

## **ENGAGEMENT AND TRUST IN THE ORCHESTRATION OF AN INNOVATION NETWORK TO FIGHT THE COVID-19 PANDEMIC**

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Agradecimento à órgão de fomento:

This work was carried out with the support of the of the Coordination for the Improvement of Higher Education Personnel (CAPES) - Brazil and the Cearense Foundation for Support to Scientific and Technological Development of the state of Ceará (FUNCAP)

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### **Introdução**

Despite the literature on innovation network orchestration advancing through various approaches, there is a lack of studies that analyze how crises affect the relationship between engagement and trust in the orchestration process among actors involved in innovation. By seeking to understand how the context can impact this relationship, this study aims to bridge the scientific gap by expanding the understanding of orchestration dynamics in innovation networks during periods of crisis. It reveals behaviors and actions that ensure the pursued purpose among actors within the innovation network

### **Problema de Pesquisa e Objetivo**

Seeking to understand how the actors' relationships in a network, their needs, and orchestration itself manifest during a crisis, this study addresses the following question: How does the relationship between engagement and trust unfold in the process of orchestrating innovation networks during periods of crisis? The objective of this work is to analyze network orchestration in the innovation generation process, driven by the COVID-19 crisis, and relate it to the engagement and trust of actors within the network, using the innovation network of the ELMO Helmet developed in Ceará as a reference

### **Fundamentação Teórica**

Orchestration is an effective means of generating and extracting value from an innovation network. The adoption of mechanisms that integrate the activities of actors, characterizing them by assigning relevant roles in the process, allows the understanding of relationships to be perceived as inherent to the network and essential for value creation. Thus, both engagement and trust emerge as important elements that enable cooperation among heterogeneous partners and overcome deficiencies in knowledge production, as they reduce uncertainties and risks of opportunistic behavior

### **Metodologia**

The exploratory and descriptive research aimed to deepen the understanding of the relationship between engagement and trust in orchestrating an innovation network established in a crisis context. Data were collected through interviews with all network members, and content analysis of their narratives was conducted. In addition, technical visits and various document analyses were carried out. Constructs, levels, and dimensions were evaluated and assigned scores based on the roles played by the actors, which were then summarized in data displays and presented through graphs

### **Análise dos Resultados**

Although the actors had their own assigned roles in the orchestration, those who demonstrated a high orchestration profile stood out for promoting actions essential to value generation and sustaining alliances formed during the process. Engagement and trust also exhibited variations within the entire network, perceived through the functions performed and interactions among actors. Despite the diverse competencies involved, it was possible to observe a growth relationship in orchestration through increased levels of trust and engagement among network actors

### **Conclusão**

Despite the absence of formal hierarchy, the actors understood the existence of strategic levels of action to which they attributed legitimacy and sought support for their actions. A non-market organization was formed, based on intangible elements. Not all had orchestration skills; however, the functions complemented each other, minimizing sectoral conflicts. Although interaction within the network was limited, there was tangible engagement among the participants at specific circles. Finally, the Covid-19 crisis had a positive impact on network orchestration, generating socially relevant value

**Referências Bibliográficas**

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