Balanced Centricity: deinstitutionalizing the arts sector. The case of Patreon open platform.

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Purpose – Balanced centricity (BC) is an institutional logic that removes the customer from the central position in a network, thereby allowing other actors to engage in it more fully. This process, when systemized can be considered an institutional work (Larence and Suddaby, 2006) as it allows for identifying the processes and practices through which institutions are altered and eroded to the extent that they could be deinstitutionalized (Greenwood et al, 2017). The study disentangles the underlying processes of organizational change in the ecosystem, and proposes BC as the institutional logic that offer different organizing principles that shape the practices and beliefs of organizations (Koskela-Huotari et al, 2020).

Design/Methodology/approach –This paper is conceptual but supported by an illustrative case study: Patreon, which is considered as disruptive open platform that has broken the rules ofexchanging resources among actors in the asrts sector. We develop a case-study and abductive research approach (Gummesson, 2017; Dubois and Gadde, 2014). This approach is considered useful for developing theories for managing new and changing contexts, by combining theoretical and empirical data. Abductive reasoning allows us the flexibility to design a nonlinear, non-sequential, and iterative process to link literature with empirical data, through which results basedon literature can be reconceptualised, as suggested by the empirical findings.

Findings – The present paper aims to investigate how open business models like Patreon are a goodpractice example to test the institutional change that breaks with the traditional customer centricity institution to put in its place the network of actors that integrate the ecosystem. This change is identified at every level of the ecosystem. The empirical evidence of this process is found on Patreon where the process by which actor´s accumulated and networked actions become a practice that makes the service ecosystem evolve and modify has been analyzed (Tronvoll, 2017; Chandleret al, 2018).

Research limitations/implications (if applicable) – Certain limitations to the study arise from the research context (the crowd-funding arts sector). The crowd-funding phenomenon is just one formula which, with the context offered nowadays by new technologies and the Internet, has founda suitable environment for certain projects. However, the evolution of the world of technology and the growing interrelation between actors will continue to facilitate the evolution of the models, shaping markets with an increasing role of all the actors in the network, moving towards what Gummesson (2008c) calls the many to many marketing.

Practical implications (if applicable) – The empirical approach of the paper is framed on crowdfunding, that is a fast-growing collaborative open network that, in success contexts like our case study (Patreon) meets the conditions of being an ecosystem where BC strategies can be strategically planned.

Originality/value – This paper addresses a gap in Service-Dominant logic, arts marketing and broader marketing literature by proposing Balanced Centricity as an institutional logic that has driven to institutional work. Two dimensions of the service-dominant logic are involved: (1)Service Ecosystems (FP 9/Axiom 3 and FP10/Axiom 4): "The benefit does not occur in isolation either, but rather through integration of resources from many sources, thus best understood as holistic experiences"; (2) Institutions (FP 11/Axiom 5), that explains the use of service ecosystems as the unit of analysis, as actors in its sphere share the same institutional logic. Also, reinforces Gummensson´s contribution with a theoretical and empirical connection. Collaborative open networks, like Patreon behave under a BC position, breaking with the traditional customer- centricity perspective to put the network of actors in the core of all decisions. Following Brodie & Peters (2020, p.2), the empirical approach frames the midrange theory, which is "context specific (…) and provides frameworks that can be used to undertake empirical observation and models to guide managerial practices". This perspective builds the theory-practice gap (Vargo & Lush, 2017; Gummesson 2004, 2017; Nenonen et al 2017; Fendt, Kaminska-Labbé, & Sachs, 2008), and frames the theoretical – empirical approach adopted in our work.

Key words (max 5): Service-dominant Logic (SDL), balanced centricity (BC), institutions, crowd- funding, Patreon.

Paper type –Research paper