

Orchestrating for sustainability: A dynamic capabilities lens on multi-stakeholder innovation networks

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Abstract

Advancing sustainability-oriented innovation in multi-stakeholder networks is marked by collaboration and coordination challenges, making network orchestration essential. This study adopts a longitudinal qualitative case study and uses the dynamic capabilities perspective to examine how orchestrators activate and adapt organizational capabilities within a large sustainability network in the Flemish healthcare sector. The findings show that orchestration capabilities consist of sensing activities for identifying opportunities and partners, seizing activities for structuring and coordinating collaboration, and reconfiguring activities for adjusting the network as conditions evolve. Rather than following a sequential pattern, these capabilities are deployed iteratively as engagement shifts, knowledge gaps appear, and sustainability challenges evolve. The study demonstrates the recursive and adaptive nature of network orchestration and deepens understanding of the capability demands involved in maintaining progress toward sustainability-oriented innovation.

Track: Innovation Management & New Product Development