

# Innovation ecosystem orchestration

Designing a strategic orchestration framework to create societal value in the Port of Rotterdam.

## Context

The Port of Rotterdam is Europe's largest port-industrial complex, yet its innovation landscape is fragmented across many autonomous stakeholders. While strategic decisions are often made at a global level, societal legitimacy, the Social License to Operate, is earned locally, and societal value is rarely translated into day-to-day innovation choices. This project designs a strategic orchestration approach that helps the Port Authority make societal value explicit, legible, and discussable. By linking port innovations to neighbourhood needs across living, working, experience, and safety.

## Approach

This thesis follows a phase-based design approach combining Dorst's Frame Creation with an iterative Triple Diamond logic. Three cycles moved between divergence and convergence: ecosystem mapping through institutional analysis, literature and three case studies; neighbourhood grounding through analysis of ten neighbourhood visions and interviews with district managers to derive needs across living, working, experience and safety. And system development through co-creation and iterative testing, resulting in the Impact Map as a boundary object and validation on desirability, feasibility and viability.



## Not only a map, but a whole system

The Impact Map operates within a repeating system. The neighbourhood needs are updated every six months, innovations are collected and evaluated every three months, and the results are gathered in Miro. This rhythm ensures that social value remains visible, discussable, and traceable over time.

## Why it works

- It connects district managers, innovators and the innovation team PoR.
- It creates a shared interpretation rather than an abstract strategy.
- It reveals risks and trade-offs early on, before conflicts escalate.
- It is light enough to be applied consistently in practice.

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