



Member-care leadership in regional innovation networks: caring for single members – a hidden process?

Veronika Trengereid, Dorthe Eide & Olga Høegh-Guldberg

To cite this article: Veronika Trengereid, Dorthe Eide & Olga Høegh-Guldberg (2022): Member-care leadership in regional innovation networks: caring for single members – a hidden process?, Journal of Small Business & Entrepreneurship, DOI: [10.1080/08276331.2022.2111163](https://doi.org/10.1080/08276331.2022.2111163)

To link to this article: <https://doi.org/10.1080/08276331.2022.2111163>



© 2022 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group.



Published online: 01 Sep 2022.



Submit your article to this journal [↗](#)



Article views: 32



View related articles [↗](#)



View Crossmark data [↗](#)

Member-care leadership in regional innovation networks: caring for single members – a hidden process?

Veronika Trengereid^a , Dorthe Eide^b and Olga Høegh-Guldberg^b 

^aFaculty of Business Administration and Social Sciences, Western Norway University of Applied Sciences, Sogndal, Norway; ^bBusiness School, Nord University, Bodø, Norway

ABSTRACT

Although MSMEs are expected to benefit the most from participating in collaborative innovation, they often struggle to gain these benefits. This study contributes knowledge about how to reduce the barriers. Three regional innovation networks were studied primarily through semi-structured interviews. They were formal networks, and the tourism sector was the main industry. Data analysis followed the grounded theory. A hidden but essential practice of network orchestration is constructed, i.e. ‘member-care leadership.’ Involving the subpractices of empathizing, engaging, and supervising single members’ to increase value from participating in the network. In particular, member-care leadership enables MSMEs to prioritize and carry out network activities and innovation at and between network gatherings. The care subpractices are interdependent, dynamic, and relational. The practice triggered learning and innovation within the enterprises and increased the enterprises ‘of-gathering activity’, knowledge sharing, and performance at the network level. This suggests that innovation network literature should take a humanistic and relational approach to orchestration. The study also provides an understanding of how network-driven innovation involves multi-leveled and dynamic processes, with orchestration and activity at the enterprise and network levels and between these levels. A policy implication is that member-care leadership should be acknowledged and allocated human and economic resources.

RÉSUMÉ

Bien que les MPME soient censées tirer le plus grand profit de leur participation à l’innovation collaborative, elles ont souvent du mal à bénéficier de ces avantages. Cette étude apporte des connaissances sur la manière de réduire ces difficultés. Trois réseaux d’innovation régionale ont été examinés principalement au moyen d’entretiens semi-structurés. Il s’agissait de réseaux formels, et le secteur du tourisme était la principale industrie. L’analyse des données était fondée sur la théorie ancrée. Une pratique cachée mais essentielle de l’orchestration du réseau est construite, à savoir le « leadership en matière de soins des membres, impliquant les sous-pratiques d’empathie, d’engagement et

ARTICLE HISTORY

Received 24 November 2021
Accepted 5 August 2022

KEYWORDS

SME; network-driven innovation; orchestration; care leadership; inter-organizational networks

MOTS-CLÉS

PME; innovation entraînée par les réseaux; orchestration; leadership en matière de soins; réseaux inter-organisationnels

CONTACT Veronika Trengereid  verotre@hvl.no  Faculty of Business administration and Social Sciences, Western Norway University of Applied Sciences, Sogndal, Norway

© 2022 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group.

This is an Open Access article distributed under the terms of the Creative Commons Attribution-NonCommercial-NoDerivatives License (<http://creativecommons.org/licenses/by-nc-nd/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited, and is not altered, transformed, or built upon in any way.

de supervision » des membres individuels pour accroître la valeur de la participation au réseau. Plus particulièrement, le leadership en matière de soins des membres permet aux MPME d'établir des priorités et de mener à bien les activités et les innovations du réseau pendant et entre les rassemblements du réseau. Les sous-pratiques des soins sont interdépendantes, dynamiques et relationnelles. La pratique a déclenché l'apprentissage et l'innovation au sein des entreprises et a augmenté l'activité « de rassemblement » de l'entreprise, le partage des connaissances et la performance au niveau du réseau. Cela suggère que la littérature sur les réseaux d'innovation doit adopter une approche humaniste et relationnelle de l'orchestration. L'étude permet également de comprendre comment l'innovation entraînée par les réseaux implique des processus dynamiques à plusieurs niveaux, avec une orchestration et une activité aux niveaux de l'entreprise et du réseau, et entre ces niveaux. Une implication politique de cette étude est que le leadership en matière de soins des membres devrait être reconnu et que des ressources devraient lui être allouées.

1. Introduction

Innovation is an open and interactive process (Chesbrough 2011; Powell and Grodal 2005) between organizations in different networks and ecosystems (Kofler and Marcher 2018; Milwood and Roehl 2018). Research shows that innovation and collaboration are crucial for enterprise competitiveness (Hasche, Höglund, and Linton 2020; Magnier-Watanabe and Benton 2017) and dealing with crises like the covid-19 pandemic (Ratten 2020; Liguori and Pittz 2020). However, innovation can be challenging for micro, small and medium-sized enterprises (MSMEs) due to limited internal resources, such as lack of financing and being tied up in operational tasks (Hjalager 2010; Rønningen and Lien 2014). These challenges also affect network-driven innovation for MSMEs (Aka and Enagogo 2021; Kofler and Marcher 2018) or may even increase as they need to be away from their business. At the same time, MSMEs can improve organizational capacity through network synergies and benefit the most from participating in innovation networks. However, more knowledge is needed to strengthen MSMEs' innovation capacity and collaborative learning (Binder 2019).

To co-construct value in and from formal networks, one must carefully orchestrate and facilitate the network (Landsperger, Spieth, and Heidenreich 2012; Pittaway et al. 2004). In MSME business networks, a third-party intermediary is common but less researched. Innovation networks are also commonly viewed as loosely coupled systems (Orton and Weick 1990), which may increase the challenges since orchestrators have limited formal authority. So far, research on innovation network orchestration mainly originates from studies of technology and manufacturing industry contexts. Lack of research on networks in other sectors and the challenges of MSMEs leave knowledge gaps on how to increase MSMEs' value of participating in innovation networks. Consequently, this empirical study explores: *how can network orchestrators facilitate single MSMEs to benefit from and contribute to network-driven innovation?*

This study aims to contribute a new understanding of orchestrators' facilitation of network-driven innovation for single MSMEs. The main claim developed is that single enterprises need to be orchestrated, and the concept of member-care leadership is theorized. Theoretically, the study starts out from a practice-based approach and network-as-community stream (Newell et al. 2009; Wenger 2000). Network orchestration is defined as an intermediary's deliberate and purposeful action to create and extract value from the network (Dhanaraj and Parkhe 2006), done by one person or several actors (Benson and Blackman 2011).

The research question is studied in three Norwegian regional innovation network cases within the fields of tourism. The study is inspired by the grounded theory approach (Eisenhardt and Graebner 2007), so the theoretical section is short, while the findings and discussion sections have more extended elaborations.

2. Theoretical framework

Innovation is commonly defined as a new or significantly improved idea made available to users or brought into practice (OECD 2005; OECD and Eurostat 2018). It can be a product (physical object, service, experience), process, value chain, business model, market-related, organizational, or institutional (Hjalager 2010; Schumpeter 1934), or take other social and sustainability focuses (Manzini 2012). In this study, innovation networks are understood as formal networks of agents interacting to create innovation (Gallouj, Rubalcaba, and Windrum 2013). Much innovation network literature focuses on hub organizations as orchestrators (Dhanaraj and Parkhe 2006; Müller-Seitz 2012). However, a 'hub' often lacks in business networks with micro-, small- and medium-sized enterprises (Nilsen and Gausdal 2017). In addition, much of the research is at the network level (Nambisan and Sawhney 2011) or the person who practices orchestration (Hurmelinna-Laukkanen and Nätti 2018). Reypens, Lievens, and Blazevic (2021) and Schepis, Purchase, and Butler (2021) are among the few who have carried out multi-level research, although within the industry and technology sectors.

During the last decade, research streams on innovation network orchestration have emerged. Different terms are used, such as orchestration roles (Dessaigne and Pardo 2020; Pikkarainen et al. 2017), orchestration processes (Dhanaraj and Parkhe 2006; Nambisan and Sawhney 2011), orchestration mechanisms (Schepis, Purchase, and Butler 2021), and orchestration practices (Reypens, Lievens, and Blazevic 2021), and have different outsprings. 'Role'-focused literature originate from organizational theory and management literature (Graen 1976), focusing on the orchestrators' behavior. The term 'orchestration processes' often departs from innovation theory, viewing orchestration as part of the innovation process (Van de Ven et al. 1999). The orchestration mechanism is a mix of the role and process view, focusing on orchestration activities. The orchestration term used in this study originates from practice theory, focusing on what the orchestrators do (Newell et al. 2009). The practice-based approach views innovation as processual and embedded in practice (Nicolini and Monteiro 2017), formed by the doing and sayings (Schatzki 2001). Still, only a few using the practice term state a network-as-community approach in their research (e.g.

Gausdal and Nilsen 2011). However, the practice-based approach is particularly suitable for exploring phenomena at different analytical levels (Gherardi 2006; Nicolini and Monteiro 2017).

Commonly recognized orchestration practices are managing knowledge mobility (e.g. Dhanaraj and Parkhe 2006; Hurmelinna-Laukkanen and Nätti 2018; Saka-Helmhout et al. 2014), managing innovation appropriability (e.g. Nambisan and Sawhney 2011; Nilsen and Gausdal 2017), managing network stability (e.g. Gausdal and Nilsen 2011; Schepis, Purchase, and Butler 2021), and network design (Nambisan and Sawhney 2011; Pikkariainen et al. 2017). These practices are often described as involving connecting and brokering (e.g. Batterink et al. 2010; Reypens, Lievens, and Blazevic 2021), trust-building and diffusion of benefits (e.g. Gardet and Fraiha 2012), and engaging network participants and other stakeholders (e.g. Paquin and Howard-Grenville 2013; Schepis, Purchase, and Butler 2021). Though, few have elaborated on the relationship between the orchestrator and single MSMEs, taking place on and between network gatherings. Even fewer have considered the context of MSMEs when exploring innovation network orchestration. If considered, it is usually as an in-depth description (subpractice) of the activities and processes involved in the orchestration practices usually found by reviewing the empirical sections from the different research streams on network orchestration. The descriptions are scattered between studies, and systematically following up on these findings seems to be neglected by research (Table 1).

3. Methodology

An interpretive, qualitative, multi-case design was chosen as it is suitable for exploratory studies (Flyvbjerg 2001). Comparing cases also increases understanding and improves validity. We assumed that the situatedness of humans in context, relations, and time is essential for meaning construction and practice (Alvesson and Sköldbberg 2000; Lindberg, Hansen, and Eide 2014). Furthermore, we assumed that people in organizations are 'knowable agents'. Therefore, we made an extraordinary effort to voice the informants through data gathering, analyses, and reporting of the research (Gioia, Corley, and Hamilton 2013). The focus on the informants' sensemaking enables us to construct new concepts and theorize about innovation network facilitation related to single MSMEs (Binder 2019). The grounded theory approach of Strauss and Corbin (1998) is applied to understand the unexplored dynamics of innovation network orchestration. In order to build and extend the theory, we looked for contrasting cases that show both cases that present the phenomenon and the consequences for those lacking it. This helps us identify what is shared between the networks (Flyvbjerg 2001; Eisenhardt 1989; Eisenhardt and Graebner 2007) and are studied over time (in retrospect).

3.1. Data collection

Five main criteria were used when choosing networks. All of them should: (1) have innovation as their primary task; (2) involve MSMEs, public facilitating organizations,

Table 1. Main orchestration types and description of processes and activities focusing on single members.

Orchestration types	Description of orchestration processes focusing on single members	References ²
Network design (also labeled network leader, network entrepreneur, or network composition)	Interview and map potential members' interests. Liaising between members. Connect members with shared interests and complementary resources. Empower bottom-up collaboration. Facilitate good relationships through lots of communication.	Nambisan and Sawhney (2011) <i>Nilsen and Gausdal (2017)</i> Pikkarainen et al. (2017) Reypens, Lievens, and Blazevic (2021) Schepis, Purchase, and Butler (2021)
Managing knowledge mobility (also labeled knowledge broker or mobilizing resources)	Translate between industry sectors. Guide members' interpretation. Supply members with knowledge so no one feels excluded. Facilitate mentoring programs.	Dhanaraj and Parkhe (2006) <i>Gausdal and Nilsen (2011)</i> Saka-Helmhout et al. (2014) <i>Nilsen and Gausdal (2017)</i> Hurmelinna-Laukkanen and Nätti (2018) Dessaigne and Pardo (2020) Schepis, Purchase, and Butler (2021)
Managing innovation appropriability (also labeled innovation broker, innovation process management, or innovation leverage)	Engage members in innovation processes. Incorporate SMEs' needs in the innovation ideas. Make sure the innovation projects are SME-driven. Identify and aid firms in finding potential partners. Aid firms in recruiting and involving end-users. Help firms create ecosystem business models to support the firms' innovation processes. Follow-up firms and staff with promising innovation projects, one-to-one. Monitor collaboration progress, project deliverables, and -milestones.	Dhanaraj and Parkhe (2006) Batterink et al. (2010) <i>Gausdal and Nilsen (2011)</i> Nambisan and Sawhney (2011) Paquin and Howard-Grenville (2013) <i>Nilsen and Gausdal (2017)</i> Pikkarainen et al. (2017) Hurmelinna-Laukkanen and Nätti (2018) Reypens, Lievens, and Blazevic (2021)
Managing network stability (also labeled fostering network stability or network health)	Evaluate the network's contribution to members. Interact with individual members to ensure that the network is relevant for SMEs. Adjust membership format to ongoing feedback. Convince members of the benefits arising from participation. Showcase network results created due to joint efforts by the members Use existing members to attract potential new participants.	Dhanaraj and Parkhe (2006) <i>Gausdal and Nilsen (2011)</i> Gardet and Fraiha (2012) Saka-Helmhout et al. (2014) Hurmelinna-Laukkanen and Nätti (2018) Reypens, Lievens, and Blazevic (2021) Schepis, Purchase, and Butler (2021)

and R&D institutions; MSMEs are in a Scandinavian context defined as enterprises with up to 100 employees as few Norwegian (and Scandinavian) enterprises are above 250 employees according to the Statistics Norway website; (3) be regional in scope, involving enterprises from multiple municipalities and preferably counties; and (4) operate mainly within tourism, with a focus on experience-based subsectors. We chose experience-based tourism because it is among the fastest-growing industries

Table 2. Data collection.

Case Information	INNOVA	FJORD	USUS
Established	2007	2007	2010
Network members (start-end of study)	30–60	200–90	15–130
Sum interviews	20	15	10
Interviews with business members (first and second rounds)	11 (3 + 8)	7	5
Interviews with network orchestrators (first and second rounds)	3 (2 + 1)	3	2
Interviews with public supporting organizations (first and second rounds)	5 (3 + 2)	3	2
Interviews with R&D (first and second rounds)	1 (0 + 1)	2	1

globally and includes many MSMEs (Hjalager 2010). Also, co-creation with users and other stakeholders, e.g. co-produce packages and other cross-enterprise solutions, and becoming more open in innovation processes, are vital for enterprises in this sector. The cases have taken part in a Norwegian supporting initiative called the ‘Arena’ cluster program, which aims to develop regional industries through triple-helix relations, offering network management supervision and financial support.

When analyzing data in a more extensive study of seven cases, we discovered surprising findings in three cases: FJORD, INNOVA, and USUS. INNOVA was the inspiration for this study of orchestration practices toward single MSMEs. FJORD lacked orchestration in periods associated with unstable management. USUS, on the other hand, differed in how they organized the following up of individual members. In all cases, almost all enterprises were MSMEs. A few within transportation or accommodations (e.g. chain) are larger, but often it was only the local organization that was a member, which had less than 100 employees. As enterprises, we mean private sectors, public and semipublic service and experience providers, such as museums and national parks.

Data collection was triangular, involving semi-structured interviews (Kvale and Brinkmann 2009) as the primary method. Documents supplemented in all cases. In the case of INNOVA, observations and interactive research were also conducted. Interviews conducted four years before this study were included for case INNOVA, label first and second round in Table 2. Subsequently, there were some follow-ups on specific issues in all the cases. The informants were strategically chosen to represent the main stakeholder types: enterprises from various sectors and subsectors, but most within nature-, culture-, and food-based experiences; public and other supporting organizations; R&D and the network orchestrators employed. In addition, both members and nonmembers of the steering group were interviewed. In sum, 45 interviews were conducted, most face-to-face or via Skype, and a few by telephone. The length of interviews varied from 1-2,5 hours.

3.2. Data analysis and quality

The data were analyzed using the inductive approach suggested by Gioia, Corley, and Hamilton (2013), which has three steps: first-order concepts, second-order themes, and aggregate dimensions. These overlap with ‘open coding’, ‘axial coding’, and ‘theoretical saturation’ (Glaser and Strauss 1967; Strauss and Corbin 1998). The analysis was mainly an iterative process until the categories and subcategories were fully developed. Some codes stood out from the data quite early, such as, ‘seeing’,

'listening', 'appreciated', 'taken seriously', 'relevant', and 'engaging'. Although these gave some hints towards the aggregated dimensions, we first developed the meaning patterns of first-order concepts. For example, we found that being contacted and asked how things were going made members feel seen. Being seen was then developed into a first-order concept, and relations between categories started to develop.

Considering the preliminary codes of meaning patterns, we constructed the second-order subcategory of 'sensing' as one crucial part of what was later categorized as 'empathizing'. Another example is the enterprises' descriptions of the importance of being treated equally, taken seriously, included, and appreciated. These codes were later developed into another second-order subcategory, 'appreciating', within the category of 'empathizing'. The development of the second-order subcategories preceded the development of the three aggregate dimensions.

Finally, the overall category of 'member-care leadership' (MCL) connected and further theorized the three aggregate dimensions. In the Findings section, quotes from the interviews (first-order) are included, and the codes are marked in bold to indicate subcategories developed in the next step.

The co-development and calibration of construction and methods within the research team increased its validity. Validation also increased when preliminary categories and assumptions were presented and discussed with network orchestrators to adjust for misunderstandings. One limitation of retrospective studies is that they rely on memory; it was sometimes challenging for informants to remember. In these cases, documents became vital sources of verification. The Norwegian Centre for Research Data assessed and approved¹ how the study handled personal data. The assessment includes how informed consent was obtained.

4. Findings

The study shows three interlinked network orchestrator subpractices labeled 'empathizing', 'engaging', and 'supervising'. They seem essential in enabling single-MSME members to connect and participate in activities and innovation projects at the network and enterprise levels. Orchestration can be performed by the same or different persons. For example, a network leader, network management representatives, other network members, or a team. The three cases reveal these new relational subpractices showing how they are practiced, what happens when they are not being practiced, and the different ways the subpractices can be organized. Each of the three is described below.

4.1. Empathizing

Empathizing contains some of the first-order codes that opened our eyes to the network orchestrators' facilitation of single-MSMEs. It is about the orchestrators' willingness and ability to understand MSMEs as unique members regarding needs and

¹Approval number 46290

Table 3. The subpractice of 'Empathizing.'

Quotations Features	FJORD	USUS
Sensing Seeing, talking to, and listening to single MSMEs	"In the beginning, I had some contact with the network orchestrators. They tried to "pull" me in and contribute, listened, but after that ... <i>nothing</i> ... I think we are <i>forgotten</i> up here at the border of the network, so I feel that I have no contact with the project." (Enterprise naturebased-1)	"... you have to focus on the most important things and also manage to focus on the different businesses in the network. Because they are so <i>different</i> , it is <i>quite challenging</i> that everyone is having this feeling of, <i>that you are seen, you have something from it</i> , that is very important for yourself and your company.." (Public facilitator organization-1)
Understanding Comprehending single MSMEs needs and situation	"..with relevant projects and network gatherings where the industry thinks, oh this is good, this I find useful. The industry, at least the tourism industry, is very operationally focused, but I do believe other [industries] are as well ... " (Destination management organization)	"[T]he culture and art businesses are quite small, many of them are just one person or two ... they are very much focused on art ... <i>and too little on economy.</i> " (Enterprise culture- 1)
Appreciating Treasuring single MSMEs' contributions, meanings, and importance, including treasuring diversity among members	"We became an actor that was <i>taken seriously</i> then, and are <i>included</i> in a way to make people <i>understand</i> that also the smaller one can be professional, they are still small but can become larger." (Enterprise naturebased-2)	"Every time I contact them [network orchestrators], they <i>take me seriously</i> , and they <i>try to help me</i> ... In every company, there is a person, and it is <i>all about the persons</i> , at all times ... Everyone should think like that, that it is you and me, ... and <i>what I like</i> and am <i>willing to learn</i> ... Even if you have a thousand members, it is you and me." (Enterprise food-1)

situations. Empathizing relies on orchestrators that talk to, listen to, and really 'see' each member.

*The feeling of being **seen** and the feeling of **being appreciated**, in the INNOVA network and by the management. That they felt **cared for** and that someone tried to **involve them** and was **interested** in that they should become better and develop.* (Network orchestrator-1, INNOVA)

'Being seen' also lays the ground for understanding MSME's needs and appreciating its contribution:

*That they can make **a call** in between and ask how it goes. It has strengthened ties and shows that they **see what they have in the network** and are conscious about strengthening the network; to put it like that ... anyway, as a person, it also goes for networks, whatever the project, it is about people **being seen**. Whether you are a million NOK firm or a **small one** like us. I know it has meant a lot for us.* (Enterprise meal experience-1, INNOVA).

The two quotes point at three related features within the subpractice of empathizing: 'sensing', 'understanding', and 'appreciating'.

Table 3 shows additional supporting quotes for each feature. Treasuring diversity is also part of this subpractice. The orchestrator must see, understand, and appreciate all members, not only the most innovative, ambitious, or larger enterprises. The quotes further suggest that empathizing is not an isolated subpractice. It depends on

the co-existence of other orchestrator practices. Empathizing is vital throughout the network period. If it is not carried out, the members may feel left out. Empathy was found in all three networks, although with differences during the networks' lives and depended on network attributes.

4.2. Engaging

The findings suggest that involving MSMEs in network activities and projects can be challenging because of their lack of resources and focus on day-to-day business. The subpractice of 'engaging' addresses this challenge, focusing on single MSME involvement at network gatherings and between such gatherings. Goals and visions of the future seem to be critical elements, particularly in the beginning:

*to create a cluster that was forceful towards a larger market, a larger target area, it was the **basic idea** when I joined, that the firm wanted to **take part in**.* (Enterprise naturebased-1, FJORD)

Sometimes, orchestrators directly contact enterprises to mobilize for a specific project. The orchestrators targeted enterprises to inspire and legitimize specific projects, often within new and promising areas of tourism:

*We invited the biking-, hiking-, and fishing tourism firms and told them, this is what we are doing [visions and goals], and then we got an '**order**' on **what they needed** of help to improve, grow and make money.* (Network orchestrator, FJORD).

Making such requests to single MSMEs increases commitment, as the designed network activities are experienced as *meaningful and interesting* (Public facilitator organization-2, USUS). The findings point to three related features characterizing the subpractice of engaging, labeled 'inspiring', 'committing', and 'making meaningful'. Table 4 provides additional supporting quotes for these features.

Personalized inspiration seems essential to make MSMEs prioritize the necessary time to secure progress and innovation results. The orchestrators sometimes also aid single enterprises in recognizing or visualizing network results. However, motivation is not sufficient to secure commitment. Follow-up on activities and projects by orchestrators are perceived valuable. To maintain and regenerate commitment, the orchestrators must keep track of which enterprises participate in the different network activities and projects and challenge those that do not. A few enterprises seem to assume that participating at network gatherings or just being a member is enough. However, active participation is necessary for both organizational and network results. Engaging is essential in all phases of a network's life, not only at the beginning. This became particularly relevant in the case of INNOVA after finishing being part of the policy program Arena.

4.3. Supervising

'Empathizing' and 'engaging' give orchestrators insight into single enterprise members' needs and challenges. The findings further reveal that orchestrators coach, advise/guide, and connect MSMEs to external resources to aid enterprises with

Table 4. The subpractice of 'Engaging.'

Quotations Features	INNOVA	USUS
Inspiring Motivating and mobilizing single MSMEs to participate in network activities and projects	"These firms <i>need inspiration</i> ... it does not come by itself; it is some kind of childish need to be inspired all the way." (Public facilitator organization-1)	" [Our] participation in USUS has been quite strategically important for us. Because ... the focus [in USUS] was also very much economic, focus on the guest ... " (Enterprise culture –1)
Committing Making single MSMEs sign up for and prioritize network activities, projects, and internal/ 'home' activities	"We are many small firms, and it is a big challenge to <i>prioritize</i> enough time and resources to do it properly, and in periods we drown in the details of the daily running of the firms. So the professional network management, not having this time-squeeze, <i>help us</i> making the <i>progress</i> ." (Enterprise culture and meal-1).	"They have managed to increase <i>ownership</i> and <i>engagement</i> among the companies in the cluster, and they have managed to ... increase the number of companies participating enormously." (Public facilitator organization-2)
Making meaningful Offering relevant activities and projects for single MSMEs and help them to visualize goals and see results	"how should you get <i>firms to take an active part</i> so that they <i>really feel this obligation and responsibility</i> ... they are <i>squeezed between operations and development</i> , that is very demanding ... , particularly for SMEs." (R&D)	"The key accounts job is also kind of get a feeling if we are hitting the top of the nail, are we doing what <i>they [enterprises] find useful?</i> Are the kind of programs and meeting-arenas that we offer useful for the business? And if it is not, we need to know so next time we can kind of adjust." (Formal network manager-1,)

issues hindering participation or carrying out network activities. This subpractice is labeled 'supervising'. Supervising can also involve solving internal challenges. For example, one family-owned micro-enterprise had family members' responsibility issues. The orchestrators 'empathized' with and 'supervised' them by suggesting how to proceed:

*We are a family company; we also have a lot of problems... So we **told them** [network and project leaders] what our problem was, and **they helped** us, we work with that now. It was **necessary**, we could have been split as a family and company.* (Enterprise food-1, USUS)

Supervision enables single MSMEs to learn and innovate, providing social and professional support. However, the orchestrators also challenge MSMEs to become more ambitious:

*You are supposed to share things that might be crucial to your own company... It is kind of an area that is important but also difficult. So the general idea is to share because it will **make us all**, yourself and the others, **better**.* (Enterprise culture-1, USUS)

Challenging MSMEs also address enterprises' hindrances: *And they **ask questions**, and we have to **answer** and then **open our mind** as well.* (Enterprise food-1, USUS). To enable enterprises to address challenges, orchestrators connect them to specific resources. Contact with internal or external specialists sometimes also provided opportunities for innovation: 'the experience-based learning and, as a result, **opportunities for innovation**, largely took place through these contact persons.' (Public facilitator organization-1, USUS).

Table 5. The subpractice of ‘Supervising.’

Quotations Features	INNOVA	FJORD
Advising Addressing single MSMEs’ internal challenges and needs and facilitating solutions for or with single enterprises.	“The project management has been very good at <i>detecting the sign</i> if someone is struggling and <i>addressed issues</i> underway. ... They have, in a very positive way, <i>followed up</i> between gatherings, contacted individuals, and <i>talked with</i> them; <i>how is it going? Is there anything bothering you?</i> ” (Enterprise culture and meal-2)	“The support we get is great, particularly for the project we are working on here, not least from the sub-project consultant [orchestrator] ... They are incredible at getting us into the <i>right direction</i> and on the <i>right track</i> .” (Enterprise naturebased-3)
Challenging Stimulating MSMEs to be ambitious, take (new) action, and ‘push’ members to prioritize network activities and projects.	“We have, in a good way, been ‘ <i>kicked forward</i> ’ in order to make the longer walk that many do not dare doing without such <i>help</i> .” (Enterprise nature-based-1)	“It was not seized [the idea] before we <i>put some pressure</i> on amongst other firm x, who then started with a case [project].” (Public facilitator organization)
Connecting Suggesting and linking MSMEs to external sources of competence or other resources.	“Then people like Y [researcher] became a valuable sparring-partner. Often small firms like us <i>need someone to talk to</i> , .. it is often challenging for small firms to execute a process from word to action.” (Enterprise naturebased-2)	“For instance the election of a booking system, which can be demanding projects for single firms ... that you then can involve partners that have competence at that field.” (Enterprise naturebased-2)

The informants’ elaborations point at three meaning patterns linked to the subpractice of supervising: ‘advising’, ‘challenging’, and ‘connecting’. Table 5 also provides glimpses of the three in the two other cases.

Detecting the signs of enterprises struggling or lacking progress seems to be essential for ensuring MSMEs’ engagement. The features ‘challenging’ and ‘connecting’ MSMEs increase participation. The systematic follow-up of enterprises through supervision was organized and took place differently across cases. The different organizing principles are presented below.

4.4. Organizing orchestration

Different organizing principles were found. The most common were degree of enterprise maturity (basic or advanced) and task areas or geography. The first was mainly used in USUS and to some degree in INNOVA. The latter was used in FJORD and for specific periods by INNOVA, having the least geographic proximity. However, the main difference is that USUS has organized and professionalized these subpractices more extensively and systematically than the other two. USUS assigned each enterprise a contact person to follow-up at least twice a year. They also established fixed contact with six specialists in different critical areas, such as experience design and consumer relationship management. This positively influenced the subpractices.

5. Discussion

This study explores how network orchestrators facilitate single MSMEs to benefit from and contribute to innovation networks. Three subpractices, empathizing,

engaging, and supervising, have been revealed and constructed as essential enablers of learning and innovation at the enterprise, project, and network levels. The informants have also described this practice of network orchestrators' 'relation-with' single MSMEs as a 'care for' single network members. Therefore, we suggest calling it the practice of 'member-care leadership'.

5.1. Empathizing

This empirical study revealed the subpractice empathizing. To be seen/heard, understood, and appreciated by others is a basic human need linked to existence and development. However, this need has not been explored within the network innovation literature, as previous research mainly addresses network composition (e.g. Batterink et al. 2010; Nambisan and Sawhney 2011) or managing network stability (e.g. Nilsen and Gausdal 2017; Hurmelinna-Laukkanen and Nätti 2018; Schepis, Purchase, and Butler 2021). The humanistic and relational aspect of network-driven learning and innovation seems mostly to escape the task and result-oriented network literature. Arguing that empathizing belongs to the private life or within the enterprise by the leader of an employee, but when enterprises are small, such leadership 'services' may be absent. Similar findings were reported by Gjernes (2013).

Fløistad (2002) argues that being seen, appreciated, and 'related with' is part of being cared for by others within a community and is a fundamental human need also in working life. It also has a vital ethical side (Løgstrup 1997). If we mainly address others as 'useful things' or just 'passing by', we take more of an 'I-it' than an 'I-you' approach, which can be damaging to others and the self (Buber 1992). It closes one-off from self-understanding, hampers care for self and others, and caring together (Heidegger 1927/1996). In articulating the concept of the 'art of helping', Kierkegaard (1859) touched on this by arguing that one cannot help others to develop without understanding them and starting from where they are, which points to the link between the subpractices of 'empathizing' and 'supervising'.

Care rationality is well known in the health sector and education, and differs from technical-instrumental rationality (Martinsen 1996). Eide (2007) elaborated on care in service work in hotels, showing how attention and sensitivity in relation to customers are central in front-line work, helping employees understand, act, improvise, and co-create with the customer through dialogue and learning. Care practices include situatedness in tailoring, mainly touched upon by research taking on a multi-level (Reypens, Lievens, and Blazevic 2021; Schepis, Purchase, and Butler 2021) or the MSME approach (Gardet and Fraiha 2012). However, situatedness is also related to relational approaches and ethics, which also links to the practice-based approach to orchestration.

5.2. Engaging

The study revealed the following features of engaging: 'inspiring', 'committing', and 'making meaningful'.

‘Inspiring’ is about motivating and mobilizing MSMEs to participate, a feature often described in network literature as collective recruitment of members (Nilsen and Gausdal 2012; Nilsen and Gausdal 2017). This study points at the micro-level with a single enterprise and how inspiring is an ongoing practice. Targeted and personalized inspiration seems vital. However, while entrepreneurship literature emphasizes the role of actors’ affective judgments when mobilizing (Möller and Svahn 2009; Van Bockhaven and Matthyssens 2017), innovation network literature focuses less on this element of engagement.

‘Committing’ has gained less attention in the practice-based approach to innovation networks, despite MSMEs’ resource-constraints being commonly known (Dougherty 2003; Pikkarainen et al. 2017). Though, in other research streams, the practice of monitoring progress is described as part of enhancing MSMEs’ commitment (Reypens, Lievens, and Blazevic 2021; Schepis, Purchase, and Butler 2021). Commitment, however, also entails a willingness to make sacrifices now for later benefits. This approach to engagement can be found in network studies drawing on behavioral science (see Clarke 2006; Sharma, Young, and Wilkinson 2015), and is described as vital for innovation network performance (Hammarfjord and Roxenhall 2017). Our subcategory of ‘committing’ supports this and shows how it can be done from a practice-based perspective.

The subcategory ‘making meaningful’ is valued as essential by informants, but has only been partially described in the innovation network literature. While previous studies mainly focused on the importance of monitoring the networks’ perceived contributions to members (Batterink et al. 2010; Gausdal and Nilsen 2011; Nilsen and Gausdal 2017; Reypens, Lievens, and Blazevic 2021; Saka-Helmhout et al. 2014; Schepis, Purchase, and Butler 2021), few have described the orchestrator’s role in visualizing goals and displaying results for single MSMEs. Although Reypens, Lievens, and Blazevic (2021) and Saka-Helmhout et al. (2014) are exceptions, they do not develop their findings into an orchestration subpractice. Also, the descriptions focus on the network level and its role in governing the network. This study shows that the orchestrators also act on a one-to-one basis, aiding single MSMEs in spotting and translating relevance and results.

Engagement is only partly described in the innovation network literature, this study shows that engagement is a one-to-one relational practice comprising several features. Enterprises have different degrees of engagement (Van Bockhaven and Matthyssens 2017) and engagement capabilities (Fuglsang and Nordli 2018); a more personal and familiar approach (Fuglsang 2018) seems to ease the process of ‘engaging’ single enterprises. Related literature also suggests that empathizing is a pre-requisite for engagement (Van Bockhaven and Matthyssens 2017), as shown by the findings here but has not previously been described as a care practice.

5.3. Supervising

The last subpractice suggested was described by the features ‘advising’, ‘connecting’, and ‘challenging’.

Recurring thematic and/or task-oriented advising with relational bonds makes some network orchestrators ‘trusted advisors’ (Maister, Green, and Galford 2000), addressing issues from professional to personal. ‘Advising’ overlaps with what ‘advisors’ do—that is, ‘[provide] opportunities for learning whenever appropriate’ (Combs 2014, 428). The innovation network literature mainly mentions advising on a network level, guiding and supplying members with knowledge so they feel included (Dessaigne and Pardo 2020; Nambisan and Sawhney 2011; Nilsen and Gausdal 2017), or highlighting the importance of mentoring programs (Schepis, Purchase, and Butler 2021). Advising also overlaps with terms such as mentoring, involving a ‘one-on-one relationship in which an experienced, senior person provides assistance to a less experienced, more junior colleague in order to enhance the latter’s professional and personal development’ (Hezlett and Gibson 2005, 446).

‘Challenging’ has some similarities to advising. However, the orchestrator challenges an enterprise to find an answer themselves, which shades into ‘coaching’ (Espedal, Andersen, and Svendsen 2006). Unlike advising or mentoring, coaching may help the enterprise get from where it is to where it wants to be (Gjerde 2003). Previous research has paid little attention to this type of coaching of single MSMEs. However, Paquin and Howard-Grenville (2013) describe the practice of following up enterprises and enterprises staff to support single enterprises and projects that have some similarities with the findings of this study.

When the network orchestrators alone cannot address an enterprise’s request, they can ‘connect’ with an external third-party. However, the literature describing connections on a one-to-one basis mainly focuses on internal connections between members (e.g. Gardet and Fraiha 2012; Hurmelinna-Laukkanen and Nätti 2018). Schepis, Purchase, and Butler’s study (2021) is an exception, with its multi-level focus, shedding light on how orchestrators may facilitate RnD with external partners for individual projects and brokering commercial relationships for startups. Similar to knowledge management, our study finds that both ‘advising’ and ‘connecting’ can ‘help organizations better exploit the knowledge and capabilities distributed across its members’ (Borgatti et al. 2009, 893).

Research on innovation network orchestration has sparsely described supervising. However, it is more commonly used in the context of knowledge management (Borgatti et al. 2009), organizational support theory (Rhoades and Eisenberger 2002), and human resource development (Chalofsky, Morris, and Rocco 2014). Despite the differences in governance, these terms have also proved to be important for innovation networks. Given that this kind of ‘care also contains an element of normative control’ (Fuglsang and Mattsson 2009, 24), and making sure that network activities impact and find implementation in a single enterprise’s home practices. The features can be collected under the umbrella of ‘supervising’ and relates to the subpractice ‘empathizing’.

5.4. Member-care leadership

Orchestration of single MSMEs seems neglected by literature, but one term found is ‘caretaker’ meaning ‘*the person who is engaged in making the network operate*

smoothly and enhancing efficiency and maintaining trust between network members' (Snow et al. 1992, 16). The first aspect (in italics) overlaps with the more instrumental aspects of engaging and supervising in our study. Care can also be argued to 'expresses a wish to 'educate' the other' (Fuglsang and Mattsson 2009, 24). We have described how care for single MSMEs can influence the enterprises' ability to benefit from participating in the network and, hence, care for itself and the network. Such care occurs in micro-interactions between the network orchestrator and an enterprise as a relational (re-)negotiation.

The explanation for lack of attention to care may be found in the management literature (Von Krogh, 1998; Spurkeland, 2017). Cooper (1992) describes a metaphorical shift in the role of care in management after the 18th century, as industrialization led to more instrumental organizations. Although, at least during the 19th century, leadership was often theorized as relational (Linstead et al. 2004). However, Fløistad (2002) still describes unfavorable conditions for care in organizations. Scandinavian leadership may be an exception (Alvesson, 1990; Zander, 1997) based on the democratic mentality of equality and fraternity (Lindeberg et al. 2013). Dialogue, empathy, and appreciation have been seen as components of care and are argued to be essential in relational management (Spurkeland, 2017). However, the innovation network literature approach still tends to be instrumental, focusing on brokering (e.g. Batterink et al. 2010; Nilsen and Gausdal 2017; Wenger 2000), neglecting small and micro-enterprise managers' lack of in-house work environment and social and professional support, i.e. care from others in their everyday working lives. This study suggests that network orchestrators can compensate for such an in-house lack.

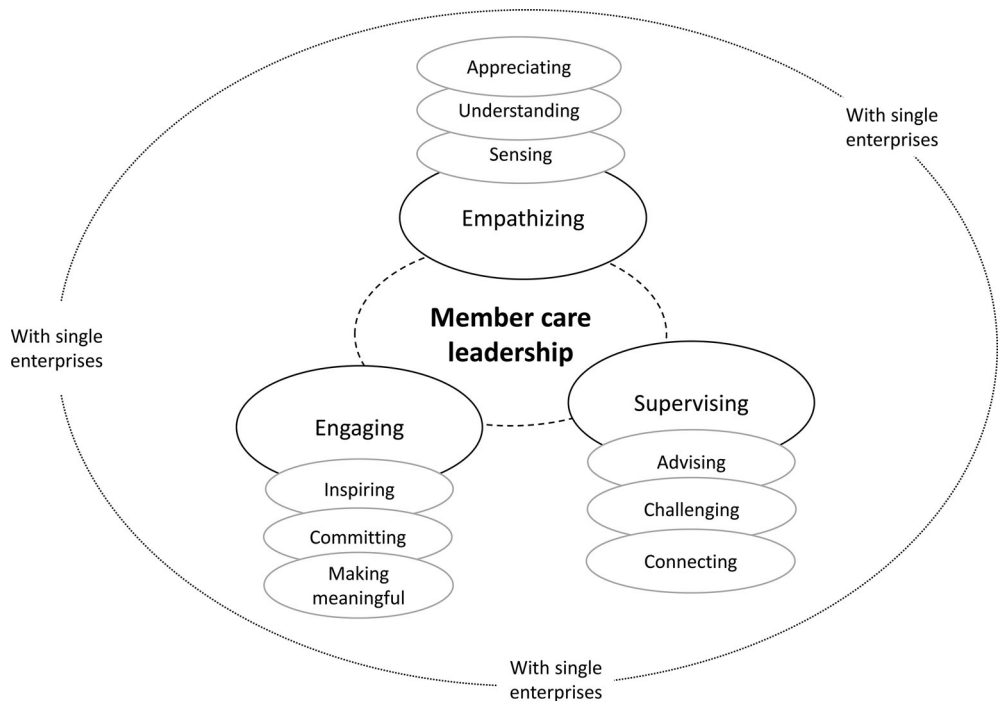


Figure 1. Member-care leadership.

Von Krogh, Ichijo, and Nonaka (2000, 49–50) suggest five sub-terms describing care: mutual trust, active empathy, access to help, lenience in judgment, and courage. Care is a keyword in their suggested ‘knowledge enabling’ since creativity and sharing cannot be commanded but must be motivated and facilitated. In short, caring relations and caring communities facilitate learning and innovation in organizations. The findings suggest that it also applies to inter-organizational networks. The innovation network orchestration literature mainly focuses on trust between enterprises and the equitable distribution of network-created value and sanctioning free-riding or other trust violations (e.g. Dhanaraj and Parkhe 2006; Gausdal and Nilsen 2011; Nambisan and Sawhney 2011), neglecting the importance of care.

The three subpractices are relational, dynamic, and interdependent. When orchestrators empathize with single MSMEs, they also open up for engaging and supervising individual members to unlock MSMEs’ innovation hindrances. Although setting out from a practice-based perspective on innovation network orchestration, other research streams have contributed to the new understanding of orchestrators’ facilitation of network-driven innovation for single MSMEs.

6. Conclusion

This study contributes to network orchestration and facilitation literature by describing and theorizing about ‘Member-Care Leadership’ (MCL). The relational practice of caring for single enterprises increases MSMEs’ benefits from participating in and contributing to collaborative learning and innovation. Care is almost absent as a topic within the study of inter-organizational networks, even though it was described as ‘the least understood and the most challenging’ (Snow et al. 2000, 1635) practice. We have explained this practice as three related subpractices: empathizing, engaging, and supervising. There are scattered similarities with previous research, mainly related to the subpractices of engaging and supervising. Most similarities are found in research focusing on SME members (e.g. Batterink et al. 2010; Gardet and Fraiha 2012; Nilsen and Gausdal 2017) or have a multi-level approach to innovation network orchestration (Reypens, Lievens, and Blazevic 2021; Schepis, Purchase, and Butler 2021). However, important care-elements as active empathy and lenience (Von Krogh, Ichijo, and Nonaka 2000), the ‘I-you’-approach (Buber 1992), or relational ethics (Løgstrup 1997) are lacking. The findings also contribute to the dynamic and multileveled nature of network-driven innovation. The practice-based approach enabled us to focus on what orchestrators were doing and following the dynamic patterns of network orchestration.

This study also has implications for innovation policy using network/clusters to facilitate innovation and the role of the network orchestrators. For example, network orchestrators and policy program organizers should address care more explicitly and allot resources, particularly when networks consist of MSMEs, but not only then. Furthermore, this practice requires that orchestrators have relevant relational competence and expertise.

Further research on the identified practice is needed as interviews are the primary data source. Testing, for example, the effect of the identified categories and subcategories on different networks and determining what kinds of expertise, resources, and

organizing they require from the orchestration team. Future studies could also provide a new understanding by combining interviews with comprehensive observational data.

Acknowledgements

The authors convey their sincere appreciation to the networks and the network orchestrators, in particular, for participating in the study and sharing their insight, and the reviewers for giving constructive feedback to improve the quality of the article.

Disclosure statement

The authors report that there are no competing interests to declare.

Funding

The paper is part of a project started within the program 'Northern Insight', partly financed by The Research Council of Norway (Norges Forskningsråd).

Notes on contributors

Veronika Trengereid is a lecturer at Western Norway University of Applied Sciences and a PhD candidate at Nord University Business School. Her PhD thesis theme is network-driven innovation and regional innovation network dynamics.

Dorthe Eide is a professor in organization and management at Nord University Business School in Norway. She holds a Dr. Polit degree from University of Tromsø. Her main focus is on experience contexts (like nature, culture, and meals), experience-based innovation, and value co-creation, particularly different innovation process approaches (network, triple-helix, rural, lab, testing, cross-sector), and experience design -quality and -consumption. Increasingly innovation for sustainability of organizations and local communities. She manages the research group Marketing, Management and Innovation of Experiences (MMIE), teaches at all levels and has managed several research and innovation projects.

Olga Høegh-Guldberg is an associate professor in organization and management at Nord University Business School and is part of the Marketing, Management, and Innovation of Experiences research group. She holds a PhD in Public and Private Sector Innovation from Inland Norway University of Applied Sciences. Her main research interests are experience innovation, collaboration, and cross-sectoral networking, participative innovation and management, practice-based approaches, innovation for sustainability, sustainable destination, and visitor management.

ORCID

Veronika Trengereid  <http://orcid.org/0000-0003-0952-1876>

Olga Høegh-Guldberg  <http://orcid.org/0000-0001-7404-8005>

References

Alvesson, Mats, and Kaj Sköldbërg. 2000. *Reflexive Methodology: New Vistas for Qualitative Research*. London: Sage.

- Batterink, Maarten H., Emiel F. M. Wubben, Laurens Klerkx, and S. W. F. (Onno) Omta. 2010. "Orchestrating Innovation Networks: The Case of Innovation Brokers in the Agri-Food Sector." *Entrepreneurship & Regional Development* 22 (1): 47–76.
- Benson, Angela M., and Deborah Blackman. 2011. "To Distribute Leadership or Not? A Lesson from the Islands." *Tourism Management* 32 (5): 1141–1149.
- Binder, Petra. 2019. "A Network Perspective on Organizational Learning Research in Tourism and Hospitality: A Systematic Literature Review." *International Journal of Contemporary Hospitality Management* 31 (7): 2602–2625.
- Borgatti, Stephen P., Ajay Mehra, Daniel J. Brass, and Giuseppe Labianca. 2009. "Network Analysis in the Social Sciences." *Science (New York, N.Y.)* 323 (5916): 892–895.
- Buber, Martin. 1992. *Jeg og du*. 2nd ed. Translated by Hedvig Wergeland. Gjøvik: Cappelen.
- Chalofsky, Neal, Michael Lane Morris, and Tonette S. Rocco. 2014. *Handbook of Human Resource Development*. Hoboken: Wiley.
- Chesbrough, Henry. 2011. *Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era*. San Francisco: Jossey-Bass.
- Clarke, Nicholas. 2006. "The Relationships between Network Commitment, Its Antecedents and Network Performance." *Management Decision* 44 (9): 1183–1205.
- Combs, Paul W. 2014. "Mentoring: Perpetuated on a Myth?" In *Handbook of Human Resource Development*, edited by Neal E. Chalofsky, Tonette S. Rocco, Michael Lane Morris, 425–437. Hoboken, NJ: Wiley.
- Cooper, Robert. 1992. Formal organization as representation: Remote control, displacement and abbreviation. In *Rethinking organization: new directions in organization theory and analysis*, edited by Michael Reed and Michael Hughes, 254–274. London: Sage Publications Ltd..
- Dessaigne, Elsa, and Catherine Pardo. 2020. "The Network Orchestrator as Steward: Strengthening Norms as an Orchestration Practice." *Industrial Marketing Management* 91: 223–233.
- Dhanaraj, Charles, and Arvind Parkhe. 2006. "Orchestrating Innovation Networks." *Academy of Management Review* 31 (3): 659–669.
- Dougherty, Deborah. 2003. "Organising Practice-Based Knowledge for Innovation in Service Organisations." In *Innovation Management in the Knowledge Economy*, edited by Ben Dankbaar, 267–287. London: Imperial College Press.
- Eide, Dorthe. 2007. "Knowing and Learning in-Practice in Service Work: A Relational and Collective Accomplishment." PhD Thesis, University of Tromsø, Faculty of Social Sciences, Department of Political Science, Organizational and Management Studies.
- Eisenhardt, Kathleen M. 1989. "Building Theories from Case Study Research." *The Academy of Management Review* 14 (4): 532–550.
- Eisenhardt, Kathleen M., and Melissa E. Graebner. 2007. "Theory Building from Cases: Opportunities and Challenges." *Academy of Management Journal* 50 (1): 25–32.
- Espedal, Gry, Trond Andersen, and Tove Svendsen. 2006. *Løsningsfokustert Coaching*. Oslo: Gyldendal akademisk.
- Fløistad, Guttorm. 2002. "Verdibasert ledelse: kultur, etikk og kommunikasjon." In *Ledelse på godt og vondt: effektivitet og trivsel*, edited by Anders Skogstad, Ståle Einarsen, 401–223. Bergen: Fagbokforlaget.
- Flyvbjerg, Bent. 2001. *Making Social Science Matter: Why Social Inquiry Fails and How It Can Succeed Again*. Cambridge: Cambridge University Press.
- Fuglsang, Lars. 2018. "Towards a Theory of a Practice-Based Approach to Service Innovation within Spheres of Interaction." In *Services, Experiences and Innovation: Integrating and Extending Research*, edited by Ada Scupola, and Lars Fuglsang, 174–164. Cheltenham, Gloucestershire: Edward Elgar Publishing.
- Fuglsang, Lars, and Jan Mattsson. 2009. "An Integrative Model of Care Ethics in Public Innovation." *The Service Industries Journal* 29 (1): 21–34.

- Fuglsang, Lars, and Anne Nordli. 2018. "On Service Innovation as an Interactive Process: A Case Study of the Engagement with Innovation of a Tourism Service." *Social Sciences* 7 (12): 258.
- Gallouj, Faïz, Luis Rubalcaba, and Paul Windrum. 2013. *Public-Private Innovation Networks in Services*. Cheltenham: Edward Elgar Pub. Ltd.
- Gardet, Elodie, and Shady Fraiha. 2012. "Coordination Modes Established by the Hub Firm of an Innovation Network: The Case of an SME Bearer." *Journal of Small Business Management* 50 (2): 216–238.
- Gausdal, Anne H., and Eddy R. Nilsen. 2011. "Orchestrating Innovative SME Networks. The Case of 'HealthInnovation'." *Journal of the Knowledge Economy* 2 (4): 586–600.
- Gherardi, Silvia. 2006. "Organizational Knowledge: The Texture of Workplace Learning." In *Organization and Strategy*, edited by John Child, and Suzana Rodrigues. Malden, MA: Blackwell.
- Gioia, Dennis A., Kevin G. Corley, and Aimee L. Hamilton. 2013. "Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology." *Organizational Research Methods* 16 (1): 15–31.
- Gjerde, Susann. 2003. *Coaching: hva – hvorfor – hvordan*. Bergen: Fagbokforlaget.
- Gjernes, Mire. 2013. "Nettverk i opplevelsesbasert reiseliv: en kvalitativ undersøkelse av nettverk i Lofoten." MBA thesis, Universitetet i Nordland, Handelshøgskolen.
- Glaser, Barney G., and Anselm L. Strauss. 1967. *The Discovery of Grounded Theory: Strategies for Qualitative Research*. New York: Aldine de Gruyter.
- Graen, George B. 1976. "Role-Making Processes within Complex Organizations." In *Handbook of Industrial and Organizational Psychology*, edited by Marvin D. Dunnette, 1201–1246. Chicago: Rand McNally College Pub. Co.
- Hammarfjord, Magnus Olsén, and Tommy Roxenhall. 2017. "The Relationships between Network Commitment, Antecedents, and Innovation in Strategic Innovation Networks." *International Journal of Innovation Management* 21 (4): 1750037.
- Hasche, Nina, Linda Höglund, and Gabriel Linton. 2020. "Quadruple Helix as a Network of Relationships: Creating Value within a Swedish Regional Innovation System." *Journal of Small Business & Entrepreneurship* 32 (6): 523–544.
- Heidegger, Martin. 1927/1996. *Being and Time*, translated by Joan Stambaugh. Albany, NY: State University of New York Press.
- Hezlett, Sarah A., and Sharon K. Gibson. 2005. "Mentoring and Human Resource Development: Where We Are and Where We Need to Go." *Advances in Developing Human Resources* 7 (4): 446–469.
- Hjalager, Anne-Mette. 2010. "A Review of Innovation Research in Tourism." *Tourism Management* 31 (1): 1–12.
- Hurmelinna-Laukkanen, Pia, and Satu Nätti. 2018. "Orchestrator Types, Roles and Capabilities – A Framework for Innovation Networks." *Industrial Marketing Management* 74: 65–78.
- Kierkegaard, Søren. 1859. "Fragments of a Plain Message." In *Unknown*.
- Kofler, Ingrid, and Anja Marcher. 2018. "Inter-Organizational Networks of Small and Medium-Sized Enterprises (SME) in the Field of Innovation: A Case Study of South Tyrol." *Journal of Small Business & Entrepreneurship* 30 (1): 9–25.
- Kvale, Steinar, and Svend Brinkmann. 2009. *Interviews: Learning the Craft of Qualitative Research Interviewing*. 2nd ed. Los Angeles, CA: Sage.
- Landsperger, Johannes, Patrick Spieth, and Sven Heidenreich. 2012. "How Network Managers Contribute to Innovation Network Performance." *International Journal of Innovation Management* 16 (6): 1240009.
- Liguori, Eric W., and Thomas G. Pittz. 2020. "Strategies for Small Business: Surviving and Thriving in the Era of COVID-19." *Journal of the International Council for Small Business* 1 (2): 106–110.
- Lindeberg, Tina, Bård Månson, and Henrik Holt Larsen. 2013. "HRM in Scandinavia - Embedded in the Scandinavian Model?" In *Global Trends in Human Resource Management*,

- edited by Emma Parry, Eleni Stavrou, and Mila Lazarova, 14–162. London: Palgrave Macmillan UK.
- Lindberg, Frank, Ann Heidi Hansen, and Dorthe Eide. 2014. “A Multirelational Approach for Understanding Consumer Experiences within Tourism.” *Journal of Hospitality Marketing & Management* 23 (5): 487–512.
- Linstead, Stephen, Liz Fulop, and Simon Lilley. 2004. *Management and Organizations: A Critical Text*. Basingstoke, Hampshire: Palgrave Macmillan.
- Løgstrup, Knud E. 1997. *The Ethical Demand*. Notre Dame, IN: University of Notre Dame Press.
- Magnier-Watanabe, Remy, and Caroline Benton. 2017. “Management Innovation and Firm Performance: The Mediating Effects of Tacit and Explicit Knowledge.” *Knowledge Management Research & Practice* 15 (3): 325–335.
- Maister, David H., Charles H. Green, and Robert M. Galford. 2000. *The Trusted Advisor*. New York: Simon & Schuster.
- Manzini, Ezio. 2012. “Design Research for Sustainable Social Innovation.” In *Design Research Now: Essays and Selected Projects*, edited by Michel Ralf, 233–245. Basel: Birkhäuser.
- Martinsen, Kari. 1996. *Fenomenologi og omsorg: tre dialoger*. Oslo: Tano Aschehoug.
- Milwood, Pauline A., and Wesley S. Roehl. 2018. “Orchestration of Innovation Networks in Collaborative Settings.” *International Journal of Contemporary Hospitality Management* 30 (6): 2562–2582.
- Möller, Kristian, and Senja Svahn. 2009. “How to Influence the Birth of New Business Fields – Network Perspective.” *Industrial Marketing Management* 38 (4): 450–458.
- Müller-Seitz, Gordon. 2012. “Leadership in Interorganizational Networks: A Literature Review and Suggestions for Future Research.” *International Journal of Management Reviews* 14 (4): 428–443.
- Nambisan, Satish, and Mohanbir Sawhney. 2011. “Orchestration Processes in Network-Centric Innovation: Evidence from the Field.” *Academy of Management Perspectives* 25 (3): 40–57.
- Newell, Sue, Maxine Robertson, Harry Scarbrough, and Jacky Swan. 2009. *Managing Knowledge Work and Innovation*. 2nd ed. Basingstoke: Palgrave MacMillan.
- Nicolini, Davide, and Pedro Monteiro. 2017. “The Practice Approach: For a Praxeology of Organisational and Management Studies.” In *The SAGE Handbook of Process Organization Studies*, edited by Ann Langley, and Haridimos Tsoukas, 110–126. London: SAGE Publications.
- Nilsen, Eddy R., and Anne H. Gausdal. 2012. “The Roles of Orchestrator in Innovative SME Networks. The Case of HealthInnovation.” In *INBAM, International Network of Business & Management Journals*, 29. Valencia, Spain.
- Nilsen, Eddy R., and Anne H. Gausdal. 2017. “The Multifaceted Role of the Network Orchestrator – A Longitudinal Case Study.” *International Journal of Innovation Management* 21 (6): 1750046.
- OECD and Eurostat. 2018. “Oslo Manual 2018.” <https://www.oecd.org/science/oslo-manual-2018-9789264304604-en.htm>.
- OECD. 2005. *Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data*. 3rd ed. Paris: Organization for Economic Co-Operation and Development.
- Orton, J. Douglas, and Karl E. Weick. 1990. “Loosely Coupled Systems: A Reconceptualization.” *Academy of Management Review* 15 (2): 203–223.
- Paquin, Raymond L., and Jennifer Howard-Grenville. 2013. “Blind Dates and Arranged Marriages: Longitudinal Processes of Network Orchestration.” *Organization Studies* 34 (11): 1623–1653.
- Pikkarainen, Minna, Mari Ervasti, Pia Hurmelinna-Laukkanen, and Satu Nätti. 2017. “Orchestration Roles to Facilitate Networked Innovation in a Healthcare Ecosystem.” *Technology Innovation Management Review* 7 (9): 30–43.

- Pittaway, Luke, Maxine Robertson, Kamal Munir, David Denyer, and Andy Neely. 2004. "Networking and Innovation: A Systematic Review of the Evidence." *International Journal of Management Reviews* 5–6 (3–4): 137–168.
- Powell, Walter W., and Stine Grodal. 2005. "Networks of Innovators." In *The Oxford Handbook of Innovation*, edited by Jan Fagerberg, David C. Mowery, Richard R. Nelson, 56–85. Oxford: Oxford University Press.
- Ratten, Vanessa. 2020. "Coronavirus (Covid-19) and Entrepreneurship: Changing Life and Work Landscape." *Journal of Small Business & Entrepreneurship* 32 (5): 503–516.
- Reypens, Charlotte, Annouk Lievens, and Vera Blazevic. 2021. "Hybrid Orchestration in Multi-Stakeholder Innovation Networks: Practices of Mobilizing Multiple, Diverse Stakeholders across Organizational Boundaries." *Organization Studies* 42 (1): 61–83.
- Rhoades, Linda, and Robert Eisenberger. 2002. "Perceived Organizational Support: A Review of the Literature." *The Journal of Applied Psychology* 87 (4): 698–714.
- Rønningen, Martin, and Gudbrand Lien. 2014. "The Importance of Systemic Features for Innovation Orientation in Tourism Firms." In *Handbook of Research on Innovation in Tourism Industries*, edited by Gry Agnete Alsos, Dorthe Eide and Einar Lier Madsen, 27–55. Cheltenham: Edward Elgar Pub. Ltd.
- Saka-Helmhout, Ayse, Christopher J. Ibbott, Torben Pedersen, Markus Venzin, Timothy M. Devinney, and Laszlo Tihanyi. 2014. *Network Orchestration: Vodafone's Journey to Globalization*, 27, *Orchestration of the Global Network Organization*, 1st ed. Bingley: England.
- Schatzki, Theodore R. 2001. "Practice Mind-ed Orders." In *The Practice Turn in Contemporary Theory*, edited by Theodore R. Schatzki, K. Knorr-Cetina and E. von Savigny, 50–63. London: Routledge.
- Schepis, Daniel, Sharon Purchase, and Bella Butler. 2021. "Facilitating Open Innovation Processes through Network Orchestration Mechanisms." *Industrial Marketing Management* 93: 270–280.
- Schumpeter, Joseph A. 1934. "The Theory of Economic Development: An Inquiry into Profits, Capital, Credit, Interest, and the Business Cycle." In *Theorie der Wirtschaftlichen Entwicklung*. Cambridge, MA: Harvard University Press.
- Sharma, Neeru, Louise C. Young, and Ian Wilkinson. 2015. "The Nature and Role of Different Types of Commitment in Inter-Firm Relationship Cooperation." *Journal of Business & Industrial Marketing* 30 (1): 45–59.
- Snow, Charles C., Raymond E. Miles, and Henry J Coleman. 1992. "Managing 21st Century Network Organizations." *Organizational Dynamics* 20 (3): 5–20. doi:10.1016/0090-2616(92)90021-E.
- Snow, Charles C., Raymond E. Miles, and Henry J Coleman. 2000. Managing 21st century network organizations. In *Technology, organizations and innovation: critical perspectives on business and management*, edited by Preece, David, Ian McLoughlin, and Patrick Dawson, 1621–1638. London: Routledge.
- Spurkeland, Jan. 2017. *Relasjonsledelse*, Universitetsforlaget, Oslo. 5 ed.
- Strauss, Anselm L., and Juliet M. Corbin. 1998. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. 2nd ed. Thousand Oaks, CA: Sage.
- Van Bockhaven, Wouter, and Paul Matthyssens. 2017. "Mobilizing a Network to Develop a Field: Enriching the Business Actor's Mobilization Analysis Toolkit." *Industrial Marketing Management* 67: 70–87.
- Van de Ven, Andrew H., Douglas E. Polley, Raghu Gaud, and Sankaran Venkataraman. 1999. *The Innovation Journey*. Oxford: Oxford University Press.
- Von Krogh, Georg. 1998. "Care in Knowledge Creation." *California Management Review* 40 (3): 133–153. doi:10.2307/41165947.
- Von Krogh, Georg, Kazuo Ichijo, and Ikujiro Nonaka. 2000. *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation*. New York: Oxford University Press.

- Wenger, Etienne. 2000. "Communities of Practice and Social Learning Systems." *Organization* 7 (2): 225–246.
- Zander, Lena. 1997. *The Licence to Lead: an 18 Country Study of the Relationship between Employees' Preferences Regarding Interpersonal Leadership and National Culture*, Ph.D. thesis, Stocholm School of Exonomics, Institute of International Business.