

การศึกษากระบวนการประกอบการเชิงสถาบันของอุตสาหกรรมขนส่งร่วม
แบบ O2O ในประเทศจีน

Examining the Institutional Entrepreneurship Process of China's O2O
Shared Mobility Sector

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บทคัดย่อ

งานวิจัยนี้ ศึกษากระบวนการประกอบการเชิงสถาบันของอุตสาหกรรมขนส่งร่วมแบบ O2O ในประเทศจีนจากมุมมองของผู้ประกอบการเชิงสถาบันและตรรกะเชิงระบบที่หลากหลาย ตามกรอบการวิเคราะห์วาทกรรม พบว่า มีตรรกะเชิงระบบที่หลากหลายที่อยู่เบื้องหลังของอุตสาหกรรมขนส่งร่วมแบบ O2O ในประเทศจีน ซึ่งแสดงให้เห็นการเปลี่ยนแปลงอย่างชัดเจนจาก ตรรกะแบบครอบครัวเป็นตรรกะแบบแบ่งปัน เช่น การเปลี่ยนแปลงในผลลัพธ์เชิงตรรกะเกี่ยวกับแนวคิดเชิงสถาบันใหม่ๆ และกฎหมายเกี่ยวกับการประกอบกิจการ

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Abstract

This paper examines institutional entrepreneurship process of China's O2O shared mobility sector from the perspective of institutional entrepreneurship and multiple institutional logics guiding by a linguistic discourse analysis framework. The study indicated that there were multiple institutional logics behind China's O2O shared mobility sector, which showed a clear trace of shift from family logic to sharing logic. Such a profound change in institutional logics resulted in new institutional concepts and a series of institutional entrepreneurship acts.

Keyword: Institutional Entrepreneurship, Institutional Logics, Cognitive Legitimacy, Categorization

1. Introduction

In October 2015, The Ministry of Transport of China released The *Tentative Measures for the Administration of Online Car Hailing Services* for public discuss, and the formal measures finally took effect in July 2016 after some amendments, which making China the first country to recognize the legitimacy of online car hailing service nationwide. China's shared mobility sector has witnessed explosive growth in recent years and brought extensive institutional entrepreneurship in the area. Why China could be the first? As a new emerging economy differential from western mature market-oriented economy, are there any special dynamic which drives the institutional entrepreneurship of China shared mobility sector to move forward. To redress this gap, this paper is going to deal with the issue which has not been resolved before.

Actually China has issued several policies or guidelines to regulate the O2O shared mobility sector. O2O is the shortened form of online to offline. With the rapid development of information technology, consumers are able to search for and buy services or products online, and then consume them in an offline store or entity. This emerging ecommerce model is called online to offline (O2O) service, which has attracted business and academic attention (Pan Yuchen,Wu Desheng, Olson David L, 2017: 1-8). The Ministry of Transport of China promulgated in 2014 the *Circular on Orderly Development of Car-hailing App-based Taxi Services* to support the car-hailing app-based tax service. The *Tentative Measures for the Administration of Online Car Hailing Services* was released in October 2015 for public comments and formally took effect in July 2016. The Ministry of Transport of China promulgated the *Guidance on Encouraging and Regulating the Development of Bike Sharing Service* (Draft for public comments) and the *Guidance on Promoting the Healthy Development of Car Rental Industry* (Draft for public comments) respectively on May 22, 2017 and June 1, 2017 to further regulate the development of bike sharing and car rental industries. These two regulations formally took effect three months after they were released for public comments. The *Guidance on Encouraging and Regulating the Development of Bike Sharing Service* and the *Guidance on Promoting the Healthy Development of Car Rental Sector* formally took effect on August 3, 2017 and August 8, 2017 respectively.

China's O2O shared mobility sector has witnessed explosive growth in recent years and brought extensive institutional entrepreneurship in the sector, making it an ideal representative for the case study. China's large population creates many challenges for its transportation sector and the imbalance between supply and demand remains prominent. China's macroeconomic strategies energetically support the optimization of its transportation system. Under this context, China's smart transport and IOV (Internet of Vehicle) apps witness an explosive growth. Its O2O shared mobility sector is developing rapidly with many sub-divisions, such as app-based taxi-hailing, app-based ride-hailing, app-based carpooling, app-based car-renting, periodic lease, bicycle sharing, etc. The location-based service (LBS) greatly promotes the booming development of transportation sector.

A large number of enterprises become practitioners and pioneers in the O2O mobile shared mobility sector. The development of mobile positioning technologies such as global positioning system (GPS), geographic information system (GIS), remote sensing technology and the location-based service (LBS) have brought great convenience for people, which in turn also promote the development of mobile positioning technology. New technology makes mobile mobility possible, and the enterprises engaging in the car-hailing apps keep exploring new patterns of institutions in terms of business model, credit assurance system and mode of payment. The functions of car-hailing apps such as real-time positioning, best route planning, carpooling route keep those enterprises to issue corresponding institutions in order to provide and improve their services. Identity verification, registration with real-name mobile phone number and bank account guarantee the authenticity and reliability of information of both parties. The functions such as comments and rating system by both parties help improve the user experience and establish credit records for the transaction process. Other functions include the blacklist system and offering more benefits for those with higher credit rating. To conclude, both the regulatory agencies and the enterprises engaging in shared mobility have extensive institutional entrepreneurship.

Institutional logics was defined as socially constructed, historical pattern of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality. Institutional logics are both material and symbolic (Patricia H. Thornton, William Ocasio, 1999: 801-844). According to the institutional logics theories of Mr. Thornton and his coworkers, there are four mechanisms which institutional logics exert their effects on individuals and organizations, and a key mechanism by which institutional logics shapes individual cognition is through social classification and categorization. Once the institutional logics changes, new classifications merge which consequently change the existing classification systems. However, present theories haven't given detailed explanation of how institutional logics change social classification and categorization in clear details. To redress this gap, this research adopts the qualitative method and aims to explore the dominant institutional logics behind the institutional entrepreneurship, how institutional logics shape actors' cognition through social classification and categorization in the context of China O2O shared mobility, which would make theoretical and managerial contributions to present study.

2. Literature review

Institutional entrepreneurship refers to the activities of individuals or organizations which have interest in particular institutional arrangements in creating new institutions or transforming existing institutions by promoting collective attempts to infuse new beliefs, norms, action modes and values into social structures, and to institutionalize new practices with wide legitimacy. (Steve Maguire et al., 2004: 657-679).

Institutional entrepreneurship is a term first emerged in DiMaggio's article *Interest and Agency in Institutional Theory*. Afterwards, academic researches on institutional entrepreneurship are becoming increasingly prominent. As one of the most important theories of neo-institutional school, institutional entrepreneurship related theories try to explain the question how new institutions arise. Some of the scholars consider that motivation of institutional entrepreneurship comes from outside environment, such as economic and political crisis, environmental crisis, information and technology innovation, etc. some other scholars, on the contrary, try to find reasons of institutional changes from internal elements, which means taking both the environment pressures and institutional entrepreneurs' individual initiative into consideration.

As for individual initiative, another important theory of institutional logics indicates that interests, identities, values, and assumptions of individuals and organizations are embedded within prevailing institutional logics. Decisions and outcomes are a result of the interplay between individual agency and institutional structure (Thornton and Ocasio, 2008).

In 2002, Seo and Creed proposes that institutional contradictions, such as legitimacy that undermines functional inefficiency, adaptation that undermines adaptability, interinstitutional conformity that creates interinstitutional incompatibilities, isomorphism that conflicts with divergent interests, etc. are the impetus that drives, enables, and constrains further institutional change. Those contradictions could reshape the consciousness and action of institutional inhabitants, embed their change initiatives, drive them to conquer the boundaries of institutional rules and logics, so that to realize institution change (Myeong-Gu Seo, W. E. Douglas Creed, 222-247). How to construct new institutional logics to bring and reinforce desired values and advocacies of institutional entrepreneurship becomes an important research question. Researches of institutional entrepreneurship processes try to unveil the process mechanism of institutional entrepreneurship, and try to find out how institutional entrepreneurs gain legitimacy of new logics through a series of strategies (Julie Battilana et al., 2009: 65-107).

Thornton and Ocasio (2008) define an institutional logic as the socially constructed, historical patterns of cultural symbols and material practices, including assumptions, values, and beliefs, by which individuals and organizations provide meaning to their daily activity, organize time and space, and reproduce their lives and experiences. Scott (1995) suggests that there are three necessary and complementary dimensions of institutions, structural, normative, and symbolic. Therefore, three dimensions of measuring legitimacy, which are, regulative legitimacy, normative legitimacy and cognitive legitimacy. Thornton's

institutional logics approach integrates the structural, normative and symbolic dimensions together. Thornton and Ocasio (2008) states clear the four mechanisms by which institutional logics exert their effects on individuals and organizations. Firstly, collective identities and identification, secondly, contests for status and power, thirdly, classification and categorization, fourthly, attention (Thornton and Ocasio, 2008:111-114).

A key mechanism by which institutional logics shapes individual cognition is through social classification and categorization (DiMaggio, 1997: 263–287). Category as a basic unit of cognition is socially constructed, rather than existing in nature. Changing logics lead to changes in the meaning of existing categories or creation of new categories, whereas the classification and categorization of categories is determined by social and organizational institutions (Thornton and Ocasio, 2008:111-114). Categories organize information, generate shared meaning and affect valuation. A shared understanding of generally accepted meanings or consensus of categories is essential for establishing commensurability among individuals and organizations. (Mukti Khaire, R. Daniel Wadhvani, 2010: 1281-1304). A shared and taken-for-granted understanding refers to cognitive legitimacy of institutions. Cognitive legitimation implicates unspoken orientating assumptions (Mark C. Suchman, 1995: 571-610). Examining the changing systems of categories could discover the shift in institutional logics results in changes in the meaning of underlying cognition, as well as, find the processes of gaining and maintaining cognitive legitimacy which enables institutional entrepreneur sufficient resources necessary to bring about institutional changes.

O2O shared mobility industry is a newly emerging business model with rich institutional entrepreneur, as well as wide spread controversies. O2O shared mobility develops rapidly in many countries all over the world since 2010, however it encounters bumpy roads without exception in all the countries as for transportation departments in many places considering the services it providing as illegal and the service has operated in a grey area. In USA, before 2013, there is barely any state admits shared mobility's legitimacy. It is until September 2013, California Public Utilities Commission decides that the shared car hailing in California could be legal, but still with strict corresponding regulations. And then in 2014, the state of Colorado and Washington, D.C. also legalized the service of shared car hailing. However, there are still no nationwide laws and some other forms of shared mobility, such as bicycle sharing, develops relatively lagging behind China.

China's government has formally legalized online car hailing service and many other O2O shared mobility forms and given a boost to the industry which makes China O2O shared mobility a typical case study to testify institutional related theories.

3. Research methods

3.1 Research Method

It is very difficult to measure different institutional logics with quantitative method given its features. Therefore, the qualitative method—the linguistic discourse analysis is adopted for analyzing

institutional logics, which is also an innovation in methodology. This method is widely used in linguistics analysis and proves to be feasible and workable.

To be more specific, this paper employs linguist Fairclough's three-dimension discourse analysis framework to analyze the discourse in China O2O industry organizational field. By examining the new emerging conception categories, the paper discovers the underlying institutional logics in this field.

According to Norman Fairclough, language is a social process, and this process involves in the process of text production, the process of interpretation and the social conditions of interpretation.

Fairclough distinguishes the three dimensions of critical discourse analysis as:

- Description is the stage which is concerned with formal properties of the text.
- Interpretation is concerned with the relationship between text and interaction, seeing the text as the product of a process of production and as a resource in the process of interpretation.
- Explanation is concerned with the relationship between interaction and social context, with the social determination of the processes of production and interpretation and their social effects.

(Norman Fairclough, 1989: 24-26)(Xin Bin, Gao Xiaoli, 2013: 1-5)

Employing this three-dimension analysis framework, this paper firstly does a purely text analysis, including lexicon, language usage and structural analysis in micro level, secondly examines the interaction of texts and does an intertextuality analysis from the interdiscursive aspect, then takes account of the grand social background in which categories are socially originated in macro level.

3.2 Data Sources

1. Government policies and regulations, including 19 official policies and regulations promulgated from March 2013 to August 2017.
2. Industrial reports, including 27 industrial reports released between March 2013 and July 2017 by the institutions such as iResearch Consulting Group, Industrial Securities, the Sharing Economy Research Center under National Information Center, Roland Berger, TalkingData, and CBNDData.
3. Media reports, which include the about 600,000 words of news discourse in 353 reports between March 6, 2013 to August 28, 2017 from over 120 news outlets such as China News, China Youth Daily, China Economic Net, Economic Daily, Sina.com, the Beijing News, Xinjiang Morning Post, Xinhua News Agency, Xinhua Daily, Xi'an Evening News, Wuhan Evening News, Shanghai Commercial News, Shanxi News Network, People's Daily, Guangzhou Daily, Phoenix Net, thepaper.cn, Beijing Daily, TechWeb, PingWest, IT Times, and CNBETA, among others.

3.3 Credibility and Validity of the method

For a long period of time, in the area of social research including management discipline, there are long existing controversies between quantitative and qualitative methodology. Much of the conventional research was dominated by positivistic or neo-positivistic assumptions and methods emphasizing ideals such as objectivity, neutrality, scientific procedure, technique, quantification, replicability, generalization and discovery of laws (Mats Alvesson, Stanley Deetz, 2000: 49-80). Main stream methodology argues that

well conducted studies should lead to a steady growth in knowledge, greater convergence and growing support for more accurate theories and expanded predictive capacities (Mats Alvesson, Stanley Deetz, 2000: 49-80), thus, qualitative methods are increasing in management research and providing much richer explanations and sharper points of views following a different logic from quantitative research.

The credibility of qualitative research relies on reasonable practical methods of collecting and analyzing data. This research employs discourse analysis which is a mature qualitative research method in linguistic discipline. What's more, this research uses one of the corpus linguistics tools AntConc 3.2.1 to build a small-scale China shared mobility related public language corpus, which enhanced the credibility of the whole study. The data is multi-sourced and large in amount.

The validity of qualitative research depends on strict selective processes with sound grounds. The researching method of this paper is Fairclough's the three dimensions critical discourse analysis framework. As a transdisciplinary approach, three dimensions critical discourse analysis framework has a long history and solid foundations in linguistic domain. It could be understood as a certain set of defined theoretical assumptions which linked empirical data with permitted specific ways of interpretation (Ruth Wodak, Michael Meyer, 2001: 14-15). The whole methodology is clear and valid.

4. Research findings

4.1 First-dimension analysis results

After analyzing the word frequency, this paper sorts and summarizes the key words in the shared mobility sector in China. After removing the low frequency words, the high frequency words are listed as follows:

Table 1 Lists of High Frequency Key Words

Ranking	Word frequency	Entry	Ranking	Word frequency	Entry	Ranking	Word frequency	Entry
1	1987	Didi Premier	14	254	Didi express	27	87	internet bike rental
2	1747	online car-hailing	15	253	P2P car rental	28	78	car-hailing via mobile phone
3	1508	taxi	16	233	cruising	29	78	cruising taxi
4	1178	car-hailing software	17	200	car rental	30	71	taxi-hailing service via calling on-call
5	954	sharing	18	194	periodic lease	31	69	ride-hailing service
6	504	taxi booking	19	117	car-hailing App	32	65	mobile travel
7	490	Online booking	20	111	car-hailing application	33	57	car-sharing
8	459	calling	21	102	rental car	34	50	car-hailing via mobile software

Ranking	Word frequency	Entry	Ranking	Word frequency	Entry	Ranking	Word frequency	Entry
9	459	private car	22	99	sharing	35	43	private carpooling
10	438	online taxi-hailing	23	96	small car rental	36	41	ride-hailing via mobile phone
11	345	bike sharing	24	92	telephone car-hailing platform	37	36	shared mobility
12	324	carpooling	25	89	car-hailing via mobile phone	38	36	new energy vehicle
13	306	hitch a ride	26	89	shared car	39	34	telephone dispatch platform

4.2 Second-dimension analysis results

“Online taxi booking” appears more frequently than more formal collocations such as “operator”, “business permit”, “driver's license” and “business service behavior”. Many words are isomorphous intertextuality or structural intertextuality, of which most maintain the sentence patterns in source language and have little information increment. In terms of quotation, direct quotation is widely used in the news discourse to maintain the original meaning of source language. In brief, online taxi booking appeared recently. It is an officially recognized term and basically appears in official documents or media quotation from official documents. “Online car-hailing” is also extensively used. It appears on formal discourse such as “... to encourage cruising taxi operator to provide ride-hailing service” and “... to strengthen supervision on ride-hailing service”. In addition, it is also widely used in colloquial discourse, such as “some want to drive providing online car-hailing service”, or “could my car be used for online car-hailing service?” which is quite different from “online taxi booking”. The intertextuality is prominent in discourse communication. In addition to isomorphous intertextuality, there are many heteromorphic intertextuality in expressions such as “Internet car-hailing”, “new type of car-hailing” and “online car-hailing”. In terms of structural intertextuality, the sentence patterns of source language are not fully retained and have relatively more information increment. In terms of quotation, indirect quotation is widely used in the news discourse and it does not have a clear implication between the reporters and the interviewers. The quotor could mix his/her own discourse into that of the interviewees to generate new meaning. “Didi Premier” has extensive collocations. In addition to its occasional appearance in the policies or regulations, it is widely used in the colloquial or commentary contexts. For example, “I could take one or two Premier orders during the time after driving the child to school and before going to work”, “(I) don't care whether it is a Didi Premier or a taxi”, and “it is probably only in China that there are fierce dispute between Didi Premier and taxi drivers” The intertextuality is prominent in discourse communication. In addition to isomorphous intertextuality, there are many heteromorphic intertextuality in expressions such as “Didi Express” and “car-hailing” etc. In terms of structural intertextuality, the sentence patterns of source

language are not fully retained and have relatively more information increment. In terms of quotation, indirect quotation is widely used in the news discourse and it does not have a clear implication between the reporters and the interviewees. The quotor could mix his/her own discourse into that of the interviewees to generate new meaning. “Didi Premier” appeared more frequently with the negative or uncertain expressions such as “strike”, “out of service”, “denial of passenger”, “safety”, “legitimacy”, “problem”, “qualification”, “identity”, “ban”, “concern”, “dispute”, “remediation”, “supervision”, and “punishment”. This shows that “Didi Premier”, as a new term, faced fierce crisis over its legitimacy.

“Hitching a ride” is also widely used in many colloquial or commentary contexts such as “(we) could only hitch a ride twice a day” and “(I) have not hitched a ride as a driver for months”, and it occasionally appears in formal official documents or their reports. The intertextuality is prominent in discourse communication. In addition to isomorphous intertextuality, there are many heteromorphic intertextuality in expressions such as “carpooling” and “hitch a ride” etc. In terms of structural intertextuality, the sentence patterns of source language are not fully retained and have relatively more information increment. In terms of quotation, indirect quotation is widely used in the news discourse and it does not have a clear implication between the reporters and the interviewees. The quotor could mix his/her own discourse into that of the interviewees to generate new meaning. In the news reports that “hitching a ride” helps to relieve the transport pressure during the Spring Festival, different groups attempt to increase their information and highlight the positive roles of “hitching a ride” in relieving the transport pressure during the Spring Festival. In terms of collocations, “hitching a ride” often appears together with positive expressions such as “public benefit”, “green”, “pleasure”, “sharing”, “conservation”, “convenience” and “diligence”. It occasionally collocates with negative expressions such as “safety”, “insurance” and “illegal”, showing the safety issues. In general, “hitching a ride” is well accepted by the public and receives clear support from the government. Chinese public believe it helps to reduce the traffic congestion in the cities and contributes to energy conservation and emission reduction while reducing the travel costs.

“Periodic lease” first appeared on October 19, 2015 in an article *iZU completes first round of financing to expand its car rental fleet* in Sina Tech. “Car-sharing” has 89 hits. It first appeared on August 2, 2016 in an article *Didi mergers with Uber China* in Sina Finance. “Small car rental” first appeared on August 8, 2017 in an article *China releases new regulations on car-sharing* in Shanghai Observer. “Periodic lease” refers to the periodic rental of cars well as other vehicles. However, it refers in particular to “car-sharing” in certain context. Both “periodic lease” and “Small car rental” are official expressions and are widely accepted by the public, and there are basically not dispute over their legitimacy. Of which, “Small car rental” only appears on the government and official documents, “Car-sharing” appears in both formal and colloquial contexts. In general, there is little dispute over the connotation of “car-sharing”. The term was widely accepted at the very beginning, which is quite different from the “online car-hailing”.

“Car-sharing” has extensive collocations. It is widely used in both formal contexts such as “... clearly support periodic lease of shared cars” and in colloquial or commentary expressions such as

“...spend 2 minutes to register and drive a shared car”. This is quite different from “periodic lease” and “Small car rental”. The intertextuality is prominent in discourse communication. In addition to isomorphous intertextuality, there is much heteromorphic intertextuality in similar expressions such as “car-sharing” etc. In terms of structural intertextuality, the sentence patterns of source language are not fully retained and have relatively more information increment. In terms of quotation, there are many indirect and direct quotations in the news discourse. In general, “car-sharing” appears in both positive and negative expressions. Positive expressions include “breakthrough”, “innovation”, “ecology”, “huge potential”, “new energy” and “convenience”, while negative expressions include “bankruptcy”, “slow”, “shortage”, “loophole”, “hidden danger” and “inherent problem”. They mainly involved in the use of cars, such as record of driving offence point, parking point, charging equipment, deposit, and verification of identity. They are also related to traffic safety and safeguard mechanism. In general, “car-sharing” is well accepted by the public and receives clear support from the government at the very beginning. However, there are still many concerns among field actors with regard to the business model and future perspective of “car-sharing”.

4.3 Third dimension analysis results

China witnessed different stages regarding means of transportation in the history. For example, horse, cattle and donkey used to be important means of transportation in the agricultural society. Vehicle is defined in the *Modern Chinese Dictionary* as a general term for different types of vehicles. It is defined by Baidu.com to include both motor vehicles and non-motor vehicles. New types of vehicles such as electrical vehicle and solar powered vehicle already emerge with the continuing advance in technology.

Before the shared mobility, there are different classifications in the means of transportation.

A: Classification of means of transport based on whether they are common or not

Common means of transport include car, truck, bus, bike, train, subway, motorbike, air plane, ferry and elevator. Uncommon ones include skateboard, hoverboard, sedan chair, carriage and rocket etc.

B: Classification of means of transport according to their speed

Fast means of transport include air plane and rocket. Moderate-speed ones include train, car, subway, motorbike, ferry and elevator. And slow ones include bike, skateboard, hoverboard, sedan chair and carriage.

C: Classification of means of transport according to ways of driving or moving

Maritime means of transport include ferry and aircraft carrier. Those on land include train, car, subway, motorbike, bike, skateboard, hoverboard, sedan chair and carriage, while those in the air include air plane and rocket.

D: Classification of means of transport according to human posture

People can seat, stand or even lie down when taking train, car and plane. They seat while taking bike and stand while taking the elevator.

Table 2 Human Posture While Taking Different Means of Transport

Means of Transport	Train	Car	Bike	Ferry	Plane	Sedan Chair	Horse	Elevator
Posture	Seating	Seating	Seating	Seating	Seating	Seating	Seating	
	Standing	Standing		Standing	Standing			Standing
	Lying	Lying		Lying	Lying			

There are new social classifications and categorizations after the idea of sharing emerges.

A: Classification according to whether or not they are shared

The institutional concept of “sharing” changes the social classification and shapes the cognition of behavioral agent. People did not apply the concept of sharing into the transport practice. They now start to think which means of transport could be shared. For example, walking, train and plane cannot be shared. However, bike, car, bus, motorbike or even skateboard could be shared. This new category and classification change people’s cognition on the world. The actors of organizational field expand the sharing model in transport sector and create new enterprises and business model. On the other hand, the consumers of organizational field accept the concept of sharing and actively participate in institutional entrepreneurship. As a result, this promotes a series of institutional changes in China’s O2O shared mobility sector.

B: The division between private car and taxi changes

In the past, private cars were used privately and taxis were shared by the public. However, private cars now could be used for operation and charge for fees. The connotation of private cars has changes to create Didi premier, Didi express and some periodic lease.

C: Classification between free sharing and pay sharing

Hitching a ride used to be free of charge and aims to help people in need. At present, it can generate revenue and thus results in a business model of hitching a ride or carpooling.

D: Whether the operating vehicle is cruising or booked

Taxis used to be cruising on urban streets for customers. However, cars are hailed online and there are both cruising taxis as well as online booking cars.

Conclusions

This study sought to increase understanding of the multiple logics changing process through a linguistic analysis of categories changing and evolutions. It is to my knowledge, the first to exam multiple logics changing process through a linguistic way. What’s more, there is still few literature in studying China O2O shared mobility institutional logics, therefore, the results of this paper is different from related investigation performed by other researchers.

To be specific, there are multiple institutional logics behind China's O2O shared mobility sector, which shows a clear trace of shift from family logic to sharing logic. Such a great change in institutional logics results in new institutional concepts and a series of institutional entrepreneurship acts. Institutional logics play an important role in the process of institutional entrepreneurship of China's O2O shared mobility sector. The idea of sharing changes the social classification and categorization and thus shapes the cognition of individual subjects. The concept of sharing was not put into the transport practice in the past, but people start to think which means of transport could be shared. For example, walking, train and plane cannot be shared. However, bike, car, bus, motorbike or even skateboard could be shared. This new category and classification change people's cognition on the world. The actors of organizational field expand the sharing model in transport sector and create new enterprises and business models. On the other hand, the consumers of organizational field accept the concept of sharing and actively participate in institutional entrepreneurship. As a result, this promotes a series of institutional changes in China's O2O shared mobility sector.

In terms of specific institutions, before the *Tentative Measures for the Administration of Online Car Hailing Services* and the *Guidance on Deepening Reform and Promoting Healthy Development of Taxi Industry* (Draft for public comments) were released in July 2016, China's regulatory authorities still expected to implement technical upgrading for traditional taxi industry such as establishing a uniform telephone car-hailing platform to improve online car-hailing and supervision rather than accepting private cars to participate in the operation that generate revenue. The promulgation of the *Tentative Measures for the Administration of Online Car Hailing Services* and the *Guidance on Deepening Reform and Promoting Healthy Development of Taxi Industry* (Draft for public comments) in July 2016 permitted private cars to participate in revenue-generating operation under certain conditions. As a result, the institutional logic of "sharing" become gradually accepted and private cars started to be shared for generating revenue, which promote the development of sharing models of P2P car rental and period lease. As the institutional logic of "sharing" becomes increasingly accepted by the field actors, the institutional entrepreneurship becomes clear. For example, the bike sharing became popular before car sharing is widely accepted by the public. Contrary to fierce debates over legitimacy of Didi Express and online car-hailing service, it is relatively easy for the public to accept bike sharing and car sharing, though there are some disputes over technical or safety issues in the public discourse system.

The findings extend the knowledge base in this area in the following aspects. First, this study explores the specific patterns on how institutional logics shapes individual cognition through social classification and categorization and clarifies the multiple institutional logics behind China's O2O shared mobility sector. Second, this study distinguishes the symbolic aspect of institutional logics by listing the newest vocabulary, thus testifying the cognitive legitimacy of new emerging institutions. Third, this study illuminates a unique narrative of China's O2O shared mobility which different from western mature market-oriented economies, therefore makes contribution to current institutional theories. Fourth, this study

practices a transdisciplinary approach which provides reference for future research. To conclude, this paper contributes to theoretical development though it has its limitations. The paper only makes case study on China's O2O shared mobility sector and more universal researches are needed in the future.

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