

Isomorphic relations and process of institutionalization: a study for the special coffee market in Brazil between 1990 and 2016

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ABSTRACT

This study analyzes the importance of isomorphic relations in the process of institutionalization of the special coffee market in Brazil. To accomplish the objective, interviews were conducted with the various agents tied to the field. Three Brazilian regions were chosen because they are the most representative and convenient for the study, considering their high institutional development; two (Northwest of Minas and Alta Mogiana) already have Geographical Indications (GI) and the third one (Matas de Minas) is in the process of adoption. The results show the importance of the State as between promoter and inducer in relation to the adoption of GIs. In addition, it is evident the importance of the commitment of agents - producer and buyer - who are proactively engaged in entrepreneurial actions, in order to adapt to the new practices and trends of the special coffee market, where quality consumption is privileged.

PALAVRAS-CHAVE

Café especial,
Indicação Geográfica;
Campo organizacional.

RESUMO

Este estudo analisa a importância das relações isomórficas no processo de institucionalização do mercado especial de café no Brasil. Para atingir o objetivo, foram realizadas entrevistas com os diversos agentes ligados ao campo. Três regiões brasileiras foram escolhidas por serem as mais representativas e convenientes para o estudo, considerando seu alto desenvolvimento institucional; duas (Noroeste de Minas e Alta Mogiana) já possuem Indicações Geográficas (GI) e a terceira (Matas de Minas) está em processo de adoção. Os resultados mostram a importância do Estado como promotor e indutor em relação à adoção das IG. Além disso, fica evidente a importância do comprometimento dos agentes - produtores e compradores - que estão engajados proativamente em ações empreendedoras, a fim de se adaptar às novas práticas e tendências do mercado de café especial, onde o consumo de qualidade é privilegiado.

1 Introduction

This article brings to the discussion the importance of organizational studies, starting from the approach of the contributions of institutional theory on the challenges, possibilities of advancement and possible impasses of the relationship of the State with the private agents in the search to guarantee and promote adequate arrangements for socioeconomic development and permanence productive activities; In particular, those aimed at aggregating value in coffee production in Brazil, with an impact not only on the agribusiness itself but also on the medium and small family-based producers.

In the context of organizational studies, institutional theory, since the last quarter of the twentieth century, has been consolidated as an analytical tool aimed at understanding the processes of institutionalization of organizational practices involving relations and impacts between Structure and technical and socioeconomic environment, between organization and institution. Reflecting in the structuring of the governance, in the strategies, in the appearance of new arrangements, adoption of new technologies, in the intra and inter organizational relations.

Regarding the relationship between coffee and Brazil, although it is not a national native plant, since the first seedlings were brought here, it has become one of the main commodities of Brazilian agricultural production, being for several decades of economic history the main product of national to export.

In addition, due to its economic magnitude, its ability to generate employment and income in the country side and throughout its productive chain, the relevance of the debate on coffee production in Brazil, including more recently the "specialty coffees" segment, has been which underpinned for several decades by several institutions involved, especially those that make up the "Consórcio Pesquisa Café" coordinated by the Ministry of Agriculture, Livestock and Supply (MAPA). The entities that make up the consortium are: UFV, EPAMIG, UFLA, EMBRAPA, IAC, IAPAR, PESSAGRO, EBDA and INCAPER.

So-called "specialty coffees" are considered to be the products with the highest added value. The notion of specialty coffees refers to attributes related to the product itself or linked to the production process and services involved.

Specifically, in relation to the indication of special coffees by their origin, in general, the aspects that differentiate them are related to: producing region, soil, predominant climate, temperature variation, altitude, drying and roasting, mainly.

Thus, this study tries to understand in what way the organizations inserted in "regions" directed to the production of special coffees are influenced by institutional factors, mainly in its process of acquisition of a Geographical Indication as it has been disseminated, extrapolating the limits of producer organizations in isolation, and how the state fulfills a fundamental role in this context.

It should be emphasized that the process of acquiring a Geographical Indication (GI) suffers institutional influence not only in the tendency to increase its adhesion by the productive sector, but also because the adoption of GIs would imply a commitment to new rules, routines, ways of doing and acting that could even contradict previous practices.

In view of the context presented, the following research questions are raised: How do institutional aspects influence and are mobilized to acquire a geographical indication in the context of an organizational field? What role does the State play in promoting the special coffee market in Brazil? And describe the importance of isomorphism between the parties involved.

Institutionalization (based on institutional theory) is understood as the means of explaining the structure or action of organizations, through interactions that become legitimate, with the purpose of obtaining a standardization of social behavior or social relations of the interested parties, through Organizational identity can be determined. In the same context, isomorphism is a key concept for understanding the politics and rites of many modern organizations. In general, it is seen as a pressure inducer to a unit or organization to resemble other units that participate in the same set of environmental conditions.

Therefore, it is based on the theoretical approach of organizational institutionalism, more closely than its notions of Isomorphism and Institutional Field, to evidence the role of the State and other actors in this process as sources of isomorphic pressure. That, in turn, are conditioned the characteristics of institutionalization present in the structure of a field. In addition, it seeks to broaden the understanding of the phenomenon, adding to the analysis the action of the public

agents as institutional entrepreneurs.

2 Theoretical Framework

2.1 The Organizational Field

The organizational field is characterized as the conjunction of the component organizations of an institutional segment, comprising clients, suppliers, competitors and regulatory bodies, which influenced by them, are directly or indirectly impacted (Dimaggio & Powell, 1991).

In this sense, external agents to an organization or a group of them can even interfere in its behavior and structure, through norms and even the transmission of values. This process becomes more evident as the field reaches its institutionalization phase, in which case the presence of interorganizational bonds and shared values is accentuated (Yorozu, 2017; Simão et al, 2017).

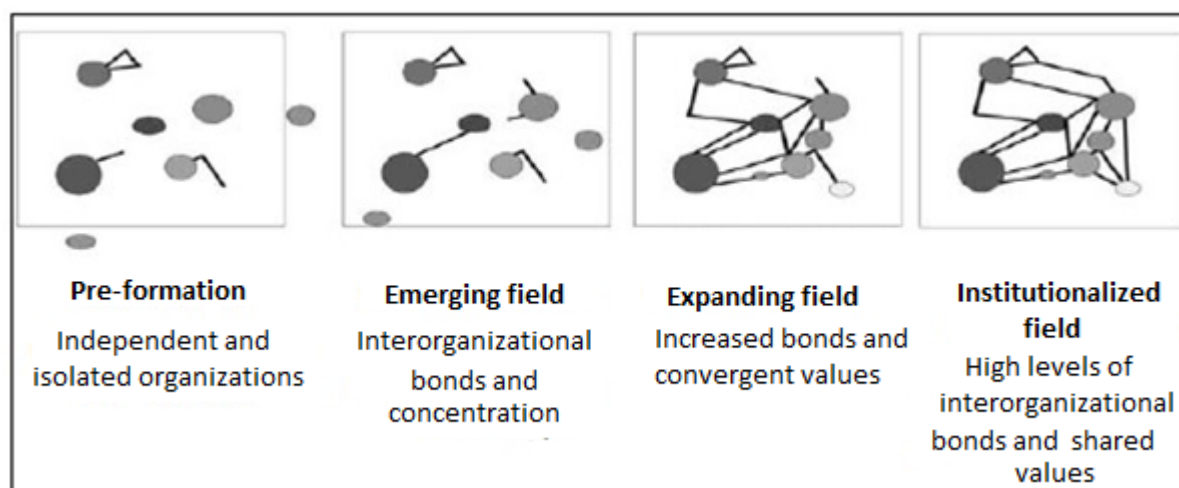
The notion of organizational field linked to organizational legitimacy, is of fundamental importance in the institutional sedimentation process (Cruz-Suarez, et al. 2014). In addition, it seeks to add a symbolic dimension in the analysis

of the exchange with the environment relation, which organizations promote in their quest for survival (Hollway, Lomi, Pallotti, 2017; Duarte, Tavares, 2012).

It is understood that, initially the organizations are in isolation, and that given the specialization and perception of belonging to a field, they tend to share values. This process tends to strengthen the field institutionalization. Evidently, organizations begin to recognize the mutual and gradual importance of the proximity. Consequently, the evolution of the relations becomes accentuated, and the points of contact tend to converge, strengthening the sharing of values (see figure 1).

In addition, organizations become more similar (isomorphic) to each other from the implication of "powerful forces" acting in a structured field. This observed process may be more relevant when it comes to the same activity sector and composed of different organizations. It is emphasized that this process tends to impact structures, work practices, organizational behavior, goals and strategies which promotes the "isomorphism" condition.

Figure 1. Formation stages of an organizational field



Source: Elaborated from Gonzalez & Martin (2017), and Gomes & Vieira (2009).

2.2 Isomorphism types

2.2.1 Coercive Isomorphism

It is the result of political influences and the legitimacy question. The organizations may suffer expressly coercive pressure or even in the persuasion form, invitation to joint participation,

manifested formally or informally arising from dominant organizations that holds some kind of demanding resource or by socially determined expectations.

Teo, Wei and Benbasat (2003), when studying the adoption of new technologies, pointed to evidence that would reinforce the perception that, through domination, resource-holding

organizations (corporate headquarters and regulators) may exert coercion in exchange relationships. The authors emphasize that customers and suppliers can exert influence for the use of a certain technology on a company when it is dependent on the first in resources. Thus, the maintenance of trade relations of mutual benefit, would then be a form of coercive pressure.

On the other hand, to link the issue with the participation of governments more closely, the state, along with the other agents, tends to coerce a number of organizations through the implementation of public policies, highlighting its role in the isomorphic changes.

For example, researches highlight the importance of the governmental hierarchy and its organs as a source of influence on organizations, considering the adoption of information technologies, through political manipulation and budgetary resources (Rodríguez et al., 2007).

Moreover, the legitimacy of standards regarding the practices, can also result from the development of public policies (Cruz-suarez, et al 2014; Diniz et al., 2009), something determinant in the special coffee context, which is the question of study.

2.2.2 Normative Isomorphism

The source of normative isomorphic change comes mainly from the professionalization and recognition of its importance. These points act as a collective force of a profession/occupation members that defines the conditions and methods of their own work (Gamage and Gooneratne, 2017). These influences are determinant in organizations.

Although the practices of a particular profession may be different in one organization, professionals linked to a profession tend to replicate similar behavior even in different companies. This reality can derive and foster the relationship through networks of professionals that constantly update themselves and spread new work forms as they are composing their staff.

In this sense, considering the similarity in the managers' case in different organizations in relation to their networks of work/relationships and formal education, the response to problematic situations tends to be similar, given the sharing of practices. In this sense, organizations would act

isomorphically in function of problems that have not yet allowed their own coping solutions (Prado-Román et al, 2018; Hüther and Krücken, 2016).

2.2.3 Mimetic Isomorphism

In this type of isomorphism, the pressures come from the positive perception that organizations have of others. Thus, in order to consider them to be more successful or legitimate, organizations perceive the need to insert itself in the context, that is, to model after other organizations. In the view of DiMaggio and Powell (1991, 1988) there are situations of an organization being taken as a model, that in reality do not result from the desire for the organization's position, but of the effort displayed, aiming at strengthening the organization in the inserted segment.

In this same context, companies use recurring imitation to produce new products, to elaborate processes and methods, to outline ways of organizing and exploiting new markets (Yorozu, 2017). At this point, the cultural-cognitive pillar associated with the mutation of the isomorphic mimetic is highlighted, where the activities of institutions are taken culturally and adhered to in the organizations' dynamics (RUPIDARA, 2017). Hence the emphasis attributed to symbols and meaning, as individuals do not absorb the external reality as given ontologically; but taking into account a socially shared structure of meanings.

Linking this part of the theory with the proposed study, it is integrative and systemic character, by considering it to be a potentiating prospect of elucidation of stakeholders. In view of this, while recognizing the challenges of time, diverse resources demanded and even dangers when relating to the epistemological context, the proposed study seek to understand the institutionalization phenomenon of the special coffee. Undoubtedly, categories such as organizational field, isomorphism, legitimacy and institutional entrepreneur, are simultaneously determinant concepts.

2.3 Formalization of research focus

Considering that an organizational field advances in its stages of institutionalization concomitant to the increase of the interactions and diffusion of shared understandings and beliefs, adopted practices, rationalized myths by the

present organizations, in order to make them more and more similar (Gamage; Gooneratne 2017; Tolbert & Zucker, 1998), we have the following propositions:

Proposition 1. The adoption of the GI registration for coffees occurs under certain structuring conditions arising from the institutionalization process of the organizational field.

Proposition 2. Organized entities in the coffee production tend to be forced to adhere to the GI registry by government agencies and organizations that have resources and power, due to coercive pressures. It is considered that the coercive pressures can come from dominant organizations, possessing resources and power present in the organizational field.

Proposition 2A. Interest in GI registration by the State and other resource-earning organizations tends to exert coercive pressures for their use in dependent coffee organizations.

Proposition 3. Coffee producers' associations that seek premium prices tend to seek GI registration in accordance with professional and governmental organizations, due to the occurrence of normative isomorphism.

Proposition 4. Coffee grower organizations tend to seek legitimacy by registering a GI as they identify an GI holding organization as a successful model in a field. Thus, use of GI by prominent organizations in the field can exert pressure of the mimetic type on the other entities.

Proposition 5. In addition to coercive pressures, the State, through its agents and agencies, engages in proactive actions of institutional entrepreneurship through the mobilization of efforts and resources, and through the sensitization discourse to adopt a GI for coffee.

The previous proposition is strengthened by the fact that the institutional entrepreneur (whether individuals or organizations) acts by mobilizing resources and elaborating discourses of persuasion, implying changes in institutions (Rahmah 2017; Rupidara, Darby, 2017; Dimaggio, Powell, 1991).

Importantly, the results using the criterion of "big influence" and "small influence" is based on the relationship observed in the research, being used to such criteria, interviews and texts related to the study.

3 Methodology

The scope of the research covers three coffee regions, namely: (a) the northwestern part of the Minas Gerais state, (b) the Zona da Mata, also in the state of Minas Gerais, and (c) the Alta Mogiana, state of São Paulo. It should be noted that the first two producing regions have GI of coffee produced by them; while the last region mentioned above is in the process of achieving geographical certification.

The choice of the above-mentioned coffee regions was due to convenience criteria, that is, to select the most profitable research *locus*; and whose actors made themselves available to collaborate with the data provision necessary for the reflections that were and are understood in the research scope. Nevertheless, it should be pointed out that the expedient of choosing certified coffee regions, and a single region that does not yet have a geographical indication, is justified by the need to have elements to compare the evident institutionalities in each of the analytical loci which covers the research.

It is important to reiterate that the coffee regions contemplated in this study are among the main poles of production of special coffees in Brazil. Thus, it is very important to undertake efforts which have the purpose to shed light to the dynamics and characteristics of these regions. Consequently, it is important to regard important elements so that the planning can be more efficient, and in turn, imply the promotion of coffee production in emerging localities, such as the states of Rondônia and Bahia, for example.

Data utilized in this study are from the following sources: (a) participant observation and systematic with leading players who are based in the special coffee producing regions; (b) documents provided by the investigated players (such as documents, minutes of meetings, statutes, photographic records, folders and the likes); (c) exploratory and in-depth interviews with players, which guided the institutions definition in the coffee regions investigated in this paper.

As an instrument for directing the in-depth interviews, a protocol with guiding questions was used to understand how institutional factors influence the adoption of geographical indication (Blakeney, *et al.* 2013) in the context of the organizational field under analysis, in each one of the coffees producing regions considered in this research.

As a subterfuge for a greater and better

approximation in relation to the subject investigated, exploratory interviews were conducted with privileged informants from the producing regions investigated. The interviews were not recorded and served to check previous information, contributing to the refinement of the protocol with guiding questions effectively engaged in data collection.

Agents interviewed effectively in this step were as follows: two pioneers of the third wave coffee branch in Brazil; two researchers who participate in projects focused on the coffee area, financed by Funcafé; a pioneer in the segment, certifier of SCAE in Brazil, producer, Q-

Grader and owner of Cafeteria; a producer and owner of an accredited warehouse, with a pioneer family in the production of coffee in the Minas Gerais *cerrado* region.

Part of the interviewees in the preliminary and exploratory stage of the research composed, in a second moment, the set of agents that were effectively interviewed with greater rigor and detail richness. Thus, interviews of this last group of agents were recorded for subsequent transcription, and to use in the research results. The agents investigated in the stage of effective data collection for the survey were the following.

INTERVIEWED AGENT	LOCATION	DURATION
1. National reference in the field of special coffee, Q-grid, owner of third wave cafeteria, producer of the cerrado	Belo Horizonte-MG	39 minutes, 02 seconds.
2. Cerrado Mineiro IG's consultant	Patrocínio-MG	37 minutes, 45 seconds.
3. Producer and vice-president "AMSC"	Alta Mogiana Region	41 minutes, 12 seconds.
4. Owner and Barista of third wave coffee shops, buyer of IG Alta Mogiana and Cerrado Mineiro coffees.	Ribeirão Preto-SP	1 hour, 56 minutes, 23 seconds.
5. Expocaccer Representative	Patrocínio-MG	18 minutes, 26 seconds.
6. SEBRAE "Matas de Minas" representative	Patrocínio-MG	1 hour, 3 minutes, 16 seconds.
7. Publisher of the "Espresso" magazine	Belo Horizonte-MG, International coffee week.	41 minutes, 03 seconds
8. Representative of the region "Alta Mogiana"	Belo Horizonte-MG, International coffee week.	27 minutes, 54 seconds.
9. Owner of accredited warehouse and producer in Minas Gerais' cerrado region	Patrocínio – MG	24 minutes, 08 seconds
10. Producer, consultant Illy and member of the Matas de Minas' Council	Belo Horizonte	60 minutes, 01 second
11. Producer and award winner in the Minas Gerais' cerrado region	Serra do Salitre – MG	1 hour, 28 minutes, 03 seconds

As can be seen in the above table, there were 11 in-depth interviews in the period of 2016 to

2017, which were later submitted to content analysis techniques - as it will be clarified soon,

still in this chapter. The ordering of the interviews, for their better analysis and comprehension were performed using the qualitative program Nvivo 12 Pro.

It should be noted that in the period of 2014 to 2017 the study's authors participated in various events and courses related to the sector. Thus, third-wave coffee shops and production properties were visited in the cities of São Paulo-SP, Brasília, Ribeirão Preto-SP, Curitiba-PR and Belo Horizonte-MG, in which it was possible to trace the image of the sector, which was further strengthened through the above-mentioned interviews.

In addition, researchers had the possibility to accompany on-site, in the years 2014, 2015 and 2016, the International Coffee Week, in which there were major "players" in the coffee industry in Brazil (including the branch of special coffee), with the city of Belo Horizonte/MG as its venue.

The agents chosen for the interview met the convenience criterion, that is, the "players" who, in addition to offering fundamental information to lighten the research problem, volunteered to participate in the research. It is worth considering, as it is appropriate, that agents were duly informed of the strictly academic and scientific character of the research, and they were guaranteed confidentiality in the treatment and analysis of information provided to researcher.

4 Organizational field: institutionalization and evolution

The figure 2 below describes the organizational field of specialty coffee in Brazil until 1991. At that time, several events occurred in the Brazilian coffee sector at the beginning of 1990, such as deregulation in the sector resulting from the end of the international coffee agreements (S) and the fall of the Brazilian Coffee Institute (IBC). In this way, the productive structure of the sector was altered, consequently a new institutional arrangement and pattern of consumption were unchanged. In fact, the production of differentiated coffees had an important player in the market, and in this context the Ernesto ILLy quality award in 1990 gained prominence, which aims to add greater value and promote product quality.

Also, Figure 2 highlights the most influential players who initiated the new wave of specialty coffees in Brazil, which are: quality awards, large buyers and state governments. It can

be verified that even with the action of these actors - with greater influence - the organizational field was still incipient, a fact explained by the little interaction with other actors potentially important to strengthen the initiative, such as: BSCA - Brazilian Association of Special Coffees, EMBRAPA - Brazilian Agricultural Research Corporation, ABIC - Brazilian Coffee Industry Association.

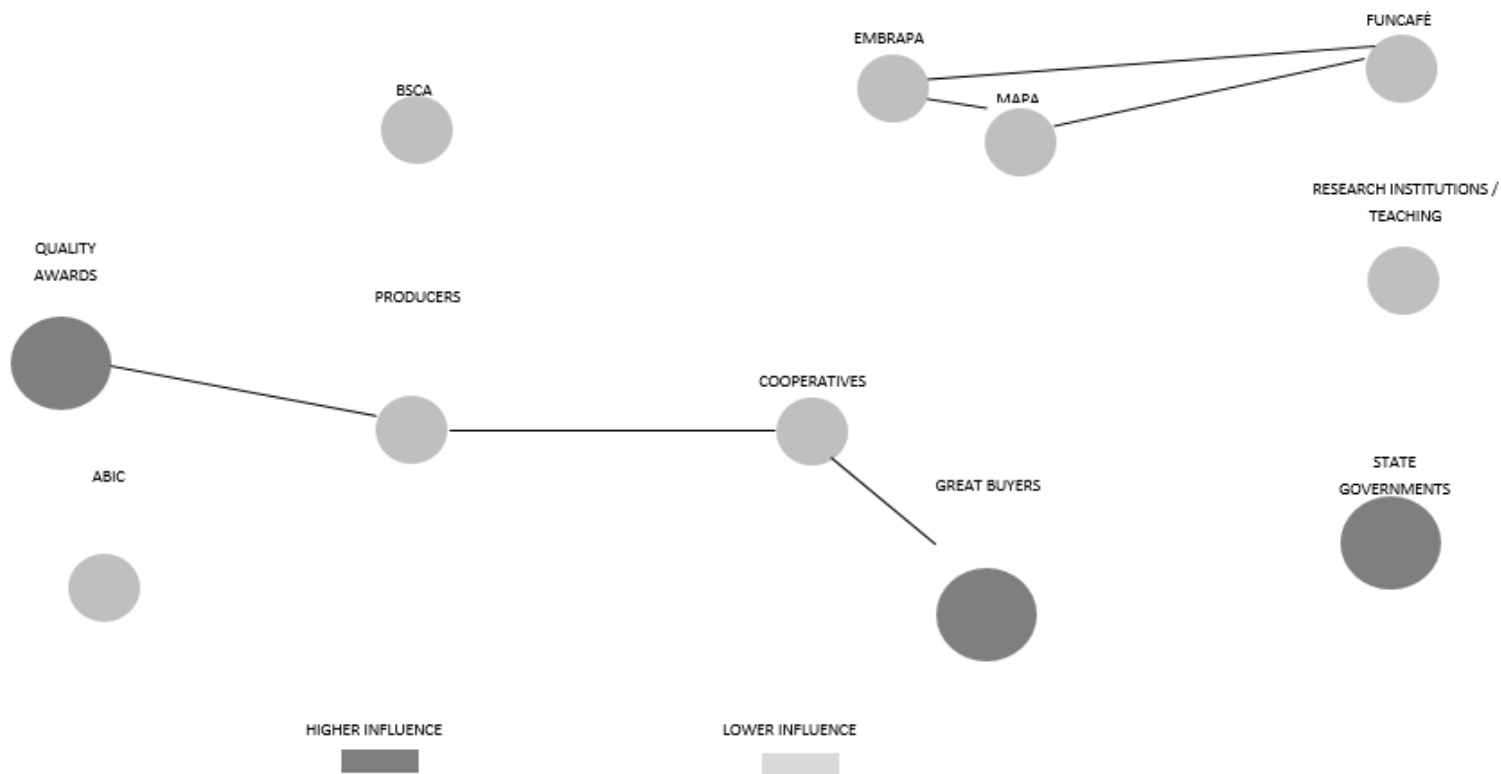
In general, figure 2 depicts the image of the coffee field, with a view to promoting the new wave of special coffee in Brazil. Outstanding, the main entities involved in the process, evidently with little participation of the State and an initial process of engagement of the other institutions. (see figure 2).

Since the beginning in 1990 until 2016, the specialty coffee market in Brazil has undergone many changes, and today tends to a sedimentation process. The Organizational Field of specialty coffees, after the nineties had several changes, nowadays the thematic competitiveness began to gain prominence (Arevalo, Arruda and Carvalho, 2016) with the impetus of two fundamental actors who began to interact with the others already involved until Then, such is the case of BSCA (Brazilian Association of Special Coffees) and teaching and research institutions. Specifically, the strict quality standard for the product makes BSCA a determining institution and, therefore, of greater influence in the improvement of the image of Brazilian coffee in the international market.

Given this new context, the wave of specialty coffees reached entities linked to the government, such as SEBRAE (Brazilian Service of Support to Micro and Small Enterprises) in different states - Minas Gerais, São Paulo, Paraná - and several producing and selling companies. The promotive action of these institutions is determinant for the development of the culture of production of specialty coffees in Brazil. To the previous sentence, it is verified with the strong growth of companies linked to the production and sale of special coffees in Brazil, spread over several states between (Figure 3).

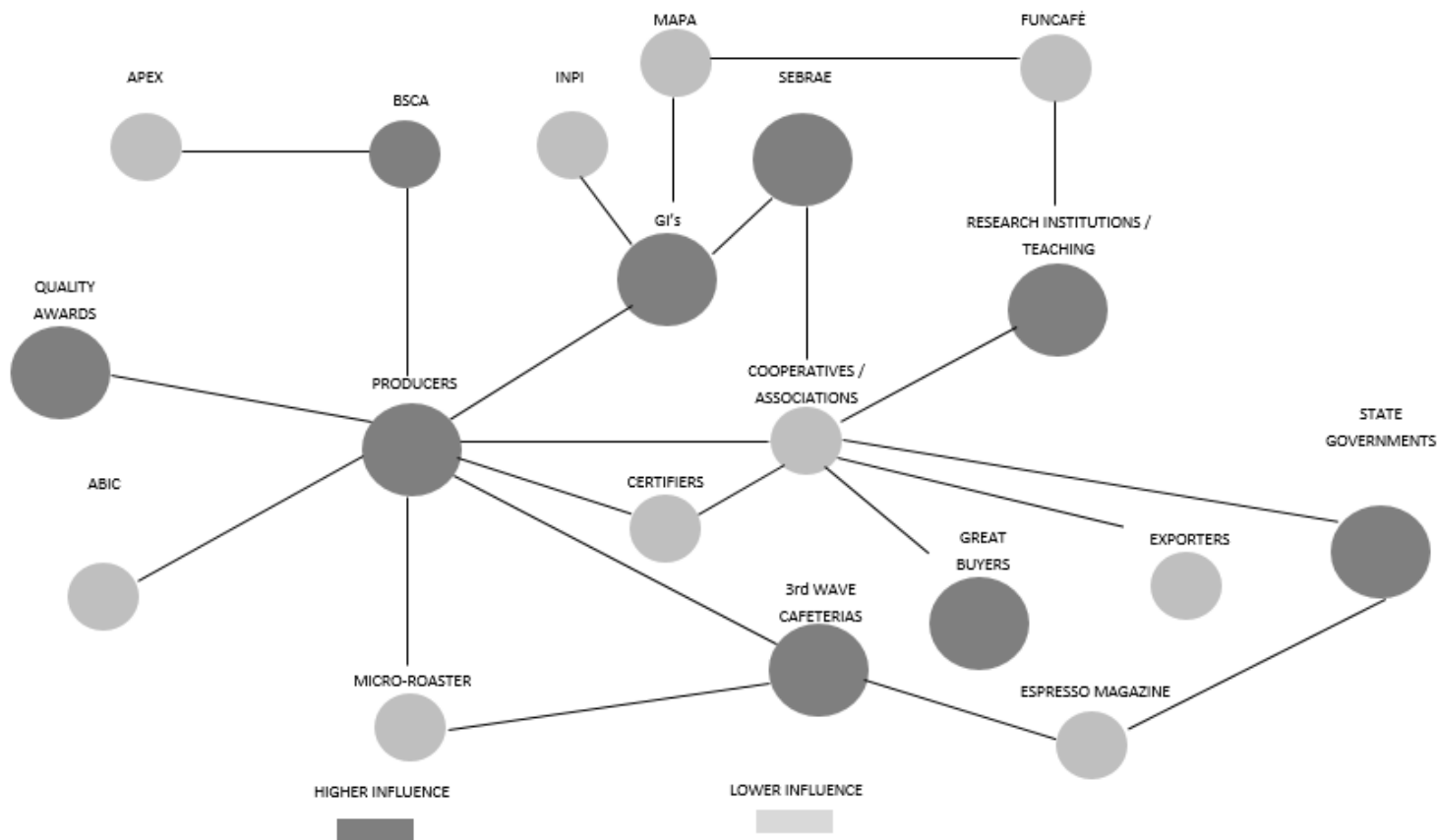
The context is reinforced by the initiative of the magazine *Expresso* in 2006, it began to play an important role in this process, and at that time the sector still lacked means of written dissemination. Little was said about quality coffee, and in fact little understood this type of coffee and what is more where to find this product. At the time two

Figure 2. Organizational field of the Special Coffee in Brazil (1990)



Source: The author (2017).

Figure 3. Organizational field of the Special Coffee in Brazil (2016)



Source: The author (2017).

important companies entered the Brazilian market, Starbucks and Nespresso, each of them with its peculiarity. Thus, registering the importance of international investment by strengthening the domestic market, which at the time was seen as a threat to the domestic market.

In 2016, the observation of the organizational field is an increasingly consolidated institutionalization of the sector involving the government (via government and directly and indirectly linked companies such as SEBRAE and EMBRAPA - Brazilian Agricultural Research Corporation) and several entities of interest (third wave coffee bars, large Buyers such as ILLY and Nespresso, producers) as well as prosecutors in the process (state governments, quality awards, research institutions).

Also, a trend of consumption change is observed, which is corroborated by the greater influence of third wave coffee shops and the importance of participation in the "International Coffee Week" in three consecutive visits between 2014 and 2016. This trend of change in consumption is linked to several factors influencing the process, such as the new consumer profile, being this consumer more demanding in the sense of being interested in knowing, among other things, the origin of the product. Consequently, one can expect a disruption of the ordinary consumer's sense of coffee with the entry and promotion of specialty coffee by third wave coffee networks.

In the same line, in the organizational field is verified the importance of the producers. This influence is understood as the interest that the producers show in relation to adapting the new trends and being able to meet the market demand, both internal and external. In this context, Brazil's participation in the world market for differentiated coffees is about 15%, in relation to the world total. It is true that the percentage is still not significant, but Brazil has the capacity to serve the market with greater participation.

With regard to teaching and research institutions, UFLA (Federal University of Lavras) has become one of the exponents of the strengthening and institutional support to the field of special coffee. He began his research and extension projects for coffee more than six decades ago; Therefore, even before the movement for special coffee, and currently has more than 100 researchers working in the Research Coffee Consortium, in 47 specific projects.

At this point, given the importance of UFLA as a research institution in the field under study, it is observed that it exerts an influence like normative isomorphism, since it emphasizes the fundamental role that professionals specialized in the subject has on the sector, besides, it should be noted that there is a limited number of trained professionals in the sector.

In 2008, the National Institute of Coffee Science and Technology - INCT Café, created by CNPq and headquartered at UFLA, was created in 2008 to highlight the initiatives and partnerships of the university aimed at strengthening the research and propagation of knowledge in coffee. Like the other INCTs in other areas, the objective of the partnership was to integrate the main research agencies focused on agribusiness coffee, in order to produce innovation, solve problems of application and improvement of the sector from the involvement of highly qualified researchers. In this context, the importance of the concept of coercive and mimetic isomorphism is pointed out, since the process of organization and legitimation of the sector through the creation of the National Coffee Science and Technology Institute (INCT) makes the other institutions and Stakeholders tend to moderate and adhere to the system.

Still in relation to UFLA, the last important initiative was the installation in its premises in June 2016 of the INOVACAFÉ Agency, under the coordination of EMBRAPA CAFÉ. It is a physical space equipped with infrastructure to support and integrate its internal organs for the research in coffee and to approach the other universities, government and productive sector.

Therefore, InovaCafé arises to house and optimize important projects such as the INCT Café itself, as well as the Technological Center for Online Marketing of Coffee and e-CAFÉ BRASIL, the Center for Market Intelligence - CIM, the Training Center in Markets, the Bureau of Information and Coffee Development and the Center for Teaching, Research and Extension of Agribusiness Café - CEPECAFÉ. All these initiatives have a direct or indirect impact on productivity, quality and knowledge production of coffee produced in the country. The funders and institutional supporters of the agency are the FUNDADOR DE RECURSOS E PROJETOS - FINEP, UFLA and the Foundation for Research Support of Minas Gerais - FAPEMIG.

The strengthening of the sector specifically

corroborates aspects discussed in the theory, such as the concept of isomorphism and organizational field, increasingly striking in the process in search of the sedimentation of the market, as several institutions strengthen the sector.

Also, important institutions in this context are the Federal University of Viçosa - UFV, the Agronomic Institute of Campinas - IAC, the Agronomic Institute of Paraná - IAPAR, the Capixaba Institute for Research, Technical Assistance and Rural Extension - INCAPER, Bahia Agricultural Development Company - EBDA, The Agricultural Research Company of the State of Rio de Janeiro - PESAGRO, which in partnership with UFPA, EMBRAPA and MAPA (Ministry of Agriculture, Livestock and Food Supply) form the "coffee research consortium", whose mission is to promote the conjunction of human, physical and financial resources in the research and development of coffee.

In view of the importance of the "coffee research consortium", state governments, especially the "Government of Minas Gerais" play an important role, as regards the Governments of São Paulo and Paraná, as promoters of the product and investors (credit institutions aimed at supporting coffee cultivation).

Thus, given the greater influence of these actors, the strengthening of GIs is a consequence. Through which the creation of value in the product is observed, the same that fulfills the role of serving / promoting the opportunity for producers to offer their products to the demanding market. The vision observed here with strengthening the GIs is an institutional effort with a vision of the future, adapting to the new trends that the market imposes. (see figure 3).

Reinforcing the previous approach, it should be noted that the event in question as a representation of the field is a heuristic resource of the researcher that is justified even with its alignment with the theory of organizational field to the media that favors the dynamic visualization of the individuals and organizations involved, Since the various segments are represented here in a detailed and agalmatized space.

Finally, Figure 3 shows the evolution of the segment, highlighting several changes, especially in relation to the proximity link between the producing regions under study. There were changes in the technical and academic programming of the event successively (in the time

evaluated) in the sense of strengthening and evidencing the GIs of the coffee.

5 Conclusion

This study aimed to analyze the importance of the adoption of geographical indication and other efforts in favor of the process of institutionalization of the special coffee market in Brazil. Several agents present in the field were interviewed for the purpose of being able to fulfill the objective and to be able to portray an accurate reality of the field.

There is a strong occurrence of coercive, mimetic and normative isomorphic pressures in the field that help to validate the proposition described in the methodology. Specifically, in talking about the International Coffee Week, it harmonizes with the context of normative isomorphism, specifically, it is verified through this initiation the establishment of conditions, methods and practices relevant to the sector. In addition, this context reinforces the discussion involving propositions 3 and 4, in which coffee producers' organizations tend to seek legitimacy, considering that the measure that identifies an organization that owns the GI is seen as a model of success in the field.

Also, it is verified how isomorphic pressures occur in the organizational field under study. The importance of the entrepreneurial role of the State and of other actors that act in the process of adoption and dissemination of GIs for coffee is highlighted. They are evidenced as state agents that proactively engage in actions as institutional entrepreneurs in the institutional change promoted in the field in question.

It is important to mention that not only the state, but also, the entities described as an integral part of the organizational field of coffee are involved proactively, evidencing a coercive isomorphism. Thus, intentional action with the objective of achieving goals, fits into a dynamic in which the interaction of entities is continuously strengthened. In short, based on what has been described, it is observed that the organizational field underwent a lot of change, being this positive factor in the sense of observing the commitment of the actors.

Finally, this study contributes to the discussion that involves the improvement of the issue of the adoption of GI, especially in the coffee sector, aiming to develop and improve not only the

public policies for the sector, but also to identify the best practices of the governmental actors in the implementation phase of the policies developed.

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