

Market-shaping roles – Exploring actor roles in the shaping of the Swedish market for liquefied gas

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ABSTRACT

Despite the emphasis on actors in the market-shaping literature, the market-shaping roles and heterogeneity of market actors have mostly been aggregated into overarching practices, processes, or activities. While market-shaping research has provided rich insights into the different activities, and actors, that play a role in shaping markets, it remains unclear how the differences in market actors' market-shaping engagement translate back into specific roles. By following the Swedish market for liquefied gas over a period of three years, this longitudinal case study draws on extensive data to further elucidate market-shaping processes through the lens of roles. Employing an abductive theorizing approach, we empirically investigate the different roles performed by market actors in market-shaping processes. We discover that roles depend on the different levels in market-shaping engagement towards a focal market vision that ultimately relates to the disposition, behavior and influence displayed by the specific actors. Within this process we identify and delineate six market-shaping roles: the Market Driver, Market Supporter, Market Missionary, Market Rival, Market Catalyzer, and Market Detractor.

1. Introduction

Markets are increasingly recognized as plastic multi-actor systems (Geiger, Kjellberg, & Spencer, 2012; Giesler & Fischer, 2017; Nenonen et al., 2014; Storbacka, 2019) that are continuously shaped by the activities of their constituent market actors (Flaig, Kindström, & Ottosson, 2021a; Kjellberg, Azimont, & Reid, 2015; Mele, Pels, & Storbacka, 2015; Nenonen et al., 2014). Hereby, different market actors can have different levels of impact on the market-shaping process depending on their influence (e.g. Humphreys & Carpenter, 2018; Santos & Eisenhardt, 2009; Storbacka & Nenonen, 2011) and resource commitment (Lipnickas, Conduit, Plewa, & Wilkie, 2020; Nenonen & Storbacka, 2020; Storbacka, 2019). The resulting market change brings about new resource allocations, power distributions, and competitive dynamics (Adner, 2017; Lawlor & Kavanagh, 2015; Santos & Eisenhardt, 2009), affecting the perception, behavior, and relationships of market actors (Geiger & Kjellberg, 2020).

However, not all market actors have the same impact on a given market-shaping outcome (Harrison & Kjellberg, 2016; Jaworski, Kohli, & Sarin, 2020; Ulkuniemi, Araujo, & Tähtinen, 2015). For example, changes in clout (Storbacka & Nenonen, 2011), agency (Azimont & Araujo, 2007; Hawa, Baker, & Plewa, 2020; Mele et al., 2018), or

resources (Nenonen, Storbacka, & Windahl, 2019) can affect market actors' engagement, and thus the role they perform (Adner, 2017; Heikkinen, Mainela, Still, & Tähtinen, 2007; Jaworski, Kohli, & Sahay, 2000). Since markets are systemic in nature, we must understand the dynamics that might result from these differences in roles (Brodie, Fehrer, Jaakkola, & Conduit, 2019; Ekman et al., 2021; Fehrer et al., 2020).

Roles have attracted increasing attention in industrial marketing research (Anderson, Havila, Andersen, & Halinen, 1998; Heikkinen et al., 2007; Nyström, Leminen, Westerlund, & Kortelainen, 2014; Story, O'Malley, & Hart, 2011), and have been used to analyze, for example, innovation networks (Heikkinen et al., 2007; Möller, 2010; Nyström et al., 2014; Story et al., 2011) or industrial networks (Batt & Purchase, 2004; Håkansson & Ford, 2002). However, the roles that market actors perform in market-shaping processes remain underexplored. To date, researchers have resorted to traditional market roles with static underlying conceptualizations based on primary activities such as “buying,” “supplying,” or “communicating” (Hult, Mena, Ferrell, & Ferrell, 2011; Story et al., 2011), or have focused on specific types of actors, such as users (Branstad & Solem, 2020; Harrison & Kjellberg, 2016), governments (Nguyen & Özçaglar-Toulouse, 2021), or salespeople (Geiger & Finch, 2009). However, while these role conceptualizations do simplify

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multi-actor systems, they aggregate large groups of heterogeneous market actors into static and rigid roles by homogenizing their preferences, traits and behaviors. Thus, telling us little about a market actor's engagement in the shaping of markets.

Market actors that engage in intentional market-shaping, typically begin by proposing a vision of a future market (Baker & Nenonen, 2020; Flaig, Kindström, & Ottosson, 2021b; Jaworski et al., 2020; Maciel & Fischer, 2020; Nenonen & Storbacka, 2020). For that vision to materialize, other market actors need to engage in the vision, either by passively accepting the new rules of the game or by actively contributing resources to the realization of the vision (Jaworski et al., 2020; Nenonen & Storbacka, 2020). Consequently, a market vision can be considered as an initiative to engage with a focal market-shaping process (Ekman et al., 2021; Kleinaltenkamp, Conduit, Plewa, & Oswald, 2021). Engagement referring to an actor's tendency or willingness to contribute resources to a focal engagement initiative (Alexander, Jaakkola, & Hollebeek, 2018; Ekman et al., 2021; Fehrer, Woratschek, Germelmann, & Brodie, 2018; Jaakkola & Alexander, 2014). However, a market vision proposed as an engagement initiative must be carefully crafted. Considering that market-shaping is a system-level process, and thus involves a wide array of market actors (Nenonen, Storbacka, & Windahl, 2019), market actors will differ both in their inclination to engage with a market vision, and in their actions and influence towards the market vision and other market actors (Brodie et al., 2019; Jaakkola & Alexander, 2014; Storbacka, Brodie, Böhmman, Maglio, & Nenonen, 2016). Consequently, market actors will display different levels of engagement that ultimately influence the roles they perform in a market-shaping process (Brodie et al., 2019).

However, how these differences in engagement influence market-shaping processes, and if these differences relate to underlying roles that market actors might be performing in market-shaping processes, remain unexplored. By empirically investigating the different roles market actors perform in market-shaping processes, we provide further granularity to the systemic view of markets in order to better understand current market-shaping processes. This study answers several calls to do so (Lee, Struben, & Bingham, 2018; Brodie, Nenonen & Storbacka, 2020; Hawa et al., 2020; Nenonen, Storbacka, Sklyar, Frow, & Payne, 2020; Breidbach & Tana, 2021) by investigating the shaping of the Swedish market for liquefied gas for the heavy transport sector. Through an abductive grounded theory process (Dubois & Gadde, 2014; Eisenhardt, 1989), we analyze three years of extensive data and discover six distinct roles that market actors might perform in market-shaping processes.

We make three major contributions, primarily to the market-shaping literature and the industrial marketing discipline. First, by providing six empirically derived market-shaping role conceptualizations, we provide new insights into the behavior of market actors in market-shaping processes and enhance our understanding of actor-driven market-shaping.

Second, we contribute to the actor engagement literature (Brodie et al., 2019; Ekman et al., 2021; Storbacka, 2019) by investigating market-shaping processes through an actor engagement lens. Thereby, we answer calls to investigate the roles and actions of actors in different engagement contexts, and to provide a typology of roles in market-shaping initiatives (Brodie et al., 2019; Ekman et al., 2021).

Third, we reveal that roles are not only created through specific actions (Nyström et al., 2014), expectations (Baker & Faulkner, 1991), or intentions (Anderson et al., 1998), but are created and performed through a focal market actor's actions embedded in the context of a focal market vision and other market actors' behavior.

This article is structured as follows. Section 2 presents the theoretical background of this study. Section 3 describes the methodology and empirical context of the case study, before Section 4 presents the analysis of our findings and the six different market-shaping roles. Lastly, in Section 5 we discuss our findings and introduce the managerial framework.

2. Theoretical background

We begin this chapter by discussing role theory and introducing the action-based role approach. In Section 2.2, we describe market visions and their importance in aligning support to enable market-shaping. Finally, in Section 2.3, we relate engagement literature to market-shaping concepts and provide a definition of market-shaping engagement.

2.1. Role theory

The concept of roles has been widely discussed in the social sciences, particularly in the domain of role theory (Biddle & Thomas, 1966; Heikkinen et al., 2007; Linton, 1936). Roles have been conceptualized as clusters of expected behaviors performed in the interaction with a given environment (Katz & Kahn, 1966; Montgomery, 1998; Zurcher, 1983), or as an actor's intention as displayed in their expected and self-determined activities (Anderson et al., 1998). While role theory has typically focused on the individual as the unit of analysis (Biddle, 1986; Zurcher, 1983), past research has also employed the role concept at the firm level (Anderson et al., 1998; Katz & Kahn, 1966; Nyström et al., 2014). For example, role concepts have found their way into ecosystem literature (Iansiti & Levien, 2004; Mars, Bronstein, & Lusch, 2012), service-dominant logic (Ekman, Raggio, & Thompson, 2016; Koskela-Huotari & Siltaloppi, 2020), and especially the business network literature (Abrahamsen, Henneberg, & Naudé, 2012; Anderson et al., 1998; Knight & Harland, 2005; Nyström et al., 2014). This crossover with business research has resulted in four distinct approaches to role theory (Nyström et al., 2014): structural, symbolic interactionist, resource-based, and action-based.

The structural approach considers roles as pre-established positions in a network with specific behavior expected by other network actors (Baker & Faulkner, 1991; Mattsson, 1985). The symbolic interactionist approach sees roles as emergent, in which role definition and role expectations are jointly created, defined and modified by actors' own preferences, interpretations and perceptions (Ashforth, 2000; Biddle & Thomas, 1966). The resource-based approach describes roles as resources that can be acquired, providing actors with "social, cultural and material capital" (Nyström et al., 2014, p. 484) to pursue specific objectives. Thus, roles are considered to be tools used to control other resources and establish network structures (Baker & Faulkner, 1991; Callero, 1994).

In the past years, a new approach has been introduced in industrial marketing research: the action-based approach (Heikkinen et al., 2007; Nyström et al., 2014). Compared to the other role approaches, the action-based approach differs in its epistemological underpinnings and role interpretation as it follows a normative approach to role theory, enabling the construction of ideal roles in the pursuit of a specific goal (Nyström et al., 2014). This argues that a role is created and determined through a focal actor's actions and the reactions of other actors (Heikkinen et al., 2007; Nyström et al., 2014). These actions determine "how that role is played out, which resources to access and use, which actors to team up with, and which networking goals to consider realistic under time and resource limitations" (Nyström et al., 2014, p. 485). In other words, by performing specific roles, actors transform not only themselves, but also their market (Ford, 2011; Story et al., 2011).

Since markets are continuously shaped through the actions of different market actors (Fehrer et al., 2020; Hawa et al., 2020; Kjellberg & Helgesson, 2006), the action-based approach provides an appropriate and useful lens through which to investigate the roles of market actors in market-shaping processes.

2.2. Market vision

The concept of vision has received significant research attention in the past decades (Carton, Murphy, & Clark, 2014; Collins & Porras,

1996; Larwood, Falbe, Kriger, & Miesing, 1995; Stam, Lord, van Knippenberg, & Wisse, 2014). While visions have mainly been discussed in leadership literature (Ateş, Tarakci, Porck, van Knippenberg, & Groenen, 2020; Larwood et al., 1995; Stam et al., 2014), they have also found their way into research on business networks (Möller & Halinen, 1999; Möller & Svahn, 2003), ecosystems (Adner, 2017; Dattee, Alexy, & Autio, 2018; Stam et al., 2014), and recently markets (Jaworski et al., 2020; Nenonen, Storbacka, & Windahl, 2019; Storbacka & Nenonen, 2011). In essence, a vision depicts a future that an individual or collective desires to realize (Carton et al., 2014; Collins & Porras, 1996). According to Collins and Porras (1996), visions consist of an “audacious goal” and a “vivid description” of the envisioned future. Since a vision encompasses an overarching ultimate goal (Carton et al., 2014), it needs to be desirable, viable, relatable, and challenge the status quo (Conger & Kanungo, 1987; Stam et al., 2014). Moreover, since a vision provides a long-term view of the market, its recipients also adopt a broader and more systematic view (cf. Carton et al., 2014). Thereby, market actors realize that they are not isolated individuals, but parts of a whole in which they must align in order to achieve a specific goal (Carton et al., 2014). Consequently, a system-level vision functions as a tool to mobilize and engage actors towards a shared goal.

A market vision portrays a future market that will be more beneficial than the current status quo (Canales, 2016; Jaworski et al., 2020; Nenonen, Storbacka, & Windahl, 2019). To achieve such a system-level vision (Gulati, Puranam, & Tushman, 2012), the market-shaping firm needs to align, mobilize, and engage other market actors in market-shaping processes towards the realizations of its own vision (Jaakkola & Alexander, 2014; Jaworski et al., 2020; Maciel & Fischer, 2020; Mele & Russo-Spena, 2015; Nenonen & Storbacka, 2020; Pansari & Kumar, 2017). While such visions are primarily driven by a market actor’s self-interest, they need to depict a future market that enhances value creation for all the market actors who engage in it (Gulati & Wang, 2003; Nenonen, Storbacka, & Windahl, 2019; Storbacka & Nenonen, 2011). Hereby, they do not solely propose a new core value proposition, but encompass expected roles, behaviors, and outcomes (Jaworski et al., 2020; Purchase, Da Silva Rosa, & Schepis, 2016; Storbacka & Nenonen, 2011). Moreover, the vision needs to be sufficiently attractive to convince market actors to engage, and thus accept the envisioned market and the proposed new rules of the game (Jaworski et al., 2020; Nenonen & Storbacka, 2020). Actors must be engaged (Pansari & Kumar, 2017) so that they assess their scope to create value from the vision, as well as the resources they could contribute towards its realization (Jaakkola & Alexander, 2014). Consequently, market visions bear strong parallels with engagement initiatives (Fehrer et al., 2018; Gill, Sridhar, & Grewal, 2017), which are defined as “a trigger (and invitation) for potential actor engagement requiring [actors] to assess their interest in, and ability to, realize value from a proposed initiative” (Ekman et al., 2021, p. 180).

2.3. Market-shaping engagement

In recent years, the engagement concept has received significant scholarly attention, focusing on the terms of customer engagement (Jaakkola & Alexander, 2014; Pansari & Kumar, 2017) and actor engagement (Alexander et al., 2018; Brodie et al., 2019; Storbacka et al., 2016). Engagement is marked by behaviors that go beyond mere transactions, and have an impact on a focal firm and the wider system (Alexander et al., 2018; Blasco-Arcas et al., 2020). For example, engagement behavior can focus on influencing other actors’ perceptions or actions in relation to a focal engagement object, such as a firm (Alexander et al., 2018; Jaakkola & Alexander, 2014). Such behavior represents voluntary resource contributions or investments that can amplify the activities of a focal firm (Blasco-Arcas et al., 2020; Hollebeek, Srivastava, & Chen, 2019; Jaakkola & Alexander, 2014). In B2B settings especially, engagement can be purposeful and outcome-oriented, turning actor engagement into a mechanism for the

realization of engagement initiatives (cf. Blasco-Arcas et al., 2020; Marcos-Cuevas, Nätti, Palo, & Baumann, 2016; Pansari & Kumar, 2017). Similar to customer engagement, actor engagement has been defined as a multi-dimensional construct consisting of cognitive, behavioral, emotional and social dimensions (cf. Brodie et al., 2019; Brodie, Hollebeek, Jurić, & Ilić, 2011; Vivek, Beatty, Dalela, & Morgan, 2014). Brodie et al. (2019) extend this to a systemic view, and adapt the dimensions into engagement behavior, engagement disposition, and engagement connectedness. Engagement behavior refers to observable engagement activities such as resource contributions in the form of time, energy, and effort (Brodie et al., 2019; Hollebeek et al., 2019). Engagement disposition is defined as the “emotional and/or cognitive readiness to engage” (Brodie et al., 2019, p. 10), or simply the tendency to engage (Fehrer et al., 2018). Lastly, engagement connectedness represents the underlying social and network structures influencing actors’ engagement disposition and engagement behavior (Brodie et al., 2019; Fehrer et al., 2018).

Extended into market-shaping, engagement plays a significant role, as the shaping of markets results from “deliberate actions paired with the engagement of other market actors who align with and build on these actions”, (Fehrer et al., 2020, p. 1426). As elaborated in the previous chapter, market-shaping firms propose a market vision, in other words, an engagement initiative, to mobilize other market actors and thus align their actions towards the market vision. Against this backdrop, market-shaping engagement refers to a market actor’s disposition and respective actions in interactions with other connected market actors towards the realization of a market vision (Alexander et al., 2018; Brodie et al., 2019; Fehrer et al., 2020; Jaakkola & Alexander, 2014; Kleinaltenkamp et al., 2021). Engagement disposition is the cognitive alignment towards a proposed market vision; engagement behavior refers to observable actions that contribute to the shaping, and engagement connectedness is the network-based influence by actors who engage in a market vision.

Consequently, the higher the level of engagement, the more committed a market actor will be to a specific vision (cf. Jaworski et al., 2020; Nenonen & Storbacka, 2020) and the more influence a market actor will have on “the resources, dispositions, and actions of other actors” (Brodie et al., 2019, p. 9; Storbacka, 2019), resulting in new, improved, or deteriorated relationships (Jaakkola & Alexander, 2014). Table 1 summarizes the concepts outlined in this chapter.

However, as market actors’ levels of engagement will differ in terms of disposition, behavior, and connectedness, they will display different levels of alignment, resource contributions, and influence—ultimately affecting their actions and thus the roles they perform in a market-shaping process.

3. Methodology

This chapter presents the empirical background of the investigated

Table 1
Key concepts.

Concept	Definition	Relevant references
Market vision	A market actor’s vivid description of a future market that will be more beneficial than the current status quo	Gulati et al., 2012; Dattee et al., 2018; Jaworski et al., 2020; Flaig et al., 2021b
Market-shaping engagement	A market actor’s disposition and respective actions in interactions with other connected market actors towards the realization of a market vision	Jaakkola & Alexander, 2014; Alexander et al., 2018; Brodie et al., 2019; Fehrer et al., 2020; Kleinaltenkamp et al., 2021
Role	A bundle of an actor’s vision-oriented actions and intentions in relation to their immediate environment	Biddle & Thomas, 1966; Heikkinen et al., 2007; Nyström et al., 2014

case, followed by an introduction to our research design and a detailed description of our data collection and analysis.

3.1. Empirical background

Natural gas can be used as a vehicle fuel either in its compressed form or in liquid form. However, liquified gas is the only propellant that can be compared with diesel when it comes to reach and is therefore presented by many gas market actors as the only realistic sustainable alternative to diesel for long-haul heavy transportation (Gustafsson & Svensson, 2021). By replacing diesel with liquified natural gas (LNG), greenhouse gas emissions can be reduced by 79% compared to diesel, or by up to 94% if run on liquified biogas (LBG) from organic substrates (Energigas, 2021).

Even though compressed biogas had been increasingly used as a vehicle fuel in Sweden since the early 1990s (Fallde & Eklund, 2015), it was not until 2011 that Sweden's first liquefied biogas (LBG) production facility and filling station were built. After that initial investment, little happened in terms of market development for liquified gas (LG) in Sweden. Filling stations were built in Gothenburg (in 2011) and Jönköping (in 2013), but low demand saw the LG produced exported to other European countries.

The first signs of market growth appeared in 2011 (see Fig. 1). Whereas the gas market had previously been dominated by local, often municipally owned gas companies, international firms were rapidly gaining market share. However, initiatives focused on developing the market remained primarily regional. This changed radically in 2017 with the entry of BigGasCo (a pseudonym), a major foreign gas company, and their aggressive strategy to shape the market. BigGasCo announced that they would build 50 new LG filling stations in the Nordic countries, 25 of them in Sweden. By 2021, having encountered almost no competition, BigGasCo was on the way to cementing its position as market driver. Of the current 26 LG filling stations in Sweden, BigGasCo owns 17 (Energigas, 2020b).

This recent push towards LG activated many market actors and rekindled their interest in LG. In 2021, with more filling stations set to be built and LG sales quintupling to approximately 23 GWh after years of stagnating at approximately 4 GWh (Energigas, 2020a), the market was actively being developed and growing (see Fig. 2).

3.2. Research design

Due to the nascent nature of theory on market-shaping roles, we chose a longitudinal and abductive case study approach (Edmondson & Mcmanus, 2007; Eisenhardt, Graebner, & Sonenshein, 2016) in order to

“conceptualize and study the interactive field within which changes are emerging over time” (Pettigrew, Woodman, & Cameron, 2001, p. 688). The case study approach has been the method of choice in the field of market-shaping (e.g., Azimont & Araujo, 2007; Harrison & Kjellberg, 2010; Kindström, Ottosson, & Carlborg, 2018; Nenonen, Storbacka, & Frethey-Bentham, 2019; Rinallo & Golfetto, 2006; Ulkuniemi et al., 2015), as it makes it possible to investigate complex and multi-layered phenomena (Yin, 2018) and is often used to further develop existing theories or build new theories (Siggelkow, 2007). Moreover, a single longitudinal case study enables us to investigate markets holistically (Halinen & Törnroos, 2005) and capture not only the phenomenon itself, but also the context of changes and influences over time (Pettigrew, 1990). Here, we follow an exploratory and theory-building process to discover roles in market-shaping processes (Eisenhardt et al., 2016).

The Swedish market for LG provides an interesting case through which to study market-shaping roles, as the market remained stable for a long time due to the passivity of the market actors. This situation changed drastically with BigGasCo's aggressive market-shaping, and allowed us to observe actions and engagement in response to BigGasCo's market-shaping efforts, offering insights into how roles emerge and are performed. Thus, the case study is “unusually revelatory” (Eisenhardt & Graebner, 2007, p. 27), as it follows a stagnating market with stable market actor constellations, disrupted by a powerful and aggressive market actor.

3.2.1. Data collection

To capture the wide diversity of actors and actions involved in the Swedish gas market, we combined our case study with a research approach akin to engaged scholarship. Engaged scholarship focuses on the collaborative knowledge production between researchers and practitioners to leverage and synthesize different perspectives, knowledge bases, and experiences (Van De Ven & Johnson, 2006).

First, we conducted multiple empirical studies through a five-year engagement in a multi-stakeholder and cross-disciplinary research center that focuses on biogas. This included research tours with visits to gas production and distribution sites, truck producers, customers, political actors, and authorities, as well as joint workshops with multiple actors in the gas ecosystem (see Appendix A). These workshops were conducted within the research center and involved participants from industry, academia, government, and media. Second, we conducted a series of interviews with market actors between 2017 and 2019. Third, at expert workshops held with key market actors and researchers in 2019 and 2020, we presented the preliminary conclusions of the study, as an input for refining the analysis and as a preliminary validation of the results (Stewart & Shamdasani, 1990).

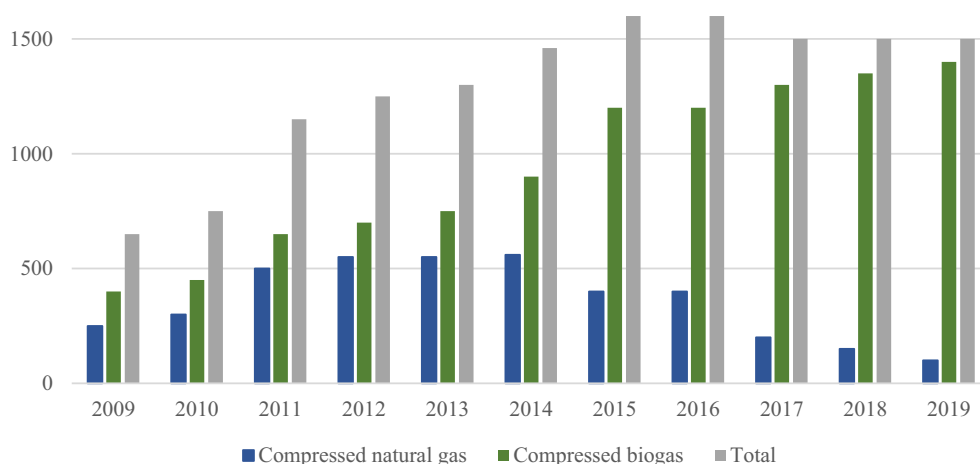


Fig. 1. Sold volumes of compressed natural gas and compressed biogas in GWh in Sweden (Energigas, 2019).

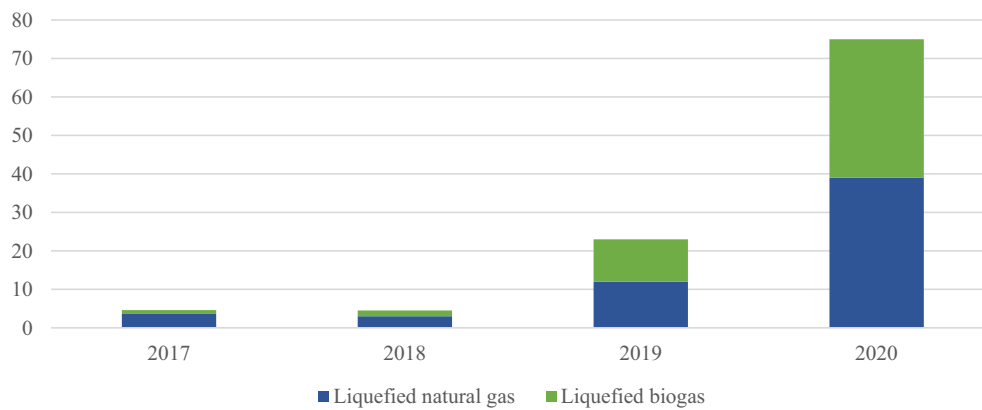


Fig. 2. Sales of LNG/LBG in Sweden, 2017–2020, in GWh (IndustryCo, 2020a).

Table 2
Overview of interviewed case companies.

Year	Case firm (n = 10)	Sector	Interviewee (n = 20)	Format (n = 22)
2017	AutoCo	Vehicle manufacturer	Director	Face-to-face
	NatGasCo	Gas producer and supplier	Business development manager	Face-to-face
	TruckCo	Vehicle manufacturer	Business development manager	Face-to-face
	BigEnergyCo	Gas producer and supplier	Business development manager	Face-to-face
	IndustryCo	Biogas advocacy coalition	Business development manager	Face-to-face
	BigGasCo	Gas producer and supplier	Business development manager	Face-to-face
2018	BigGasCo	Gas producer and supplier	Business development manager	Face-to-face
2019	BigGasCo	Gas producer and supplier	CEO	Face-to-face
			Director	Telephone
			Business developer	Face-to-face
	BigEnergyCo	Gas producer and supplier	Senior specialist	Face-to-face
	NatGasCo	Gas producer and supplier	CEO	Skype
	TruckCo	Vehicle manufacturer	Head of product affairs	Face-to-face
			Director	Face-to-face
			Research manager	Face-to-face
	AutoCo	Vehicle manufacturer	Director	Telephone
	TechSolutionsCo	Technology supplier	Sales director	Telephone
	SupplierCo	Technology supplier	Global product manager	Face-to-face
	RetailCo	FMCG company	Manager	Telephone
	IndustryCo	Industry association	Project leader	Face-to-face
			Project coordinator	Face-to-face
	CityGasCo	Gas producer and supplier	Product manager	Face-to-face

Table 2 provides an overview of the 10 firms included in this case study. We used a semi-structured interview guide to conduct the interviews, as it ensured a natural flow of conversation and allowed us to dynamically expand the data collection. The interviewees were drawn from upper-level positions to ensure substantial knowledge and a holistic view of the market. The interviews were approximately 40 min long, on average, and were audio-recorded and transcribed. Two respondents asked not to be recorded; in these cases, we took written notes. To comply with requests for anonymity, all companies and quotations from the interviewees have been anonymized.

We collected secondary data (see Table 3) in the form of annual reports, press releases, news articles, industry reports, and company presentations to enrich primary data and enable a comprehensive analysis of the market.

Moreover, the collection of secondary data and the different viewpoints in the sample allowed us to triangulate the interviews and corroborate the different data sources in order to increase validity (Gibbert, Ruigrok, & Wicki, 2008; Yin, 2018).

3.2.2. Data analysis

Based on our abductive approach, we employed a grounded theory coding process that was apt for exploratory and theory-building research (Corbin & Strauss, 2014; Eisenhardt, 1989). Throughout this process, we used QSR NVivo12 to facilitate the coding and to maintain a structured overview of the data collection and analysis. Our first stage focused on open coding of our data in order to reveal initial and rudimentary evidence based on descriptive and interpretative codes.

In the second stage, we returned to the literature and employed Brodie et al.'s (2019) actor engagement dimensions (disposition, behavior, and connectedness), which allowed us to conceptually order the data into these distinct categories according to their underlying properties (Nenonen, Storbacka, & Windahl, 2019; Strauss & Corbin, 1998). This resulted in a preliminary categorization of the individual case firms. Lastly, we constantly compared the emerging roles within and between the respective market actors until clear role outlines materialized. Within this process, we triangulated the interview data with our secondary data to improve the validity of our findings

Table 3
Secondary data sources.

Secondary data source	Number
Annual reports and press releases	57
News articles	101
Industry reports	8
Company presentations	15

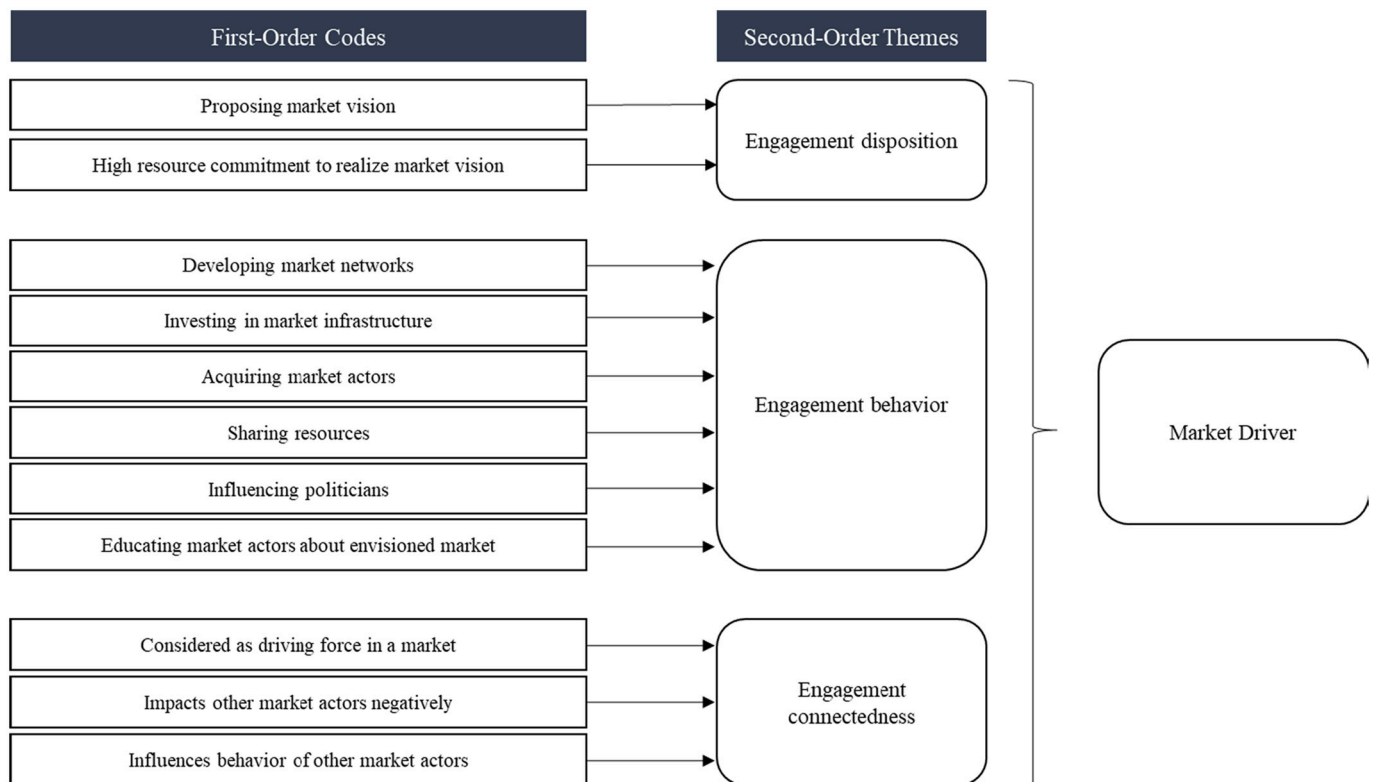


Fig. 3. Data structure.

(Eisenhardt, 1989). Fig. 3 represents the emerging data structure from the coding process.

To ensure the reliability of the coded qualitative data, we assessed the intercoder reliability after each round of coding using the proportional reduction in loss method (Rust & Cooil, 1994). This method is based on Cronbach's alpha and measures the reliability of coded qualitative data according to the proportion of agreement between judges. Considering a minimum level of 70% intercoder reliability for exploratory work (Rust & Cooil, 1994), we deem our intercoder reliability of 87% to be satisfactory. Finally, to increase the methodological trustworthiness (Healy & Perry, 2000) and authenticity of our study (Pratt, 2009), we added illustrative quotations in Table 4 and in our presentation of the findings.

4. Findings

Here, we present the case study, focusing on the market-shaping by the respective case firms, and then analyze the role of each market actor to explore the role of market actors in market-shaping processes.

4.1. Case background

This section describes the development of the Swedish gas market and the activities of the various actors involved, starting with the entry of BigGasCo in 2017.

4.1.1. An aspiring market driver appears

Almost at the same time as BigGasCo entered the stagnating Swedish gas market in 2017, AutoCo and TruckCo had launched LG-based trucks. However, while the infrastructure for compressed gas had been built up over the previous decades, the availability of LG was very limited. Thus, TruckCo and AutoCo were highly dependent on an external market actor to invest in infrastructure, as otherwise they would not be able to sell

their trucks:

BigGasCo saw an opportunity to shape the stagnating Swedish gas market to their benefit and provide a win-win vision for truck manufacturers, while at the same time clearly showing that they were the driving force behind the market:

I would say in Sweden, or the Nordic countries, one player that has been extremely active and has definitely been supporting our business in a good way is BigGasCo. They are investing, they see growth potential. They are trying to convince the EU, the Swedish politicians, everyone, to go in this direction. And they are walking the talk in a good way. (Director, AutoCo)

Not only AutoCo and TruckCo directly benefitted from the market-shaping activities of BigGasCo, but other market actors also equally benefitted from the shaping and growth of the new market. For example, technology providers such as TechSolutionsCo or SupplierCo were enjoying more sales opportunities too:

They have a big impact. Because if they develop the market, then biogas as a fuel will be competitive, and there will be many more possibilities for TechSolutionsCo then, for sure. (Sales manager, TechSolutionsCo)

Moreover, while these market actors appeared to be passive in terms of shaping the market for LG, they not only acknowledged that BigGasCo was the main driver behind the current market development, but were also highly supportive of its market-shaping activities:

BigGasCo has quite a large number of plants that they are planning in Sweden. It's up to us to see how many of them will be realized. I think their approach is really, really good, and makes the infrastructure and also the production increase. (Global product manager, SupplierCo)

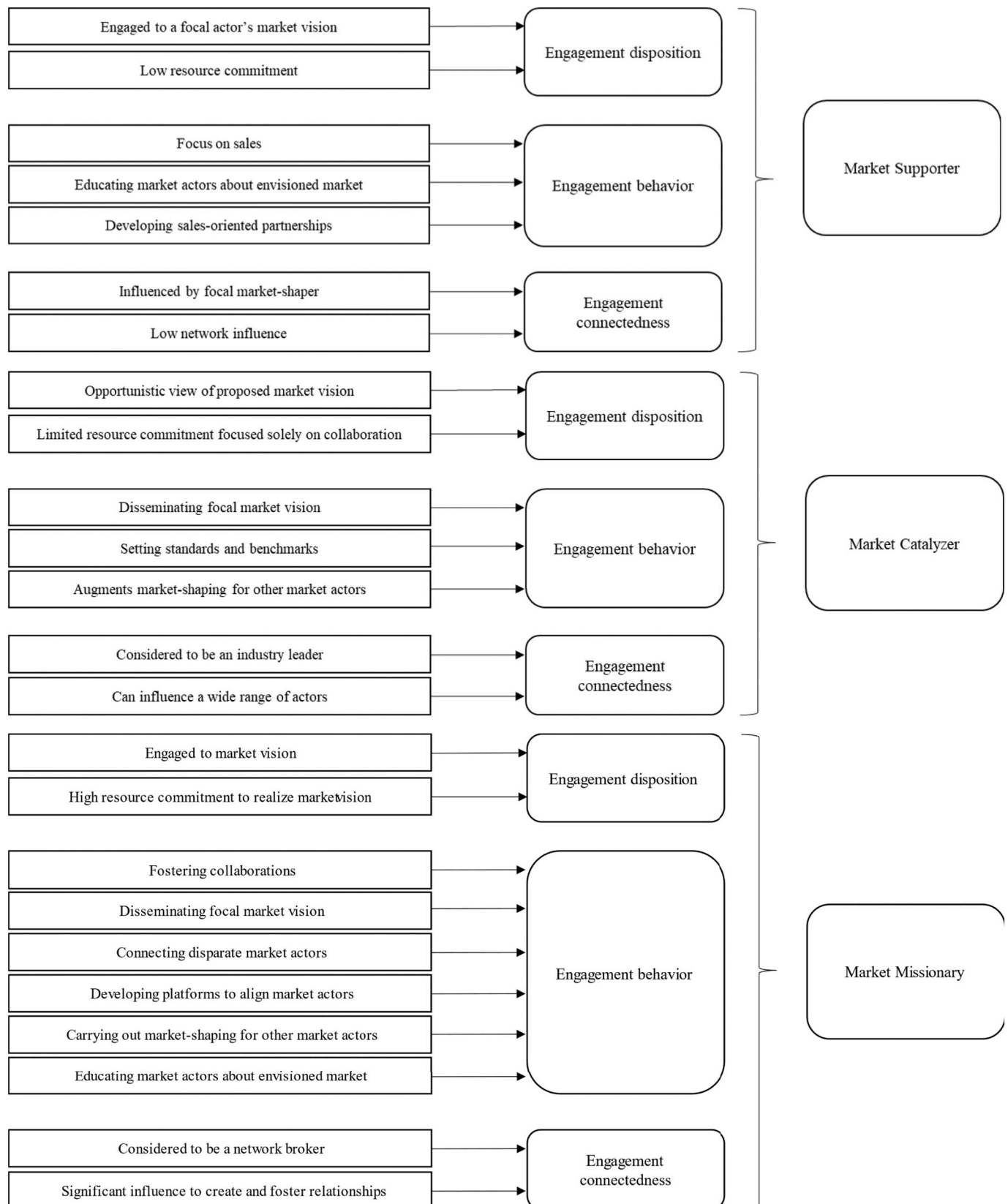


Fig. 3. (continued).

4.1.2. The market is catalyzed

Despite BigGasCo's heavy investments in infrastructure, and many market actors supporting its vision, the market was mainly shaped by supply-side actors. While this was a prerequisite for further market-

shaping, the market still required exponential growth to become profitable for all the engaged market actors. To achieve this, specific market actors became crucial in augmenting BigGasCo's market-shaping efforts. They were mainly customers' customers such as RetailCo, or industry

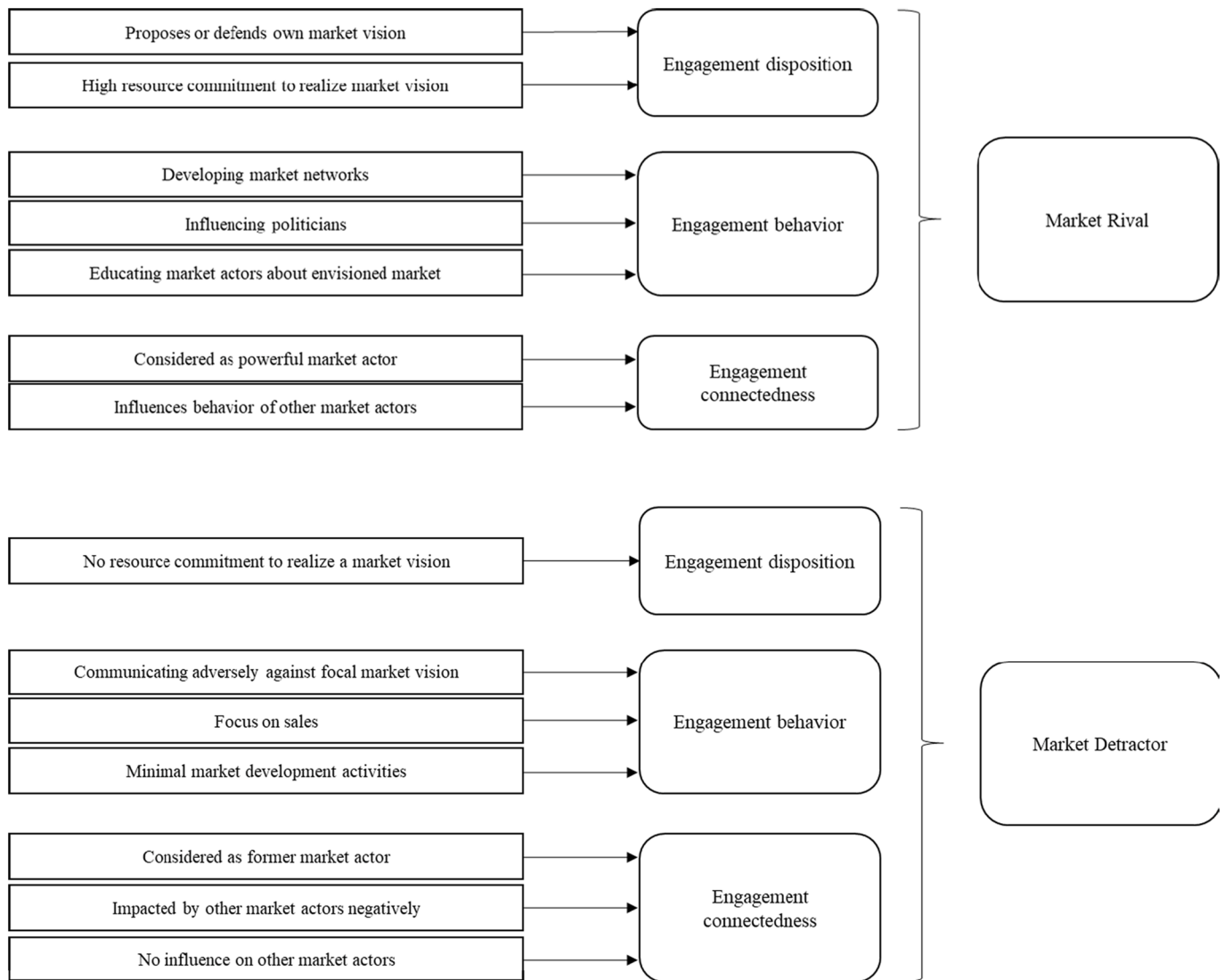


Fig. 3. (continued).

associations such as IndustryCo, which were highly influential due to either their size or their network position. Since RetailCo managed a large fleet of its own trucks, plus those of subcontractors, BigGasCo actively attempted to influence RetailCo to switch its vehicles and policies to LG. This endeavor did not come cheap, as BigGasCo had to build several filling stations according to RetailCo's wishes. However, the investment paid off: not only did RetailCo incorporate several LG-based trucks into its fleet, but it also sent a strong signal to the market that it saw LG as viable sustainable alternative to substitute their fossil-based fleet. An AutoCo director illustrated the power of this type of actor to augment market-shaping efforts:

Companies like RetailCo, they act and everyone else follows. So, to us, we have always tried to find these actors in the different markets, and if they are doing something, then people are looking at them and they are thinking, "If they are doing this, they have understood something, and we need to look at it as well." (Director, AutoCo)

In parallel, IndustryCo, an industry association financed by industry and government, also played an important role in the market-shaping process. Since IndustryCo was highly engaged with BigGasCo's market vision, they provided a resource-efficient means of promulgating it, through two main activities. Firstly, they represented the new market

vision at key events, and provided platforms for collaboration and market expansion by holding meetings between different stakeholders such as transport buyers and gas producers. Through such events, logistics firms expressed their interest in LG-based trucks, and gas producers set out the minimum number of trucks required for them to invest in building new biogas plants. Thus, IndustryCo was able to foster a common understanding that secured investment in new biogas plants and LG-based trucks.

It is also very important that you create these meetings with different stakeholders as well, so you can contribute to new collaborations between, for instance, a transport company and a gas provider and others [...] and expand together.

(Project leader, IndustryCo)

Secondly, by allocating government funding to incentivize the purchase of LG-based trucks, IndustryCo became a key player in the purchasing process of actors interested in such vehicles. This made LG-based trucks more affordable, and opened up the market for a wider range of market actors interested in buying them. From 2018 to 2020, this support scheme resulted in the purchase of 230 LG heavy vehicles. Consequently, it was not just BigGasCo that benefited from IndustryCo's engagement, but also other market actors such as AutoCo or TruckCo,

Table 4
Roles data table.

Role	Market-shaping engagement in focal market		Market vision in focal market	Exemplary role description	Firms in our case	Illustrative quotes
Market driver	Disposition	<ul style="list-style-type: none"> Proposes own market vision 	Own	Proposes market vision and commits significant resources to realize it. Will be the main force steering the market development by developing and influencing networks, institutions, and market infrastructure.	BigGasCo	“What we’re talking a lot about here at BigGasCo is building a Nordic gas ecosystem [...]” (CEO, BigGasCo)
	Behavior	<ul style="list-style-type: none"> High resource commitments towards realization of market vision Engaging market actors towards vision Influencing political level steering market development 				“I think we are more aggressive; we are investing more money at this point than the other partner. They are kind of waiting to see what will happen, but we are taking a bigger risk in terms of investing in stations before the actual demand is there. Because we think it’s crucial, because otherwise you would not buy a truck.” (Director, BigGasCo)
	Connectedness	<ul style="list-style-type: none"> High level of influence on other market actors 				“I would say in Sweden, or the Nordic countries, one player that has been extremely active and has definitely been supporting our business in a good way is BigGasCo. They are investing, they see growth potential. They are trying to convince the EU, the Swedish politicians, everyone to go in this direction. And they are walking the talk in a good way.” (Director, AutoCo) “They have a big impact. Because if they will develop the market then biogas as a fuel will be competitive and there will be many more possibilities for TechSolutionsCo then, for sure.” (Sales director, TechSolutionsCo)
Market Supporter	Disposition	<ul style="list-style-type: none"> Supporting Market Driver’s market vision 	Market Driver’s	Manifests and communicates a high disposition to engage in the market driver’s market vision, but will display minimal engagement behavior. Focuses mainly on benefiting from the market driver’s steering.	AutoCo, TruckCo, CityGasCo, SupplierCo, TechSolutionsCo	“So, what we are noticing is that, especially on gas, there is a very tight link between gas suppliers and OEMs to find the alliances on certain markets to get supply and trucks hand-in-hand and to get going, and that is the strategy.” (Director, TruckCo) “I think we are quite aligned with the market development in the short term and in the long term. Especially then on bio-LG.” (Global product manager, SupplierCo) ‘[Gaining market share] is more of our long-term ambition. It will not happen next year. Not by ourselves, you can go through other companies, but now there is only one player [BigGasCo].’ (Product manager, CityGasCo)
	Behavior	<ul style="list-style-type: none"> Focusing on sales Educating market Fostering relationships between market actors 				“Well, I would not say we are developing the market. We are more following what is happening there. I mean, the actors developing the market are more the producers of biogas like BigGasCo.” (Sales director, TechSolutionsCo) “We have a huge, let’s say, a focus on selling more gas.” (Director, TruckCo)
	Connectedness	<ul style="list-style-type: none"> Low level of influence on market actors Positively impacted by Market Driver 				“So, what we are noticing is that, especially on gas, there is a very tight link between gas suppliers and OEMs to find the alliances in certain markets to get supply and trucks hand-in-hand and to get going, and that is the strategy.” (Director, TruckCo) “It is never easy to be alone in a new market. So, of course, you can see the competitors as competitors, but they are also making it possible to go into the heavy vehicle market. It’s much easier to get this type of vehicle out on the market, and I think they might not have existed if it was only one local actor like CityGasCo.” (Product manager, CityGasCo)
Market Catalyzer	Disposition	<ul style="list-style-type: none"> Opportunistic view of market visions 	None	Highly influential market actor that can augment the market driver’s efforts substantially through its significant level of connectedness, influence, and status.	RetailCo	“There is no such [strategy] that we should go in 100% on gas. We are also interested in the electric journey that is happening now.” (Manager, RetailCo)
	Behavior	<ul style="list-style-type: none"> Limited resource commitment Setting standards and benchmarks Disseminating a focal market vision 				“We are now also part of the sustainability journey that is taking place in the transport world [...]” (Manager, RetailCo)
	Connectedness	<ul style="list-style-type: none"> High level of influence on market actors 				“Companies like RetailCo, they act and everyone else follows. So, to us, we have always tried to find these actors in the different markets,

(continued on next page)

Table 4 (continued)

Role	Market-shaping engagement in focal market		Market vision in focal market	Exemplary role description	Firms in our case	Illustrative quotes
Market Missionary	Disposition	<ul style="list-style-type: none"> Supporting Market Driver's market vision 	Market Driver's	Highly influential and committed market actor operating as proxy for market driver and market supporters. Extends their market-shaping engagement focusing on promoting and engaging other market actors to the focal market vision.	IndustryCo	and if they are doing something, then people are looking at them and they are thinking, 'If they are doing this, they have understood something and we need to look at it as well.'" (Director, AutoCo).
	Behavior	<ul style="list-style-type: none"> High resource commitment towards Market Driver's market vision Fostering collaborations Disseminating a focal market vision Connecting disparate market actors Developing platforms to engage market actors 				"For the broader picture, of course, we want the LG market to expand." (Project Leader, IndustryCo)
	Connectedness	<ul style="list-style-type: none"> High level of influence on market actors 				"From my point of view, I think it's the role of being a provider of solutions because some of these companies, they are not used to applying for grants. They are very unfamiliar with that. Then we help a lot of these companies to be part of this [liquefied gas market], very hands-on." (Project Leader, IndustryCo)
Market Rival	Disposition	<ul style="list-style-type: none"> Proposing/defending own market vision 	Own	The antagonist to the market driver. Engages in oppositional behavior, counteracting the market driver's market vision.	BigEnergyCo	"It is also very important that you create these meetings with different stakeholders as well, so you can contribute to new collaborations between, for instance, a transport company and a gas provider and others [...] and expand together", (Project leader, IndustryCo)
	Behavior	<ul style="list-style-type: none"> High resource commitment towards own market vision Engaging market actors towards vision Influencing political level Steering market development 				"It is always preferable that we operate via industry associations, whether it is IndustryCo or whether it is at European level. As a vehicle manufacturer, it is preferable because it is perhaps a little more resource-efficient." (Director, AutoCo)
	Connectedness	<ul style="list-style-type: none"> High level of influence on market actors 				"And so, I would call us defenders of the old-fashioned compressed biogas. Championing it as a good solution. Why do we need to change it to something new that is not necessarily better for some purposes?" (Senior specialist, BigEnergyCo)
Market Detractor	Disposition	<ul style="list-style-type: none"> Neither supporting nor proposing market vision 	None	Former market driver or market supporter affected negatively by the market driver's engagement. Displays very low levels of market-shaping engagement, focusing mainly on mundane market activities. Vocal about its dissatisfaction with the new market driver.	NatGasCo	"I meet with a lot of stakeholders who think that just because transport is heavy you need liquefied gas, even though it's not traveling long distances." (Senior specialist, BigEnergyCo)
	Behavior	<ul style="list-style-type: none"> Communicating adversely against a focal market vision Focusing on sales Minimal market development activities 				"I think we are quite active in Sweden [...] looking at policies and discussing how they should look with politicians." (Senior specialist, BigEnergyCo)
	Connectedness	<ul style="list-style-type: none"> No influence on other market actors Impacted by other market actors negatively 				"It's the big companies like Ikea, H&M, ICA. Those are the ones that we need to influence—and we do it internally as well." (Senior specialist, BigEnergyCo)

through the increase in sales.

4.1.3. Former market drivers withdraw

With the advent of BigGasCo's aggressive market-shaping, former Market Drivers BigEnergyCo and NatGasCo were demoted to secondary market actors. While NatGasCo had given up on any market-driving aspirations, BigEnergyCo focused on remaining the driver of the compressed gas market. In fact, it did not merely ignore the LG market, but actively attempted to oppose the new market vision by trying to draw market actors back into its own vision:

I would call us defenders of old-fashioned compressed biogas. Defending it as a good solution. (Senior specialist, BigEnergyCo)

However, despite BigEnergyCo's active opposition, BigGasCo's market-shaping undermined BigEnergyCo's market as BigEnergyCo's market-shaping efforts became less and less effective. Consequently, BigGasCo's market-shaping also affected adjacent markets—even those with powerful market actors:

What has been a bit of a deterrent for us is the scale of the commitment that BigGasCo has made—I can honestly say that. (Senior specialist, BigEnergyCo)

While BigEnergyCo actively tried to prevent BigGasCo's market vision from materializing, NatGasCo was less active. Instead, it niched down and focused on serving local markets, since its resources did not permit it to compete directly with BigGasCo's market-shaping.

With the extremely aggressive strategy they [BigGasCo] have, there is hardly room for it. [...] So we have to find a niche and stick to it. [...] It is not to open up the most stations or to be a market leader. It's a slightly narrower strategy, (CEO, NatGasCo)

In sum, BigGasCo's attractive market vision and aggressive market-shaping resulted in a market for LG that benefitted market actors who supported its market-shaping, while undermining market actors with competing market visions but less engagement.

4.2. Case analysis

The aim of the case study presented above was to illustrate the market actors' differing levels of market-shaping engagement, and how these differences reflect back to the respective actors' roles and market-shaping engagement. Here, our interview data allowed us to identify the market-shaping engagement of the respective market actors towards a specific market vision, and the role they ultimately performed.

Our case analysis revealed six roles that market actors perform in market-shaping processes (see Table 4 and Table 5). While some resemble archetypal roles, others seem to be only performed in market-shaping processes. We discuss each role below.

4.2.1. Market driver

Unsurprisingly, and in line with previous role conceptualizations in ecosystem and market strategy literature (e.g. Adner, 2017; Nenonen & Storbacka, 2020), we can clearly outline leader and supporter roles. While prior literature has termed leading market-shaping actors “market champions” (Johne, 1999), we argue that the definition of “makers and shapers of markets” (Johne, 1999, p. 9) excludes the notion that *all* market actors are constantly shaping markets (Mele et al., 2015). Therefore, we term this role *Market Driver*, as it more accurately captures the notion that this market actor is currently steering the market-shaping process in a specific direction. The Market Driver proposes a market vision and commits a significantly larger portion of its resources in relation to other market actors towards the instantiation of the envisioned market. Thus, the Market Driver's ambition and efforts are

highly visible, and can influence a wide array of market actors. Dependent on their disposition regarding the pursued vision, market actors can be either negatively or positively impacted by the Market Driver's market-shaping, and will adapt their behavior accordingly. Consequently, the role of a Market Driver is recognized by other actors in the market and considered to be the driving and guiding force in a market.

4.2.2. Market supporter

Market actors who are in favor of a specific market vision and do not interfere with the steering of the Market Driver's market-shaping are termed *Market Supporters*. They benefit from the shaped market, but expend fewer resources on activities to influence the shaping process; hence, this role suits resource-constrained market actors (Nenonen & Storbacka, 2020). Market Supporters' main activities revolve around capturing value, and thus they have a strong focus on selling and educating the market about the benefits of their product. Consequently, their efforts to develop the market network focus primarily on opportunistic partnerships that enable further sales growth. While other market actors consider Market Supporters to be in favor of the focal market vision, their low engagement does not go unnoticed, and they can sometimes be seen as stalling the market-shaping process.

4.2.3. Market catalyzer

Market Catalyzers are highly influential market actors who have the power to force other market actors to engage in a market vision. Due to their influence, they are able to set norms and standards in a market, and are often perceived as an exemplar to be followed. Thus, a Market Catalyzer can be seen as performing more of a signaling role, by communicating to the market that they are convinced by a specific market vision. Consequently, Market Catalyzers are often targeted by market actors attempting to augment their market-shaping processes. Once engaged, Market Catalyzers can provide significant impetus to the instantiation of a market vision and further consolidate the role of the driving market-shaping actor. However, they are fully aware of the value of their influence, and do not engage in a market vision without significant incentives or demands.

4.2.4. Market missionary

Market Missionaries are highly engaged market actors who actively support the envisioned market as far as their resources permit. This role can be seen as a central contact point for market actors interested in joining or extending a market-shaping processes. Market Missionaries are vital in developing and facilitating market networks as well as in promoting a specific market vision to a wider audience of market actors. Consequently, this role, which can be financed by industry or government, often fulfills a proxy function for other market actors' market-shaping efforts (cf. Mountford, 2019). Market Missionaries' main function can be summarized as extending the market-shaping ambitions of market actors in line with a focal market vision.

4.2.5. Market rival

Market Rivals are highly engaged market actors who have a market proposition that competes with a current dominant market vision, but has fewer actors engaged in it. Consequently, their behavior is almost identical to that of a Market Driver, but their market-shaping is more defensive or restrictive (Flaig et al., 2021b; Hietanen & Rokka, 2015). Market Rivals can be either former incumbents whose market vision has been replaced by a newer, more attractive one, or market actors with a new and competing market vision that lacks market-shaping engagement from enough market actors to challenge a current market vision.

4.2.6. Market detractor

The Market Detractor has been a highly engaged market actor who has been negatively impacted by a new market vision, or perceives that they will be. Market Detractors have limited resources to propose or

Table 5
Role overview.

Role	Characteristic behavior	Market vision	Engagement behavior	Engagement disposition	Engagement connectedness	Market actors in the market for LG
Market Driver	Steering market-shaping process	Own	High resource commitments	Own market vision	High level of influence	BigGasCo
Market Supporter	Supporting market vision	Market Driver's	Low resource commitments	Supporting Market Driver	Low level of influence	AutoCo, TruckCo, CityGasCo, SupplierCo, TechSolutionsCo
Market Missionary	Promoting market vision	Market Driver's	High resource commitments	Supporting Market Driver	High level of influence	IndustryCo
Market Catalyzer	Augmenting a market-shaping process	None	Periodically high resource commitments	Neutral	High level of influence	RetailCo
Market Rival	Counteracting market-shaping	Own	High resource commitments	Own market vision	High level of influence	BigEnergyCo
Market Detractor	Opposing market vision	None	Low resource commitments	None	Low level of influence	NatGasCo

compete with a given market vision, resulting in low engagement and a strong focus on sales. While Market Detractors do not possess the sufficient resources to propose or actively maintain a desired market vision, these actors will be very vocal against the current market-shaping processes, and communicate their dissatisfaction with the status quo. Whereas, this role does not pose an active threat to a market vision, the vocal disagreement with the market development can influence the market narrative, potentially affecting the market-shaping process of the opposing Market Driver.

5. Discussion and conclusions

Combining the action-based approach (Nyström et al., 2014) with engagement literature (Brodie et al., 2019; Ekman et al., 2021; Fehrer et al., 2018), we have identified six distinct roles in market-shaping processes distinguished by the dimensions of disposition, behavior, and connectedness. In the following section, we describe the theoretical implications of our findings, visualize the notion of recursive enactment, provide a matrix based on market-shaping engagement for managerial practice, and finish by discussing the limitations and avenues for future research.

5.1. Theoretical contributions

First and foremost, our study contributes to market-shaping literature by providing six empirically derived roles that market actors perform in market-shaping processes. While previous market-shaping research has investigated how market actors such as entrepreneurs (Biraghi, Gambetti, & Pace, 2018), customers (Geiger & Finch, 2009), users (Harrison & Kjellberg, 2016), trade organizations (Humphreys, 2010), or the media (Giesler, 2012) play a role in shaping markets, there has been little research on the roles they all play in market-shaping processes. Our study offers the first set of roles that provides further context for the influence different actors have on the market-shaping process, thereby not only delineating the impact of focal actors on the evolution of a market, but also reflecting the dynamics of a market. By doing so, we answer calls to investigate the roles of market actors in market-shaping processes (Breibach & Tana, 2021; Brodie, Nenonen, & Storbacka, 2020) and broader calls to explore market actors' influence on market evolution (Lee et al., 2018).

Secondly, this study further contributes to the actor engagement literature. In recent years, research has increasingly applied a systemic lens to the notion of actor engagement (e.g. Alexander et al., 2018; Brodie et al., 2019; Ekman et al., 2021; Storbacka, 2019), thereby illustrating that it does not originate solely from customers (Brodie et al., 2019) and is more than a merely dyadic relationship (Alexander et al., 2018). Drawing on these insights, we employ the actor engagement dimensions proposed by Brodie et al. (2019) to analyze the market-shaping engagement of market actors towards a market vision which we consider to be an engagement initiative. In doing so, we answer calls

by Ekman et al. (2021) to investigate other types of engagement initiatives and explore how the “acceptance” of a market vision manifests in the form of engagement behavior and disposition.

By analyzing the market-shaping engagement of market actors towards a market vision, we can provide further insights into the behavior of individual market actors in the context of market-shaping efforts. Whereas much of the literature has established the strategic importance of visions when attempting to induce specific change into a system (e.g. Carton et al., 2014; Dattee et al., 2018; Jaworski et al., 2020), the role of actors has mainly been considered as a leader-follower dyad (Adner, 2017; Nenonen & Storbacka, 2020). Through this oversimplification, many nuances of actors and their behavior might be neglected which can have a significant impact on the market-shaping efforts of a focal market actor. The notion of market-shaping engagement allows a more nuanced view of market actors' roles, as it enables a contextualized analysis of market actors.

Thirdly, as revealed in our analysis the role a market actor performs in a market-shaping process also depends on a contextual system-level engagement towards a focal vision. In other words, while an actor's market-shaping engagement is a necessary condition, the emergence and performance of a role will be contextually embedded in the system's response to the initiated market-shaping process. For example, a firm does not become a Market Driver simply by proposing and engaging with a market vision, but only when its Market Driver aspirations are recursively reflected by the market through system-level acceptance of its market vision, resulting from either favorable action or inaction by the other constituents of the focal market. This draws parallels to Fehrer et al.'s (2020) arguments that markets follow a combinatorial logic of a market actor's “deliberate actions paired with the engagement of other market actors who align with and build on these actions”, (p. 1426). Thus, market-shaping roles are not created and performed solely based on an actor's intention (Anderson et al., 1998; Callero, 1994) or an actor's actions towards the specific market vision (cf. Heikkinen et al., 2007; Nyström et al., 2014), but created and performed through a combination of a market actor's actions and the respective actions of other market actors embedded in the context of a focal market vision and other market actors' behavior (see Fig. 4).

We suggest that a market actor's disposition towards a focal market vision together with their behavior influenced by the behavior of other market actors, *create* their role, which is then continuously performed through the actions derived from the respective dimensions of market-shaping engagement. In other words, market-shaping roles are *recursively enacted* (Giddens, 1984; Weick, 1988).

5.2. Managerial implications

For managers attempting to shape markets, these roles and constructs provide an alternative view on how to dissect and analyze a market. To identify the different market-shaping roles, managers can be guided by the respective dimension of the market-shaping engagement

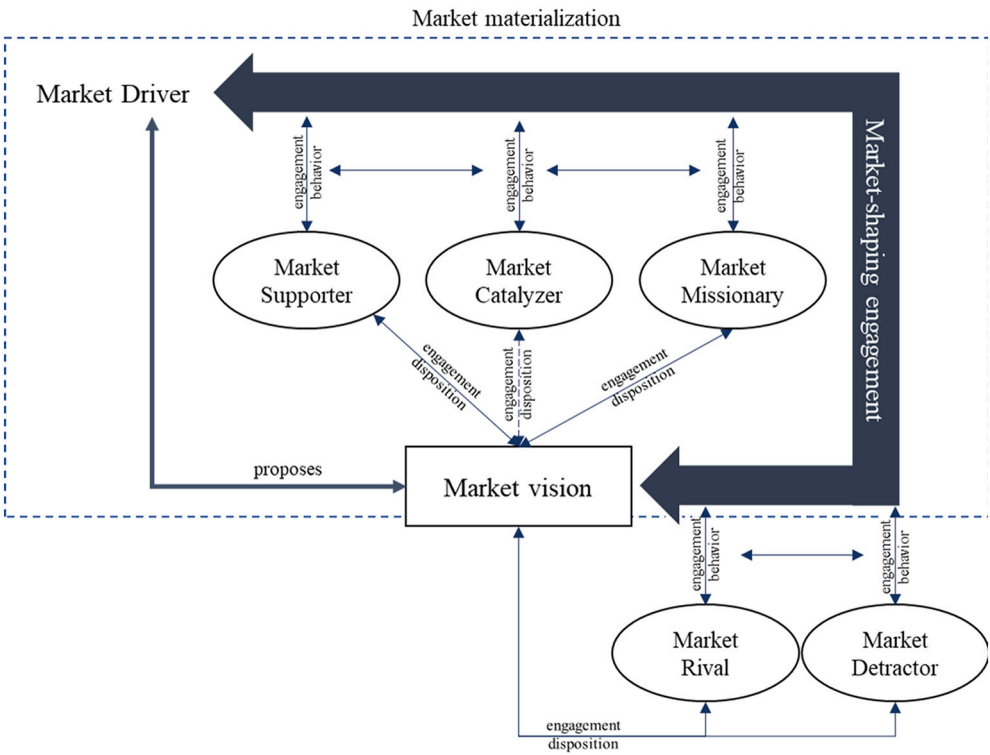


Fig. 4. Recursive enactment of market-shaping roles.

construct (see Table 5). An individual company’s engagement disposition towards a market vision can be identified either in the company’s communication, for example in annual reports or company presentations, or by analyzing their engagement behavior dimension. As engagement disposition is an antecedent to engagement behavior (Ekman et al., 2021), the actions of a company not only illustrate its

resource commitment towards a certain market vision, but also its engagement disposition. Lastly, the engagement connectedness of the respective market actor can be identified by analyzing their network and position (Ahola, Aaltonen, Artto, & Lehtinen, 2020; Gadde, Huemer, & Håkansson, 2003; Håkansson & Ford, 2002) or through their partnerships and collaborations. As market actors are often active in multiple

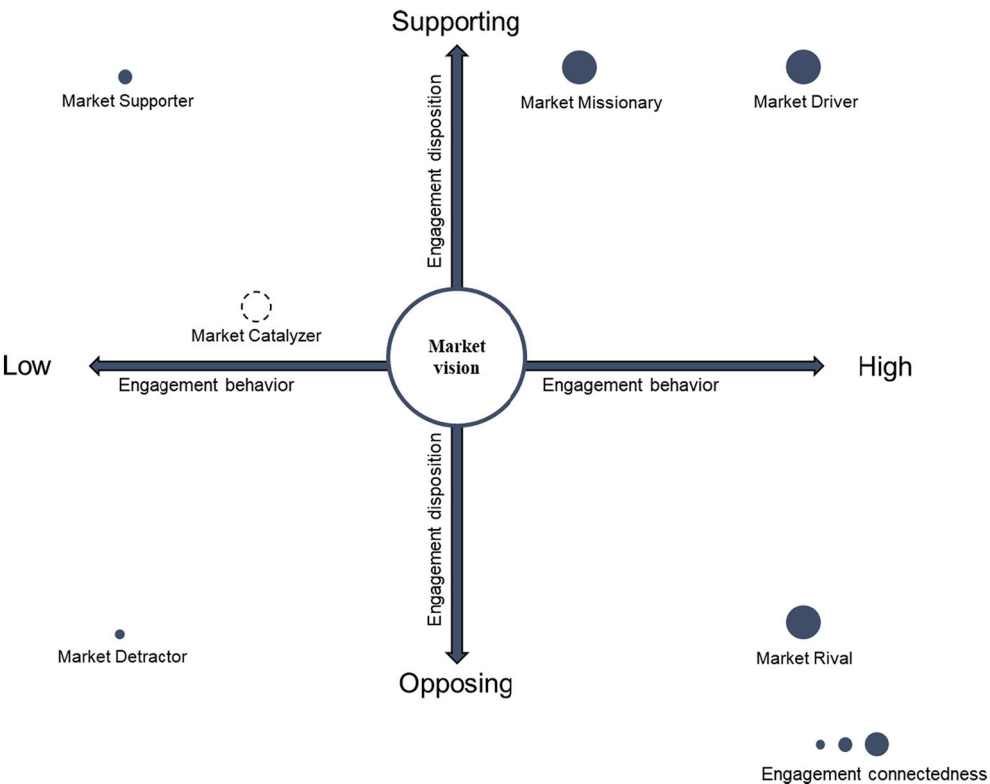


Fig. 5. Role-based matrix according to the engagement dimensions.

adjacent markets, for example technology providers, the analysis of the engagement dimensions must be conducted with a focal market in mind.

Based on this analysis, a 2×2 matrix can be developed, where the respective actors can be mapped out based on their market-shaping engagement dimensions (see Fig. 5 and Fig. A1 in the appendix for an example). Such a matrix provides a snapshot of the current role constellation, showing which actors are currently supporting or opposing a focal market vision (disposition), their level of resource investments (behavior) and their level of influence (connectedness). Furthermore, based on the respective quadrant and their position in it, the matrix indicates the market-shaping roles the allocated actors are performing.

Here, our recommendation for a firm intending to shape a market is to identify potential Market Missionaries and Market Catalyzers as soon as possible. Firms with novel market visions will face challenges to engage market actors with their market vision, due to a vision's liability of newness, lack of legitimacy, and limited resources and institutional support (Thomas & Ritala, 2021). Moreover, an attractive market vision is not sufficient to become a Market Driver. Not only should a new market vision communicate a win-win-win vision (Nenonen, Storbacka, & Windahl, 2019), but a market-shaping firm needs to engage other market actors in the market-shaping process. However, focusing on market actors with low or limited market-shaping engagement can hinder the realization of the envisioned market. Whereas, in our case the Market Driver possessed large amounts of resources and most market actors accepted the Market Driver's market-shaping efforts through their inaction, in other markets a company might have less resources and will need higher levels of resource commitments by other market actors in order to effectively shape a market (see Maciel & Fischer, 2020). This can be conducted for example, by engaging Market Missionaries or Market Catalyzers as they have the potential to engage a wide array of different market actors to a focal market vision and augment the market-shaping process.

Moreover, Market Rival and Market Detractor are important roles to keep track of, as they have the potential to negatively influence the market-shaping process. Specifically, if a Market Rival's market vision is attracting more and more supporting actors, a Market Driver should begin considering precautions or initiate some defensive market-shaping strategies (Flaig et al., 2021b) to maintain its role. However, when market actors are increasingly beginning to oppose the current market vision, to remain a Market Driver requires significant resources. For

example, in our case, NatGasCo was not able to maintain their Market Driver role, despite their early realization that BioGasCo would challenge their market-shaping role, due to BioGasCo's significant larger resource-base. In this case, a challenged Market Driver might fare better by allying with a resource-rich potential Market Driver rather than being pushed into the role of a Market Detractor.

Through our findings in this study, we hope to foster a more systemic perspective on markets in managerial practices by illustrating that market actors are not simply buyers and suppliers, but perform more nuanced and diverse roles that can have significant differences and thus different impacts on markets.

5.3. Limitations and future research

As with any study, this study has certain limitations that provide opportunities for future research. While unique roles were identified in the market for liquefied gas, the results remain to be verified in different markets and at different stages of a market. Therefore, the results are limited by the empirical case itself. Although the roles we identify were present within the actors investigated, the comprehensiveness of existing roles needs further validation. Thus, future research should focus on validating the identified roles by investigating the roles of market actors in different markets and at different stages of a market.

Furthermore, the roles of Market Catalyzer and Market Missionary further illustrate the complexity of markets, as market-shaping firms can disguise their market-shaping intentions by using Market Catalyzers and Market Missionaries as proxies to augment or carry out their market-shaping activities. However, apart from governments using networks as proxies to shape markets (Mountford, 2019), there is currently little empirical research on market-shaping proxies. More research is needed to investigate the notion of proxy market-shaping, as this would provide additional nuance to the understanding of market-shaping processes.

Declaration of Competing Interest

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Appendix A

Table A.1
Overview of additional data collection.

Year	Type of activity	Type of actors*	Collected data
2015	Seminar	E, L, F, A, C, J, H	Notes
	Seminar	E, L, F, A, C, J, H	Notes
2016	Seminar	E, L, F, A, C, J, H	Notes
	Seminar	E, L, F, A, C, J, H	Notes
	Workshop	E, L, F, J, K	Notes and secondary material
	Workshop	E, L, F, J, K	Notes and secondary material
	Workshop	E, L, F, J, K	Notes and secondary material
	Workshop	C, A, J	Notes and secondary material
	Workshop	E, A, J	Notes and secondary material
	Workshop	E, F, A, B, J, H, K	Notes and secondary material
	Research tour	E, L, F, A, M, J, H	Unstructured interview, field notes
2017	Workshop	E, L, F, A, M, J, H	Notes and secondary material
	Workshop	E, L, F, A, M, J, H	Notes and secondary material
	Workshop	E, L, F, A, M, J, H	Notes and secondary material
	Workshop	E, L, F, A, M, J, H	Notes and secondary material
	Workshop	E, L, A, M, J, K	Notes and secondary material
	Workshop	E, L, A, M, J, K	Notes and secondary material
	Workshop	E, L, A, M, J, H	Notes and secondary material
	Workshop	E, L, A, M, J, H	Notes and secondary material
2018	Workshop	E, L, B, J, H	Notes and secondary material
	Workshop	E, L, F, A, C, M, J, H	Unstructured interview, field notes

(continued on next page)

Table A.1 (continued)

Year	Type of activity	Type of actors*	Collected data
2019	Workshop	E, J, M, A	Notes and secondary material
	Workshop	E, J, M, A	Notes and secondary material
	Conference	A, B, C, E, F, G, H, J, K	Notes and secondary material
	Workshop	E, J, M, A	Notes and secondary material
	Study visit	M	Field notes
	Study visit	A, E	Field notes
	Study visit	A, E	Field notes
	Conference	E, J, I	Unstructured interview, notes
	Study visit	A	Field notes
	Study visit	B	Field notes
	Study visit	J	Field notes
	Conference	A, B, K, J	Unstructured interview
	Conference	E, F, G, J	Unstructured interview
	Workshop	A, C, E, G, J	Notes and secondary material
	Conference	A, B, C, E, F, G, H, J, K	Notes and secondary material

A. Gas producers and suppliers.

B. Vehicle manufacturers.

C. Technology suppliers.

D. Manufacturing companies.

E. Municipalities.

F. Government and agencies.

G. Consultancies.

H. Industry associations.

I. Food industry.

J. Researchers.

K. Biogas advocacy coalitions.

L. Public transport authorities.

M. Farmers.

* Participating actor categories.

Appendix B

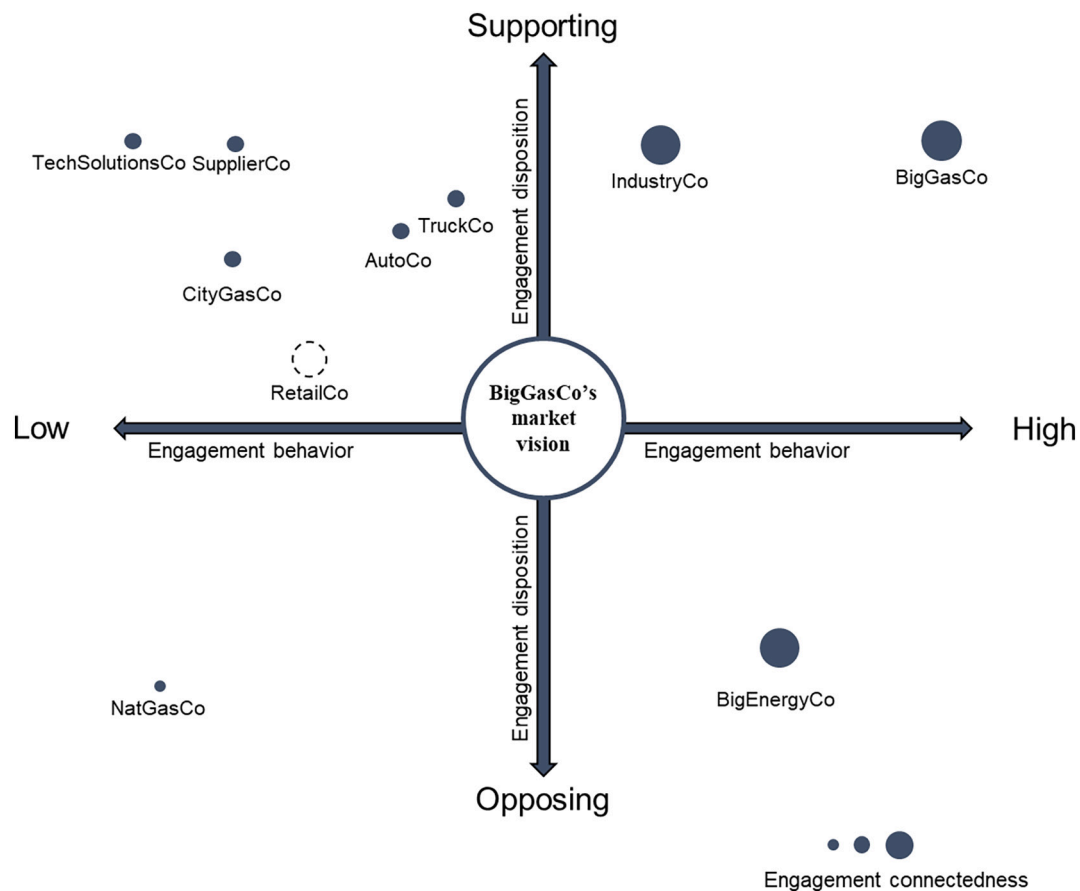


Fig. B.1. Application of role-based matrix on case study.

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