then trace the evolution and legitimation of ESM at BluCo by iteratively examining the manifest practices and latent content of their ESM legitimation strategies (Myers 2008).This structure more tightly links our empirical data with our theorizations and highlights how BluCo's technology legitimation practices are enacted when logics are co-mingled.

Findings: Tracing Community, Market and Professional logics

BluCo group's over 300 years of history can be traced back its origins as a Quaker-run goldsmith Bank, where travelers could exchange foreign currency. Goldsmith's were reputed as reliable money and valuable keepers, and frequently engaged in communal exchanges. From its inception, BluCo maintained this communal disposition and was frequently compared to traditional British Clubs. This reputation of mutual trust and integrity is still reflected today in the company's core values of: customer, company, colleague, and community. These values are intended to guide the behavior of all sales staff to be mindful of their fiduciary obligation to customers, the company as a whole, and to each other. The strength of these values was stressed by the Account Development Director of strategic clients:

> *"Within the 4 Cs- customer, company, colleague, community and control ... there's a number of objectives we want them employees to do in there, and if it doesn't fall inside of those, they shouldn't really be doing it. That's, pretty much our criteria, and that's as simple as it gets for me. If it doesn't have any benefit to you as an individual, in terms of encouraging your personal development, its got no customer benefit, its got no business benefit, don't do it"*

Community and Professional logics

These core values also engender a sense of collective interest, collective identity, and responsibility. *"If a sales colleague promises a customer something unrealistic or lies, it reflects badly on all of us"(Mobile sales manager).* Sales *"colleagues"* also generally have vested interests in helping each other, and making processes easier. Membership in the sales community implies adherence to its shared expectations of appropriate sales behavior. While regular performance reviews formally assess employees' adherence to these behaviors, evaluation outcomes are almost exclusively based on informal peer perceptions of adherence to the behaviors. Owing of these cultural indicators, BluCo's working environment is quite friendly and supportive as indicated by the Head of Internal Communications:

> *"I think BluCo is the fun part of BluCo group, like you know, its pretty innovative, we're always launching new products, we probably have less policies and procedures, believe it or not ... people aren't afraid to kind of, challenge the norm, and the leaders kind of empower people to challenge what we can do in terms of changing old stuff"*

The community logics was particularly salient in HR and internal communications (IC), especially with regards to care for one another and in ensuring that staff felt connected and integrated in the organisation, a theme that recurred and is reinforced by the following quote from a Senior Manager in HR:.

> *"We've got a graduate in our team that is leaving, we were out last night for a couple of drinks, and she's commented that when she joined, someone literally took me around to everyone face to face, and said this is Mark, this is what Mark does, this is Jane, our graduate"*

The sales support departments, such as compliance, analytics and tender management however, were especially oriented towards their professional logic in their approach to meeting customer needs, as suggested by the Governance Manager in the Sales Effectiveness Team:

"We struggled a little but to come up with an objective, because there isn't really one, other than to keep everybody on the straight and narrow, and keep the top people in our chain and command out of trouble with the audit authorities or internal regulatory compliance teams"

Market logic dominance

However, community and professional logics were encompassed by a *'market'* logic. To remain viable in the business of B2B sales, BluCo's main objective was to maximize profit within an acceptable risk margin, as stated by a Senior Manager in Internal Communications:

> *"The CEO, he's going out and, a big piece of work happening at the moment is basically coming up with a new vision, purpose, values and behaviours, which is all linked to all the costs and stuff that we incurred last year with the libor"*

Reflecting BluCo's numbers-driven identity, departments and teams usually compete with each other for new accounts and revenue. *"In any sales environment, where there are numbers involved, people want people to hit numbers"* as stated by a Senior Manager in the Sales Effectiveness Team. Mobile and telephony sales teams usually contact potential leads that they get from the retail bank, or the CRM system, pitch them particular products, such as a point of sales machine, with the selling point being the commission charged for each transaction. While a lower commission will almost always guarantee a sale, sales staff strictly adhere to a pricing model that displays the ceilings and floors for specific types of customers. As such, the sales activity involves balancing the tensions between offering a low commission to secure an account or a high commission that risks losing the sale but generates attractive returns. Teams and individuals within teams grapple with this tension as they manage their positions in conspicuously positioned in-office leaderboards, or for mobile staff, excel spreadsheets. For mobile and telephony sales staff these leaderboards track the number of retained accounts, while the strategic clients and account development leaderboards (in-office) are more about monthly revenue. Sales staff also *gamed* the leaderboard system by not fully reporting their retained accounts, in order to direct their colleagues into a false sense of security. This was a practice that translated to the early 'market' driven socialCRM system. Being on top of these leaderboards enhanced departmental, team, and individual reputation, as indicated by a PA to the Director of Corporate Sales:

> *"so if they bring a really big customer on board then that will get highlighted all the way to the top. So, we have regular, what we call flash meetings, and you get all the good news come out from, all the sales guys, and if they're regularly bringing in new customers and they're on the flash, you know, all our people will say I know that, that name's coming up, you know again and again; they're the people that, you know, the senior managers will remember"*

For departments this translated to increased resources and bargaining power. For individuals, in addition to an enhanced reputation, sales incentives were especially generous: *"Anything over the base number, obviously we reward quite significantly"* (Head of Account development). While sales employees are expected to conform to the written behaviours- *"working together, thinking ahead, loving success, taking ownership"*, metric-based incentives dominate performance evaluations, and do more for driving behavior:*" the top you can get back in terms of your behaviors is about 20%, because the rest is based on sales incentives"(HR manager).* This profit maximization objective and metric-driven ethos also furthered commercial interests by fueling intra and inter departmental competition on number of accounts and revenue. Sales units such as large and small business account development, sales effectiveness (SE) and commercial payments were especially driven by a *market logic*.

In the aftermath of the recent financial crisis BluCo's currently operates across distinct *'community', 'professional, and market* logics. However, as reflected in the often-repeated phrase *"We're a bank"*, BluCo's current culture seems to emphasize one objective of mutual trust with colleagues (*'community'* logic) and one of financial viability with their shareholders and BluCo corporate (*'market'* logic). The insurgence of the community logic over the professional logic, can be attributed to senior management's belief that *"getting sales colleagues to work together within and across departmental boundaries is the best way to provide customers with better quality products and services"*, as stated by the Managing Director of Sales.

Table 2. BluCo's prevailing logics (based on Thornton (2004))			
Content	**Market interests**	**Professional interests**	**Community interests**
Organizational Identity	We are a financial firm'	We are a bank'	We are the innovative and fun part of the bank'
Sources of legitimacy and status	Maximize interests of shareholders, Operate within the boundaries of UK laws, results and governance reports are submitted to BluCo corporate,	Sales experience, number and profitability of accounts, ethical sales practices, innovative sales practices	Conform to BluCo's standards, Operational and financial practices associated with business plans are scrutinized by committee of relevant BluCo employees, customers, and regulatory agencies
Institutional structures	Parent group, public ownership, the London Stock exchange, The Banking Act 2009, Dodd-frank	Leadership academy, sales professional associations, regulatory agencies	BluCo group, membership, FSA, wider customer and client community.
Attention focus	Compete in the global payment and wider retail and investment banking market to maximize firm profits	Share knowledge and support each other in order to improve and innovate sales practices	Collaborate to protect BluCo's interests by aligning practices to community norms
Sales employee role	Analytic sales negotiator who makes deals based on established criteria i.e. 'customer pricing model' that specifies risk and profitability measures	To be 'a good sales practitioner' who is respect for the quality of their work and the social standing within sales community	A dependable peer, who upholds the traditions and norms of the BluCo community, and takes part in social events such as sales conferences
Specific Practices and institutional vocabularies	-Commission charge decisions are based on firm interests and financial viability -Drop clients that are not profitable or pose high risk -Contract decisions are based on solid, technical financial analysis -Knowledge is power, opportunistic behavior, exploit competitor and client weakness	-Build relationships between 'colleagues' and senior management -Knowledge sharing to satisfy needs of customers, and attain business objectives -Reputation is enhanced by sharing knowledge, supporting colleagues and hitting numbers in ethical way Table 1 Conceptual model of blending multiple interests to create new standards for judging legitimacy (based on Thornton (2004))	-Decisions based on qualitative customer intelligence garnered from other sales employees -Retain clients that are not very profitable based on their loyalty -Support 'colleagues' in community- share information, develop newcomers, comply with Barclaycard traditions of providing customers with innovative solutions.

ESM adoption and co-mingling

It is in this context that internal discussions started around using ESM to support behavioral change. This external jolt resulted in contradictions where employees operating under a 'market' logic believed that fostering relationships through ESM would not directly garner commercial gains or recognition. These seemingly conflicting concerns were enacted at the individual level through an environment of

mostly informal support networks and casual everyday dress code; while grounding business decisions in hard financial analyses and established sales standards, and donning formal attire for BluCo corporate and client meetings. This demonstrates a co-mingling of market and community logics (market||community) where employees fluently segment and switch between logics in different environments in order to pursue different agendas. While it is clear from a structural and policy perspective that the market and community logics were the most accentuated, employees seemed to unconsciously balance these divergent concerns in their daily activities by pursuing an innovation objective. Since this innovation objective is not dominant under either community or market logics, it was most likely another balancing mechanism that resulted from the co-mingling of logics. In showing how the community and market logics overlapped in praxis, the discourse around ESM revealed not just how co-mingling affected its legitimation, but also the source of the emphasized innovation objective.

The ESM project was initiated by the sales effectiveness department as a way of encouraging sales employees to share knowledge. Previous attempts by the Internal Communications (IC) department to implement ESM, specifically social networking tool Yammer failed on two prior occasions due to security concerns with Yammer's cloud-based database. A subsequent Yammer attempt failed to gain support due to the projects reputation for failure. The IC team also had limited adoption with the intranet's wikis, blogs and community sites (mySites). While these projects gained some traction in support departments such as HR and analytics, they eventually failed due to limited adoption in the sales divisions. This was especially surprising since similar tools had been successfully deployed in more market logic oriented divisions of BluCo group. BluCo group, retail banking, and corporate HQ had widespread adoption of ESM intranet tools and a cloud based social networking tool, salesforce's chatter.

Analysis

The Community logic and Moral Legitimacy

Our data shows that the Internal Communications team introduced a new ESM feature called mySites hoping that it would be adopted bottom up similarly toFacebook, as indicated by two Senior IC Managers who said that

> "If a team thinks they need a group space, or an employee wants to develop their own profile they can have one, that was not for us to say or set up for them".

This bottom-up ethos sought to mirror the socially accepted adoption processes of external social media. This approach reflects 'sociotropic' methods of directly gaining moral legitimacy, since the strategies are based on judgements of whether the technology project 'is the right thing to do' within BluCo's socially constructed value system(Suchman 1995). Evaluations of what was 'right' for BluCo sought to use ESM to *conform to the moral ideals,* of producing socially valuable consequences for BluCo as an organization, and by extension for its customers and regulatory agencies. This lead the IC team to proselytize ESM as a tool for enabling a culture of support and social relationships, rather than a tool for addressing commercial concerns. These indicators suggest that the moral strategies were more aligned with their own community logic. In this instance the IC team channeled the relationship building agenda of ESM and attempted to align this with the organization's emerging community logic. However, in enacting moral strategies, the legitimacy seekers often make judgements based on what would make the technology project more desirable or appropriate to themselves ('community') rather than to the wider user group (market||community). In this case, since discussions around ESM highlighted a co-mingling of community and market logics (market||community), rather than a dominant community logic, the technology project failed to encourage participation with departments that identified more with a market logic(Klein and Hirschheim 1989; Monteiro et al. 2012). Also, since it is difficult to measure the consequences of moral strategies, even symbolic actions by powerful proponents of behavioral change (institutional entrepreneurs) can be interpreted as cynical by the wider user community. Symbolic action by entrepreneurs using moral legitimation strategies may also result in goal displacement since self-selection and cognitive dissonance could result in actors conforming to the announced goals rather than the underlying agenda (Selznick 1949). So, even if the Yammer and mySites tools did manage to generate network effects, it would likely yield negative unexpected outcomes.

Market logics and Pragmatic Legitimacy

Interestingly similar projects to deploy socialCRM and behaveESM followed a different path. Our data suggests that the combined SE and IC teams channeled a *market||community logic* in using ontological theorizations to describe their governance and configuration motivations and outcomes for

behaveESM. The same could be said for the SE team's socialCRM. These theorizations firstly set the limits of how various elements of the ESM project should be enacted within BluCo's current market||community environment by drawing comparisons between 'community' and 'market' visions for organizational and technological change (see Table 3, market and community ESM). Secondly, the comparison touched on various economic, social and political interdependencies, thus highlighting contradictions in practice between the prevailing logics. Specifically, while the socialCRM enabled cross-selling opportunities and reduced inefficiency where multiple sales employees approached the same customer, it required that employees share records and updates from their interactions with customers. The following quote by the Sales automation manager exemplifies the widespread unwillingness to share information on socialCRM, in order to preserve individual competitive advantages:

> *"Sales colleagues were comfortable using email and telephone to communicate with customers, so it was a challenge, you know, knowledge is power here, … if i'm a salesman and you give me all this information about my customer that everyone knew out there, but you're not there, and I go and get this customer right? Who gets the credit, Me, right."* - Sales automation manager, SE

Table 3. ESM Design by Emphasized Logic			
Kietzmann et al.'s(2011) building blocks	Market ESM	Community ESM	Professional logic ESM
Ethos and Governance	Totally top down	Totally bottom up	Top down governance and Bottom up usage
Groups	Structure: Community sites predefined by administrator	Structure: Unstructured community sites- user directed, users can join any community	Users are able to create their own communities within predefined categories.
Sharing	Exchange: Information push- Same information pushed to all users Accountability: All content is strictly moderated	Exchange: Information pull- users are free to choose information Accountability: Every voice counts, no moderation	Exchange: Important corporate news is mandatory, but users can subscribe for everything else Accountability: peer moderation
Training	Organization wide training	No training	Users have access to training resource if needed
Incentives	Incentivized usage	No incentives for use	Incentive is usage
Vision	Commercial vision and objectives- profit maximization	Community vision and objectives- mutual trust, support	Professional vision- responsibility for providing high quality service to customers
Reputation	Objective: Reputation is judged on commercial value of contributions	Collective: Reputation is judged on number of posts, followers, or likes	Selective: Reputation is judged on usefulness of contributions
Relationships	Structure: Relationship maintenance-Users are only connected intra-departmentally Flow: Only work related discussions	Structure: Open-Company wide connections Flow: Discussion topics are open	Structure: Relationship building-Users can add and delete users Flow: Discussions should add value, but not strictly.

Presence	Asynchronous interaction only	Synchronous interaction is favored	Dependent on nature of work: Synchronous interaction is good for hot-desking and mobile environments, but not in-office

Conforming to Demands and Advertising

As the ontological theorizations suggest, the SE team resolved these contradictions by using a series of *pragmatic conformation strategies* to build the ESM project vision around the explicit needs of sales employees (Table 3, professional ESM). In order to make the tool as easy to use and useful as possible for sales employees, the SE team **co-opted constituents** such as, project ambassadors and power users to feedback user needs to the team, and pilot user groups to monitor the project reputation and how it evolved with users needs. The piloting allowed timely feedback and ready customization and testing during development and use.

> *"We put a lot in during the initial stages, getting key people to push it, going to sales colleagues to get a sense of what they needed, going to salesforce to build in functionality to automate as much as possible, linking the system to linkedin and internal email, and, what we did with [CustomerCo.], to match our data to theirs to get a single relationship profile for customers"* - Senior manager, SE

However, the SE team knew that instrumental and commercial objectives would be prioritized over socialCRM participation, and as reflected in their teleological theorizations they adopted advertising strategies that focused on showing employees the possible commercial gains, or losses that could result from non-use of sociaCRM. Another interesting finding here was that employees would respond better to advertising strategies such as training on social features, once the training was aligned to their commercial or instrumental interests. In this way conformation strategies aided advertising strategies. For example, they suggested that employees who used the ESM could satisfy more customer needs and thus attain increased recognition for their work (**building project reputation-**Table 1).

> *"You know, you've gotta appeal to the, WIFM factor, what's in it for me, there's nothing in it for me, if its like here's this great new tool, its like great, thanks. Here's this great new tool and if you use it you can increase your sales by 5%, Ohh, I'm a sales person, just a minute I'll have a read of that"*- Head of small business

However, while the strategies expressed in teleological theorizations appealed directly to the 'market' concerns of growing accounts, they almost always had an underlying agenda of fostering employee relationships. In most cases these strategies would seek to build a sense of community around professional concerns, such as the need to provide quality products and services in a responsible manner, as demonstrated in the following quote in justification of the addition of collaborative knowledge management features to the socialCRM by the Head of Sales Effectiveness:

> *"A customer asked a sales employee what was the length of cable for the PDQ machine, he had no idea, he called about five other sales staff before he could get the answer. You know, in, in small business you've got 5 minutes to pitch, and if you can't answer questions quickly, you lose business. We need a system where mobile staff can connect with each other and answer these questions quickly"*

The project manager also stressed that *co-opting constituents* through phased roll outs was crucial to managing the projects reputation as a sales support tool and employee perceptions of the ESM project. This involved proactive actions to prevent comparisons of the socialCRM to other social networking tools internally, such as Yammer, and externally, such as facebook**.** Interestingly, in some cases the project manager deliberately choose co-optees with contradictory logics.

> *"No, not at all, we didn't want colleagues, senior management to think of it as another Yammer"*... *"we rolled it out with the team next to us, we could keep an eye on them"* ... *" I chose a moaning meenie everytime in the first stage. You get a moaning meenie complaining about the 'facebook CRM', fantastic. You talk to them, you convert them 'round and then, they're your ambassadors"* - Project Manager, SE

Building on the successful adoption of the socialCRM tool and the lessons learned from failed implementations, the SE and IC teams chose to work together on the behaveESM project(*co-opted constituents*- Table 1). Even though the standards for behavioral change are moral at the core, the

teams counterintuitively tried to gain pragmatic legitimacy to satisfy both 'market' and 'community' interests. This was achieved by framing behaveESM as a tool to *respond to the professional needs* of external regulatory agencies and customers(Table 2), as is expressed by the HR Manager.

> *"I don't think it should be about connecting people... I think it should be more around, an objective, so whether that is, around improving customer experience, or for improving process or, so people go 'cuz they naturally want to contribute. And I think, the by-product of that would be, it connects people"*

An interesting observation here was the use of advertising strategies to reinforce conformation strategies. In the aftermath of the libor scandal, learning and 'living' the new BluCo behaviours was made a top priority in performance development reviews (PDRs) and so was an especially instrumental need. Senior managers used this as an opportunity to advertise behaveESM as the tool to learn and help contribute to defining the behaviors.

> *"So we've got a common set vision, values and behaviours across the BluCo group and once you're working here, you're gonna be monitored on it, so everyone needs to get training on them, so this year will be quite interesting. I think [the ESM] is gonna be a real underpinning piece to that, and there's a reason for people to go there, and its a real opportunity to bring the areas of BluCo a bit closer together."* - Head of small business proposi*tion*

Pragmatic conforming methods such as this focused on meeting the needs of the key stakeholders. Therefore, in a case where logics are co-mingled, conforming methods are likely to simultaneously align to each of the co-mingled logics without favoring either (Suchman 1995). As demonstrated in the manifest content analysis, pragmatic conformation strategies generated participation by appealing to material and wider user interests. Appeals to material interests gains a type of exchange legitimacy since ESM participation is bartered for promised gains in revenues from customer accounts and any accompanying rewards and recognition(Suchman 1995). Appeals to larger interests gained a type of influence legitimacy since ESM participation is framed as an unlimited asset that will deliver increasing value with higher levels of user involvement (Suchman 1995).

Discussion

The aims of this study were twofold. First, to contribute to a technology legitimation perspective by understanding how multiple competing organizational logics, affect the legitimation of ESM adoption in organizations. Secondly, to conceptualize the strategies that are successful in sustaining participation in this context.

Looking firstly at the co-evolution of the divergent logics on ESM legitimation, we contribute to Flynn and Du's (2011) call for further conceptualization of the impact of pluralism on technology legitimation. Our findings show that in response to the contradictions created by the insurgent community logic, the SE and IC team adopted a select markets strategy by co-opting, rather than contending with their competing logics in order to legitimize ESM according to the agenda of their pre-existing logics. This involved firstly the 'artful mobilisation' by the Internal Communications team to align the project with senior management team to help with the initial rollout of their behavioral change ESM project. For the Internal Communications team, since their previous efforts failed due to a lack of resources and participation in the sales areas, it was crucial for them to gain traction for the ESM in a sales area. Even with the existing co-mingling of logics, the market logic was still dominant in the sales divisions, and thus the SE team had the influence and political power needed to build initial traction for ESM with the sales group. Under the purview of the management team, the sales group saw the ESM project to be aligned to their commercial market concerns. However, the underlying relationship building agenda intended by the communications team was not displaced since the management team also co-opted 'community' concerns to further their own commercial agenda. The current hype around the use of ESM as an instrument for changing culture through relationship building spoke to the technology's community agenda. This further strengthened the insurgency of the community logic, and the co-mingling of logics was especially obvious in ESM implementation discussions. Further steps to implement technical directives such as sharing behaviors in PDRs validated this 'community' insurgency as more than just 'lip-work'. Therefore, the management team could not completely ignore the community concerns, and even embraced the opportunities for furthering their own agenda. In this regard, Suchman (1995) suggests that co-option results in user groups granting a type of dispositional legitimacy to the implementation team's technology project, since they perceive the project to "share their values" or have their "best interests at heart"(Scott 2003)

The idea of co-option supports Friedland and Alford's (1991) and Scheid-Cook's (1992) premise that the co-mingling of logics frequently creates room for actors to choose from prevailing pre-existing logics. Accommodating insurgent outside logics was crucial for generating participation for ESM since the external logic presented both groups with a new standard of legitimacy to reinforce its existing agenda(Swan and Luchs 2011). The case of SE co-opting community logics also supports Swan et al's (2010) observation of entrepreneurial actors using the theorizations of change that align to the insurgent logic to reinforce their existing ways of working. Co-mingling of logics and their accompanying practices is thus thought to be an even more effective driver of progress and change than being able to shift from one logic to the next, as is done in compartmentalization and hybridization(Swan et al. 2010). In this regard, co-option also strongly aligns with Smets's (2012) concepts of segmenting and switching between logics in pursuit of instrumental interests in compartmentalized or hybridized environments. As such, segmenting and switching promotes progress when logics are hybridized and compartmentalized environments, co-opting support progress when logics co-mingle. Co-opting in this case is a more long-term and stable mechanism, than segmenting or switching. Smets's (2012) concepts also suggest that co-opting may have had more to do with actors evaluating what their interests were in this current context, than with 'artful mobilization' of entrepreneurial actors that were aware of institutional contradictions. Regardless of how co-opting occurs, both perspectives require actors to seek continual integration between conflicting agendas by balancing their practices across logics. Therefore, to preserve this stability during the ESM legitimation process, the teams needed to simultaneously pursue both community and market practices, without favoring either. With this requirement in mind during ESM implementation, pragmatic legitimation strategies emerged.

Our findings respond to calls for more "adequate formulations" of legitimation in IS research, particularly with regards to specific strategies for legitimating new technologies (Markus and Robey 1988; Mignerat and Rivard 2009; Suddaby and Greenwood 2005). Flynn and Du (2011) and Kaganer et al. (2010) identified that throughout the technology adoption process legitimation seekers may employ strategies from Suchman's (1995) legitimation typology to try to gain different types of legitimacy. Our findings show that in situations where there are multiple organizational agendas around the technology project, legitimation seekers are successful when they co-opt contradicting logics and enact pragmatic conforming strategies for developing and implementing technology. Here, the concept of co-option serves to distribute power-relations between the competing logics and improve the effectiveness of conforming strategies. Specifically, pragmatic conforming and advertising strategies were used to simultaneously motivate adoption along both community and market logics. With a goal of fostering sharing relationships (community) within the sales team governed by commercial 'market' logics, the 'market' driven management team sought legitimacy by masking community logics with market concerns. For both teams, attendant goal displacement did not occur since the IC team's strategy was to use the commercial agenda to build up long term sharing relationships; and the SE team's strategy was to leverage BluCo's insurgent 'community' disposition to grow and retain clients through improved sharing relationships(Selznick 1949; Smets 2012). This masking was sustained in two ways. Firstly, pragmatic methods appealed to sales employees' professional concerns such as, their instrumental and practical needs, and sense of responsibility to customers. In this case appealing to professional logics accommodated both market and community agendas. Suddaby and Greenwood (2005) propose that this accommodation is possible since, like many other logics (Friedland 2012), the professional logic has inherent contradictions. Specifically they assert that while the professional logic is rooted in historical expert and communal 'institutional substances' , it also masks commercial substance or interest(Freidson 2001; Larson 1979; Leicht and Fennell 2001). Further, Suddaby and Greenwood's (2005) finding that pragmatic legitimating accounts in particular expose the contradictions in the professional ideology, substantiates our finding that 'market' and 'community' concerns can be simultaneously and equally pursued using pragmatic strategies. Secondly, the masking of community and market logics is sustained by emphasizing ESM's collective intelligence agenda, and its role in supporting employee professional concerns. In so far as collective intelligence is aimed at generating innovative products and services by connecting employees, it can be said to align with a professional logic. An interesting implication of the professional and individual employee focus of pragmatic strategies is that there must also have been contradictions between community and market logics within departments, and perhaps even at the individual level. This would support Swan et al.'s (2010) claim that pluralism, and thus, political maneuvering in response to new technology introduction may exist within organizational units. In either case, the professional focus of pragmatic technology legitimation strategies seemed to accommodate these tensions successfully. In the case of BluCo, aligning the ESM project with a professional logic had the following technological outcomes- top down governance and bottom-up usage, peer moderation, and user managed connections (Table 3).

Relatedly, a further and equally important contribution that we make to the adoption of ESM is to begin to provide a design template to overcome the network effects paradox in pluralistic settings . As prior studies have established, overcoming this paradox requires that we understand how to develop and implement ESM when usage objectives and practices vary, in order to gain participation before network effects are generated (Monteiro et al. 2012). In the case of BluCo, even though the organizational culture emphasized two prevailing logics, market and community, counterintuitively (and pragmatically) designing the ESM according to the underlying professional logic proved more successful than designing according to community or market interests (Table 3, Professional ESM). Accordingly, this design is a crucial element to gaining pragmatic legitimacy and participation when objectives and interests vary across and within organizational units. This design is also fitting for cases where the ESM goal is the development of relationships and collective intelligence. Further, a professional design ensures that the ESM easily adjust to changing customer and employee needs, and resists goal displacement in the event of external organizational jolts (Truex et al. 1999).These findings resonate with Kraut et al.'s (2010) calls for participative system designs that promote the attainment of desired results in sustainable ways. In conceptualizing this design (Kraut et al. 2010) call for clearer scientific understandings of participative systems and human behaviour around these systems.

Conclusions

Our findings contribute to the debate on drivers of adoption and participation of ESM in organizations where these activities may clash with pre-established ways of working and thinking. Specifically, we observed that the dialogue around ESM implementation propagated the co-mingling between organizational units with community and market logics, and the technology's open collaborative logic. In this context, our analysis revealed three major contributions. First, it outlines an institutional logics based template that future legitimation research may use to conceptualize technology and organizational values in order to assess and address legitimacy gaps (Flynn and Du 2011; Klein and Hirschheim 1989). As demonstrated in this study, this approach is particularly useful for cases where organizational culture is complex, and technology projects reflect multiple interests. Future studies using this approach should capture a wider range of factors that lead to IS success or failure. Second, this study addresses recent calls from IS legitimation literature to examine technology legitimacy in pluralistic settings, where divergent objectives could affect the legitimation process (Flynn and Du 2011). The study shows that in a situation where divergent ESM interests seem to be equally desirable (co-mingled logics), ESM project teams should use: 1) pragmatic selection strategies to increase the effectiveness of symbolic actions (legitimating accounts) that are aimed at driving change, 2. pragmatic conformation strategies to simultaneously gain participation for multiple ESM agendas, 3. pragmatic advertise strategies to sustain ESM participation. In the particular case of co-mingled market||community logics, project teams can simultaneously gain participation for commercial and relationship building concerns by appealing to the professional concerns of employees. And, advertise strategies can sustain participation by emphasizing ESM's collective intelligence agenda. Further, since pragmatic strategies are inherently responsive to contradictory logics and the instrumental needs of users, they efficacy is theoretically transferable to various combinations of logics, and pluralism within and across organizational units. Thirdly, building on the ethos and practices enacted by pragmatic strategies we construct a template that details the content of a professional ESM. We advance this professional ESM project as a design that could be imported to similar organizational settings to gain participation before network effects are generated. In these contexts, designing the ESM project according to this professional standards would naturally enact pragmatic conformation and advertising strategies to gain and sustain ESM participation.

Our study has some limitations. It focused mainly on the sales division of the bank, where most of the participants were senior sales managers, and support staff. While it is true that they belonged to departments with clearly different objectives and ways of working, their membership in the sales division could lead to excessively convergent views. Also, this study was conducted over 4 months, and thus relied on some retrospective accounts, that, given the nature of the phenomenon under study, could distort the findings. Still, the robust and ubiquitous nature of the logics under examination, lends these findings to be fine-tuned and applied to other contexts for verification. Nevertheless, future research would benefit from studying an environment with even more divergent objectives, for a longer period of time. Also, even with this study, the concept of legitimacy in IS adoption research is still very much under-developed. Particularly, the legitimation of one technology, may often involve a process of de-legitimating another. Future studies, could examine this process in more detail, and attempt to connect de-legitimating and legitimating strategies.

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