**Chapter introductions and conclusions**

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# Chapter 1 – Fair Trade: a hybrid concept and practice

This chapter starts with examining the history of Fair Trade (FT). FT is then interpreted as a hybrid notion composed of economic, social and political dimensions. The need for original organizational models enabling the pursuit of these hybrid goals is highlighted based on the study of four affiliated concepts: the cooperative movement, the social economy, the solidarity economy and social entrepreneurship/social enterprise. Although all four concepts contribute to shed light on how pursuing hybrid goals implies adopting specific organizational models, the social enterprise approach is the one that most broadly embraces the spectrum of organizational models observed in FT.

**Chapter 2 – Fair Trade Social Enterprises in an international context**

This chapter introduces the reality of FTSEs in the world and then more specifically in four European countries: Belgium, France, the United Kingdom and Italy. The history and organizational landscape of FT are described in each of the four countries, showing contrasted situations in terms of roles for pioneer and newcomer FTSEs. Then, a few methodological elements are introduced. Interviews with the managers of 57 FTSEs and documentary analyses have provided the data at the sample level. Then, 8 FTSEs reflecting different organizational models and cultural/historical backgrounds have been selected for in-depth case studies.

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# Chapter 3 – Towards a taxonomy of organizational models

First, this chapter tries to structure the diversity of organizational models in the FT field. In the first section, three building blocks forming these models are suggested: the legal form, the architecture and the governance model. Then, based on commonly observed combinations of these three elements, a taxonomy including five categories is built: individual ventures, entrepreneurial businesses, volunteer-based FTSEs, multi-stakeholder cooperatives, and group structures. These categories are analyzed in depth, illustrated and discriminated on the basis of a number of variables including region, age, size, resources, goals, activities and leaders’ profiles.

**Chapter 4 – Theoretical perspectives**

To understand how and why FTSEs adopt diverse models, various theoretical approaches within the framework of organization studies are available. Among these, the (new) institutional approaches in economics and sociology seem particularly adequate. The chapter first describes the origins and main features of each approach. Then, these approaches are compared with each other both on their key assumptions and on their contribution to the study of FTSEs’ diverse and hybrid models.

**Chapter 5 – Organizational models as efficient institutional arrangements**

This chapter applies economic new institutionalism to interpret the taxonomy and the distinctive features of each model. The first section distinguishes how the hybrid nature of FT can be expressed in terms of economic goods. The following sections are based on the FTSEs’ legal form and governance structures. They seek to interpret the observed relationships between goals and activities, as well as resources, and the organizational model. The arguments stem from two types of “transaction costs”: the costs of market contracting and the costs of ownership. Finally, special attention is devoted to the inclusion of customers and producers as an innovative governance practice.

**Chapter 6 – Organizational models as reflections of their environment**

Sociological new institutionalism focuses on the influence of institutions –understood in a broad sense– on organisations, particularly in the sense of constraining or even imposing organizational behaviour. First, the normative trends in the field of FT and their consequences on FTSEs’ organizational models are examined at the different historical stages of FT: foundation, mainstreaming, and entrepreneurship. Then, the author looks at how these normative trends are translated at the local level and are intertwined with coercive and mimetic influences, revealing important differences between the four countries of the study. These historical and geographical differences explain much of the diversity in the FT field.

**Chapter 7 – Organizational models as institutional bricolage**

This chapter aims to introduce a more strategic component in the institutional analysis. Case studies representing the different organizational models show how these models have been used as strategic tools to influence and shape the FTSEs’ institutional environment. FTSEs are analyzed here as “institutional entrepreneurs” promoting their own model as a superior avenue for the pursuit of FT. Organizational models are seen as “institutional bricolage” meant to garner legitimacy, and thus resources, from different stakeholders. Access to networks is central in this regard. Diversity is interpreted here as the result of these different strategies adapted to each FTSE’s specific environment.

**Chapter 8 – Managing hybrid organizational models**

This last chapter aims to deepen the strategic perspective of the previous chapter, through examining how each organizational model offers particular opportunities and threats (tensions) for FT entrepreneurs. The contribution of each model to the practice of FT in its different dimensions is reviewed based on both the sample and case study findings. Recommendations are made to the (current or potential) FT entrepreneurs regarding how to seize the opportunities, overcome the dilemmas and manage their relationships with the other FTSEs and stakeholders. The chapter ends by revisiting the organizational trajectories (evolution from one model to another) from a strategic standpoint.