



EWUU Alliance Conference 16 APRIL 2026

Partnership in society with society

**Reorganizing Innovation with Societal Partners:
Stakeholder Inclusion in Practice**

Maral Mahdad

Industrial Engineering and Innovation Sciences

Innovation Technology Entrepreneurship & Marketing



Transitions

may **FAIL**

When engagement is

PERFORMATIVE

- Societal actors are **often consulted**, but not included in framing the problem
- They may be visible, but **not influential** in negotiating trade-offs
- They are asked to **endorse solutions** they did not help shape



ABOUT ME

I actively contribute to the advancement of knowledge on the nexus of **innovation ecosystems** and **sustainability transition**

National and International project:





Stakeholder **INCLUSION** is not an **OPTION BUT** a necessary **CONDITION** in transitions

- Inclusion is **not an add-on** at the end of a transition process
- Inclusion **≠ participation**
- Necessary at the **planning and strategizing** stage
- Systemic change requires a combination of **top-down** and **bottom-up practices**

Inclusion as an **ORGANIZATIONAL ACCOMPLISHMENT**

- Inclusion does **not emerge automatically** from inviting more actors
- It must be built through **concrete organizational practices**
- These practices are **interdependent, iterative, and political**



What stakeholder inclusion looks like **IN PRACTICE?**



*Four interdependent practices of inclusion
in open strategizing*

**Including
stakeholders is
HARDER IN
ECOSYSTEMS**



Uneven relational capability and power distribution



Conflicting interests and actor misalignment




Contested roles among stakeholders



Different **institutional logics** and conservative decision routines

EMBEDDING inclusion in ECOSYSTEMS

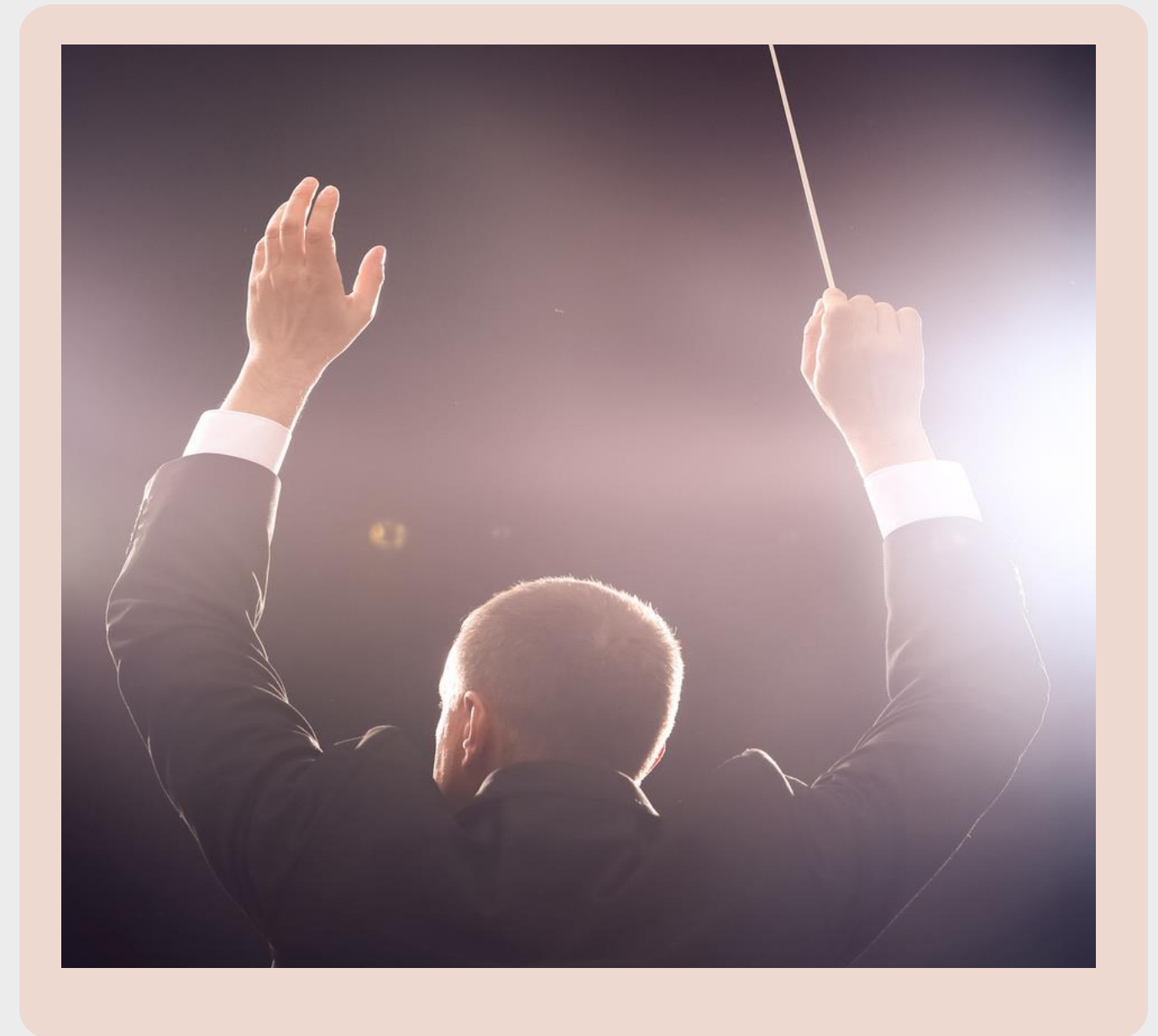


- Transitions are not driven by single organizations alone  **who?**
- They unfold through evolving constellations of actors, **artefacts,** and **institutions**
- Inclusion therefore, has to be **embedded at the ecosystem level,** not only within individual projects

Inclusion requires **ORCHESTRATION**, **NOT JUST** facilitation

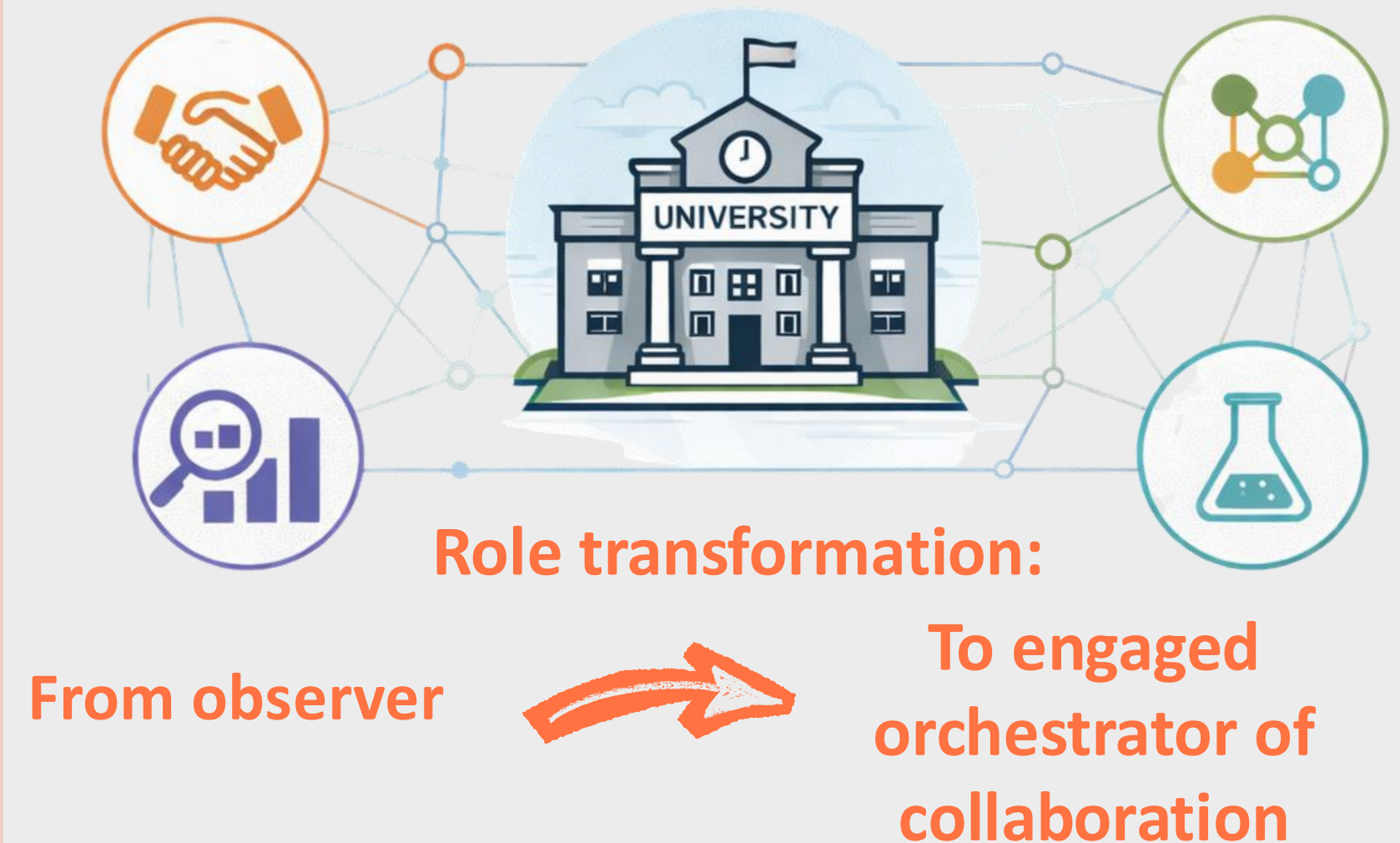
- Convening diverse actors and creating shared spaces
- Facilitating knowledge exchange and translation
- Aligning goals, incentives, and expectations
- Maintaining momentum over time

**Orchestration is intentional work. It does not
emerge on its own.**

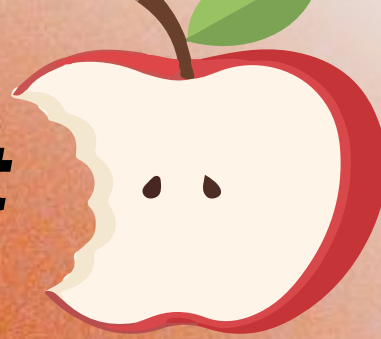


WHO could be doing the work of **organizing inclusion**?

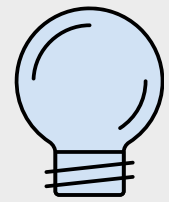
- Act as **neutral** conveners
- Provide **analytical** and **reflective** capacity
- Connect domains, sectors, and actors
- Create spaces for **experimentation** and **learning**



*Als je maar één hap onthoudt
laat het deze zijn*



Inclusion is **not** merely participation



Inclusion should be organized and **not** assumed

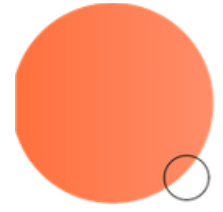


The “how” of inclusion lies in four interdependent practices



Organizing for inclusion requires **orchestration**

*We do not fail at transitions because we lack ideas. We may fail
because we do not organize inclusion well enough.*



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THANK YOU!

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