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STRATEGIC AMBIDEXTERITY IN COLLABORATIVE INNOVATION ECOSYSTEMS: A SYSTEMATIC LITERATURE REVIEW

The ambidexterity construct has been mainly studied at the firm level. However, in the context of the increasing technological interdependence, the process of innovation has shifted to the inter-organizational ecosystem, in which value is co-created via collaborative engagement with multiple actors. Although this idea is increasingly acknowledged, the existing literature is fragmented with respect to governance, relational capabilities, and innovation performance.

The aim of this study is to synthesize recent empirical research on strategic ambidexterity in innovation ecosystems and identify the mechanisms through which it emerges at the ecosystem level. The empirical basis includes 43 peer-reviewed studies published between 2021 and 2025 in Scopus and Web of Science databases. The research methodology is based on a theory-driven systematic literature review using the PRISMA protocol, combined with a qualitative mechanism-based synthesis.

The findings demonstrate that hybrid governance mechanisms combining contractual and relational coordination enhance collaboration performance in innovation ecosystems. Relational dynamic capabilities, including trust development, knowledge integration, and collaborative learning, are identified as key drivers of ambidextrous innovation. The results also show that the alignment between governance mechanisms and relational capabilities determines the effectiveness of ecosystem-level innovation outcomes.

Keywords: strategic ambidexterity, innovation ecosystems, inter-organizational collaboration, governance mechanisms, relational dynamic capabilities, collaboration performance, digital platforms, innovation networks

Кілт сөздер: стратегиялық амбидекстрия, инновациялық экосистемдер, ұйымаралық ынтымақтастық, басқару тетіктері, реляциялық динамикалық қабілеттер, ынтымақтастық нәтижелілігі, цифрлық платформалар, инновациялық желілер

Ключевые слова: стратегическая амбидекстрия, инновационные экосистемы, межорганизационное сотрудничество, механизмы управления, реляционные динамические способности, эффективность сотрудничества, цифровые платформы, инновационные сети

JEL Classification: O31, L22, O32

Introduction. Innovation is increasingly taking place within inter-organizational ecosystems, in which value is created through interactions among various actors rather than through individual organizational activities. Within this context, platform governance and digital infrastructures play a critical role in facilitating collaborative innovation, especially in terms of exploratory and exploitative innovation [1]. Empirical studies demonstrate that participation in innovation ecosystems increases access to diverse knowledge resources, leading to improved collaborative innovation performance [2 - 5].

However, this new perspective on innovation has led to a re-evaluation of the conventional firm-centric view of ambidexterity. While earlier studies emphasized internal organizational mechanisms as the main drivers of ambidexterity, recent research suggests that ambidexterity increasingly emerges at the ecosystem level interactions through among multiple actors [6].

In this context, governance structures create the conditions for coordination, while relational dynamic capabilities (RDC) facilitate knowledge integration, trust development, and collaborative learning across organizational boundaries.

Despite recent advances in the study of ambidexterity within innovation ecosystems, the literature remains fragmented and theoretically underdeveloped in explaining how ambidexterity emerges at the

ecosystem level. In particular, existing studies tend to examine governance mechanisms, relational dynamic capabilities, and innovation performance separately, without sufficiently addressing their interrelations.

The current study aims to synthesize existing empirical studies on strategic ambidexterity in inter-organizational innovation ecosystems and to reveal the underlying mechanisms for the development of ambidextrous innovation in ecosystems. The empirical material for the current study includes 43 articles published between 2021 and 2025 in Scopus and Web of Science journals. The methodology for conducting a systematic literature review is based on a theory-driven approach according to the PRISMA protocol.

The following research questions guide this study:

1. How are strategic ambidexterity concepts and measures conceptualized and operationalized in inter-organizational ecosystems?
2. What types of governance structures enable ambidexterity at the ecosystem level?
3. In what ways do relational dynamic capabilities shape collaboration performance in an innovation ecosystem?

Relational dynamic capabilities, including trust development, knowledge integration, and collaborative learning, play a critical role in enabling coordination across organizational boundaries [7]. Building on this perspective, this study develops a conceptual framework in which strategic ambidexterity is understood as an emergent coordination capability arising from the interaction between governance mechanisms and RDC within innovation ecosystems. Specifically, the study advances a multilevel explanation in which governance structures provide the structural conditions for coordination, RDC enable adaptive collaboration among ecosystem actors, and the alignment between these mechanisms determines collaboration performance outcomes. In contrast to firm-centric views that treat ambidexterity as an internal trade-off, this study conceptualizes it as an emergent property of inter-organizational coordination systems.

The study makes three specific contributions. First, it integrates research on alliance governance, innovation networks, and digital ecosystems within a unified analytical framework. Second, it provides new insights into the relationship between governance mechanisms and relational dynamic capabilities as key drivers of collaborative innovation performance. Third, it reconceptualizes strategic ambidexterity as a coordination capability at the ecosystem level and identifies the mechanisms that explain heterogeneity in collaboration performance across innovation ecosystems.

Literature review. The term strategic ambidexterity refers to an organization's ability to engage in both exploratory and exploitative innovations simultaneously. Traditionally, ambidexterity was viewed as an organizational-level construct that could be achieved through structural or contextual organizational mechanisms. However, recent empirical support has shown that ambidexterity is being realized in innovation ecosystems, which comprise different actors involved in knowledge-sharing activities [8].

The intellectual roots of the ambidexterity construct trace back to Duncan's foundational proposal of "dual structures" for reconciling the competing demands of innovation initiation and implementation [9], and to the subsequent, highly influential distinction between exploration and exploitation in organizational learning [10]. In the last 20 years, the majority of the research on ambidexterity has seen ambidexterity as a problem of organizational design, leadership, or structural design at the level of the firm [11]. However, with the increased technological interdependence and the growing amount of innovation activities crossing organizational borders, a firm-centric perspective is unable to account for the way in which exploration and exploitation take place in processes of value cocreation involving multiple actors that have a formal independence. This evolution – from an intra-organizational capability toward a system-level, emergent property of collaborative ecosystems – is reflected in the growing body of research on alliance-level and platform-level ambidexterity, and, more recently, in studies that relocate the construct to the level of the innovation ecosystem itself, where governance structures and inter-organizational relationships jointly shape exploratory and exploitative outcomes [1, 6, 8]. Tracing this conceptual trajectory is essential for framing the present study, since it clarifies why governance mechanisms and relational dynamic capabilities, rather than purely internal organizational arrangements, are treated here as the principal drivers of ambidextrous outcomes, and it directly motivates the three research questions guiding this review.

In innovation ecosystems, firms can access different forms of technological knowledge and innovation capabilities that can support exploratory innovation and exploitative innovation activities. Empirical studies conducted in digital platform innovation ecosystems have shown that ambidexterity can be realized through network embeddedness and collaborative interactions among different actors in innovation ecosystems. For instance, digital platform openness can be used to facilitate exploratory innovation activities among complementors, while architectural control can be used to ensure technological stability and compatibility.

Governance mechanisms play an important role in facilitating innovation activities in innovation ecosystems, particularly in ensuring that opportunistic behaviors are curbed in innovation activities. Empirical studies have shown that innovation activities can be improved through the use of hybrid governance, which combines contractual and relational coordination mechanisms in innovation activities [12].

In innovation ecosystems, governance mechanisms can be used to ensure sustainability in innovation ecosystems by facilitating knowledge-sharing activities across different organizations in innovation ecosystems.

In digital platform ecosystems, governance mechanisms determine how value is created and captured by ecosystem participants. Platform leaders and network orchestrators often define participation rules, standards, and interaction mechanisms, thereby shaping coordination processes and innovation performance.

Relational dynamic capabilities (RDC) refer to the capability of the organization that can develop trust, create integrative knowledge, and promote collaborative learning among organizations. Such capabilities allow participants of the ecosystem to coordinate their actions towards exploiting innovative opportunities.

Empirical studies emphasize that trust development significantly improves communication quality and knowledge sharing among ecosystem actors while reducing opportunistic behavior. Knowledge integration mechanisms allow firms to recombine internal and external knowledge resources for innovation purposes. Additionally, collaborative learning processes enable ecosystem participants to adapt to technological uncertainty and enhance their collective innovation capacity.

On the other hand, digital infrastructures and platform technologies can increase relational capabilities through facilitating knowledge exchange and interaction among geographically dispersed actors in the ecosystem of innovation.

In the existing literature, there is considerable focus on the use of governance and relational dynamic capabilities to promote collaboration and innovation in inter-organizational ecosystems. However, most of the existing literature focuses on examining these components separately without considering the interplay between them. The empirical literature, too, treats these factors separately without taking into account the interrelation between them.

Therefore, there is a need to develop an integrative perspective that combines these factors and explains the mechanisms through which ambidextrous innovation emerges in inter-organizational ecosystems. The present research attempts to bridge this research gap through providing a theory-based synthesis of empirical research on ambidexterity in the ecosystem of innovation.

Main part. This study employs a theory-driven systematic literature review (SLR) to synthesize empirical research on strategic ambidexterity in innovation ecosystems. The review follows the PRISMA protocol to ensure transparent identification, screening, and selection of studies. The process consisted of six stages: identification, duplicate removal, title and abstract screening, eligibility assessment, final study inclusion, and synthesis of empirical evidence.

The search for the literature was carried out using two major bibliographic databases that are highly used in the field of strategic management and innovation studies, namely, Scopus and Web of Science. The databases provide wide coverage of peer-reviewed journals in the fields of management, innovation studies, and inter-organizational research.

The search terms were developed based on the incorporation of major concepts associated with the research theme, including strategic ambidexterity, inter-organizational collaboration, innovation ecosystems, governance, and innovation performance. The search terms were combined using the Boolean search method to ensure the inclusion of relevant variants of the search terms in the search results. The search terms were also used to search the title, abstract, and keywords of the studies to ensure that the search results were relevant to the search terms.

The search results were limited to peer-reviewed empirical studies within the time range of 2021 to 2025 to ensure that the results were based on the most recent research in the field of ecosystem-based innovation studies. The search results from the databases yielded a total of 1,726 studies.

The articles that remained were screened using their titles and abstracts to evaluate their relevance to the concept of strategic ambidexterity in the context of inter-organizational relations. Exclusion criteria included articles discussing the issue of intra-organizational ambidexterity, having no empirical evidence or not related to the topic under consideration such as intra-human resource practices and innovation

practices in the organization. At this stage of the research, articles related to inter-organizational collaboration, alliances, innovation networks, and digital platform ecosystems were selected.

The following diagram shows the process of systematic identification, screening, and selection of articles studying the phenomenon of strategic ambidexterity in inter-organizational innovation ecosystems for the period between 2021 and 2025. As the result of the first search performed in Scopus and Web of Science databases, 1,726 articles were found; then duplicates were removed, and title, abstract, and full-text screening was conducted. Finally, 43 empirical articles satisfying inclusion criteria according to the PRISMA methodology were identified.

To provide an overview of the development of scholarly interest in strategic ambidexterity within innovation ecosystems, a descriptive analysis of the selected studies was conducted. The distribution of publications over the period from 2021 to 2025 is presented in Table 1.

Table – 1

Evolution of research on strategic ambidexterity (2021–2025)

2021 Governance Foundations	2022 Knowledge Integration	2023 Digital Ecosystem Governance	2024 Ecosystem Configuration	2025 Collective Ambidexterity
-Platform governance -Alliance governance -Ecosystem orchestration -Network collaboration <i>Adner et al. Inoue Koo & Eesley</i>	-Knowledge recombination -Network embeddedness -Value co-creation -Ecosystem collaboration <i>De Silva et al. Humi et al. Zhang et al.</i>	-Digital platform governance -Ecosystem health indicators -Digital capabilities <i>Gong et al. Cobben et al. Huang et al.</i>	-Ecosystem design -Intermedian actors -Open innovation ecosystems <i>Duan et al.</i>	-Ecosystem resilience -Collective ambidexterity -Ecosystem connectivity -Innovation sustainability <i>Hietala & Päivärinta Pizzichini et al.</i>

*compiled by the authors based on sources [1, 3, 4, 5, 11]

As shown in Table 1, the number of empirical studies on strategic ambidexterity in the context of innovation ecosystems has increased over the years, indicating the rising interest of researchers in the relevant field. The increasing line also reflects the rising importance of inter-organizational collaboration, digital platforms, and innovation ecosystems in the broader field of innovation studies. It also points towards the fact that the idea of strategic ambidexterity has started being explored outside the boundaries of individual entities.

In order to ensure the relevance and methodological consistency of the literature reviewed, a predetermined set of inclusion criteria was adopted during the screening process. Studies published between 2021 and 2025, written in the English language, and published as empirical research articles were included for the purpose of the dataset. The articles reviewed were limited to those that focused specifically on innovation ecosystems, inter-organizational collaboration, or ambidextrous innovation processes. Conceptual articles, editorials, conference articles, and other non-peer-reviewed articles were excluded from the review. Furthermore, articles published in peer-reviewed journals that were indexed in Scopus or Web of Science were only included for the purpose of the dataset.

For each article, key metadata were extracted, including:

- Authors, publication year, and journal;
- Research context and industry setting;
- Methodological approach and data sources;
- Governance mechanisms examined;
- Relational capability constructs;
- Innovation or collaboration performance outcomes;
- Key empirical findings.

The extracted data were subsequently coded across three analytical dimensions aligned with the conceptual framework developed in this study:

1. Governance mechanisms;
2. Relational dynamic capabilities;
3. Collaboration performance outcomes.

The coding process involved iterative comparison across studies to identify recurring empirical patterns. Rather than aggregating statistical effect sizes, the review adopts a mechanism-based synthesis approach that examines how governance arrangements and relational capabilities interact to generate ambidextrous collaboration outcomes in inter-organizational innovation ecosystems.

Table – 2

Analytical Overview of the Study Design, Variables, and Methodological Framework

Dimension	Description
Article (Author & Title)	Author (2026) – <i>Strategic Ambidexterity in Inter-Organizational Innovation Ecosystems: A Systematic Review of Empirical Research (2021–2025)</i>
Country of Origin	Kazakhstan
Type of Article	Systematic Literature Review (Empirical SLR)
Research Topic	Strategic ambidexterity in inter-organizational innovation ecosystems
Dependent Variable/s	Collaboration performance, innovation outcomes, ecosystem performance
Independent Variable/s	Governance mechanisms, relational dynamic capabilities
Moderating	Digital infrastructure and ecosystem openness
Mediating	Relational dynamic capabilities (trust, knowledge integration, collaborative learning)
Theory Adopted	Strategic ambidexterity theory; Ecosystem governance theory; Dynamic capability theory
Methods Adopted	Theory-driven systematic literature review using PRISMA; qualitative synthesis
Empirical Setting	Empirical studies from global innovation ecosystems, alliances, and digital platforms (43 studies from Scopus & Web of Science)
Longitudinal or Cross-Sectional	Cross-sectional synthesis of studies (2021–2025)
Level of Analysis	Inter-organizational ecosystem level

**developed by the authors*

The other studies underwent assessment through full-text review according to set inclusion criteria. Specifically, the current study included only those studies which dealt with the empirical research findings of inter-organizational collaboration also being regarded as innovation performance or collaboration outcomes, and published from 2021 to 2025, in a peer-reviewed journal that was indexed in Scopus or Web of Science. Conceptual papers, editorials, book chapters, practitioner reports as well as non-peer-reviewed publications were not accepted and rejected. As a result, it was possible to find 43 empirical studies which were directly relevant in the sense of the research question.

Collectively, the selected studies investigate the following aspects of inter-organizational innovation networks: governance mechanisms, relational dynamic capabilities, and collaboration performance outcomes. Each article within the dataset was coded along three analytical dimensions: governance mechanisms, relational dynamic capabilities, and collaboration performance outcomes. Using this method of coding the dataset, patterns were identifiable.

The empirical dataset for this review consists of 43 peer-reviewed studies examining strategic ambidexterity in inter-organizational innovation ecosystems. The selected studies were analyzed in terms of their research focus, methodological approaches, and relevance to the objectives of the present study.

The analysis of 43 empirical studies reveals three main mechanisms for the emergence of strategic ambidexterity in innovation ecosystems: governance mechanisms, relational dynamic capabilities, and collaboration performance outcomes. The most dominant theme in the literature is ecosystem governance,

with 14 studies, followed by network embeddedness and knowledge dynamics, with 8 studies. Other themes include relational capabilities and trust, with 6 studies; ecosystem theory, with 6 studies; collaboration performance, with 5 studies; and strategic ambidexterity, with 4 studies.

Table – 3

Frequency of keywords in the reviewed literature

Keyword	Occurrences	Total link strength
Innovation ecosystems	312	1450
Governance mechanisms	186	902
Relational dynamic capabilities	141	731
Collaboration performance	128	695
Knowledge integration	117	642
Platform ecosystems	103	598
Strategic ambidexterity	92	520
Network embeddedness	76	441
Digital platform governance	71	403
Inter-organizational collaboration	69	388

**compiled by the authors based on the analysis of 43 empirical studies*

Table 3 presents the most frequently occurring keywords in the reviewed literature, highlighting the central role of innovation ecosystems, governance mechanisms, and relational dynamic capabilities in shaping collaboration performance and strategic ambidexterity.

First, the results show the structural role of governance mechanisms in coordinating collaborative innovation activities. studies of technology alliances show that governance mechanisms play an important role in collaboration performance under technological uncertainty. The results from the studies of platform ecosystems show that the governance strategies play a significant role in the participation of complementors.

Second, the empirical studies suggest that relational dynamic capabilities are the key mechanism through which governance structures impact collaborative innovation outcomes. Such relational dynamic capabilities facilitate the ecosystem members to build trust, combine dispersed knowledge, and engage in learning that underpins collaborative innovation activities.

Third, the literature emphasizes the significance of the interrelationship between governance structures and relational dynamic capabilities in the context of collaboration performance outcomes within innovation ecosystems. The empirical literature indicates that the interaction between governance structures and relational dynamic capabilities generates collaboration performance outcomes. However, the empirical literature indicates that collaboration performance outcomes vary significantly across innovation ecosystems. Regional innovation ecosystems have also been shown to influence economic and innovation performance through networked collaboration structures [13-14].

Empirical literature shows that innovation ecosystems achieve better collaboration performance outcomes when the interrelationship between governance structures and relational dynamic capabilities is favorable. When the governance structures provide stability in the context of coordination, the actors within the innovation ecosystem are better positioned to balance exploratory innovation behaviors with exploitative innovation behaviors. Empirical studies further show that ecosystem connectivity and external support mechanisms positively influence collaborative innovation performance.

The broader empirical literature also supports the salience of ecosystem governance, knowledge integration, and regional innovation for collaborative innovation outcomes. The above literature suggests that the performance of an ecosystem is driven not only by structural elements of governance but also by the integration of knowledge resources as well as connectivity among different players in an ecosystem. Recent studies on empirical research also suggest that well-developed innovation ecosystems drive sustainable innovation outcomes for regional competitiveness.

Overall, the empirical findings support the conceptual framework proposed in this study. Governance mechanisms create the structural conditions for collaboration, relational dynamic capabilities translate these structures into adaptive coordination processes, and their interaction ultimately determines collaboration performance within IOE.

This study offers an integrated perspective on strategic ambidexterity in the innovation ecosystem. The empirical results of the analysis of 43 studies reveal that ambidexterity should not be seen as a firm-

level capability, but rather as a result of interactions between diverse actors in the innovation ecosystem. Thus, the unit of analysis moves from the firm to the innovation ecosystem, with the former being significantly affected by the latter in terms of governance structures and processes.

The role of governance structures is that of facilitators of collaboration in an innovation ecosystem. Specifically, hybrid governance structures that combine contractual and relational coordination facilitate an environment for interaction. These structures reduce uncertainty, facilitate knowledge sharing, and improve coordination.

Relational dynamic capabilities were found to be essential in realizing organizational performance through governance structures. The ability to foster trust, knowledge sharing, and collaboration is essential in unlocking organizational potential through shared resources. Without this, governance structures alone cannot facilitate innovation outcomes [15].

Collaboration performance is a function of both governance structures and relational capabilities. While having robust governance structures without sufficient relational capabilities results in low collaboration performance, having both is essential in facilitating knowledge recombination, co-value creation, and ultimately innovation performance.

On the basis of the synthesis of the reviewed empirical research, a conceptual model of strategic ambidexterity in the innovation ecosystem was developed (Figure 1). The model describes the process in which governance and relational dynamic capabilities interact and impact the effectiveness of collaboration in the innovation ecosystem. Governance provides the structural basis for effective coordination, and relational dynamic capabilities enable adaptive interaction among the participants in the innovation ecosystem. The alignment of these two factors is critical in determining the effectiveness of ambidextrous innovation in the ecosystem.

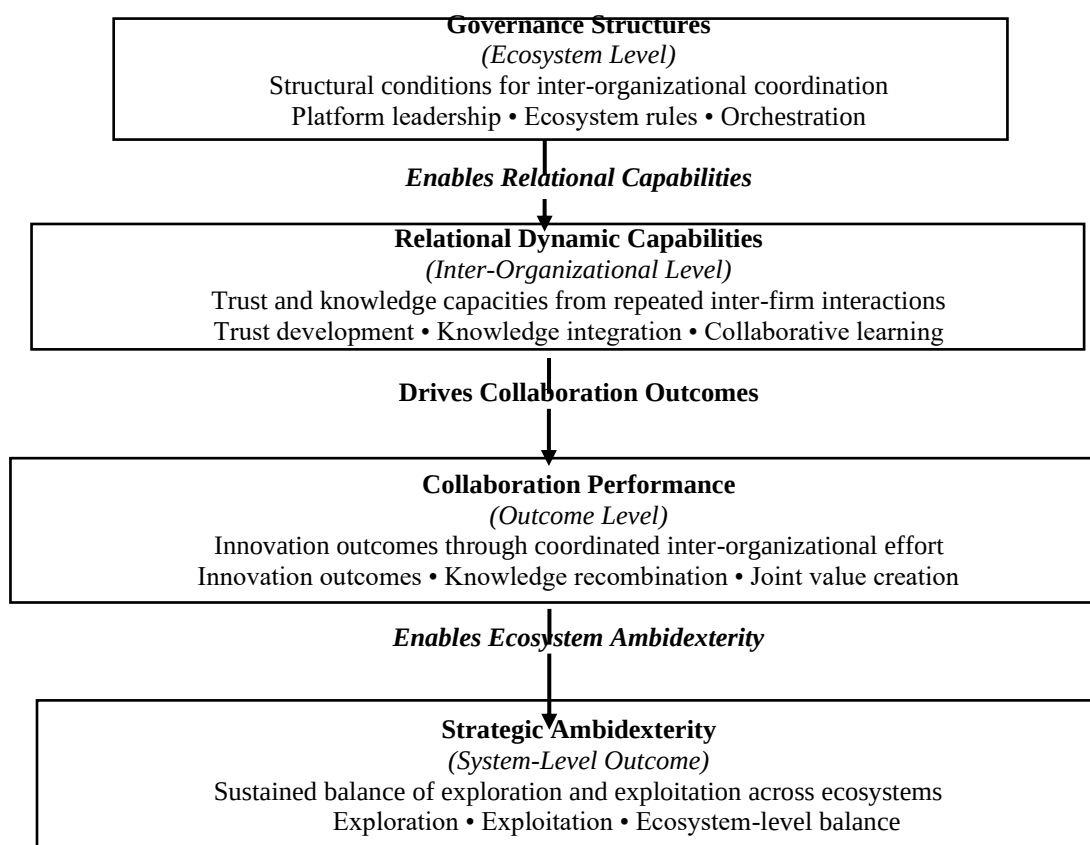


Figure –1. **Conceptual framework of strategic ambidexterity in innovation ecosystems**

**compiled by the authors based on sources [1, 9, 10]*

From a theoretical point of view, the study offers a reconceptualized view of strategic ambidexterity as a system-level coordination capability, rather than a trade-off at the firm level, as it is commonly understood in the existing body of knowledge. The study draws on the theories of ecosystems, governance, and dynamic capabilities in an integrated way.

The study's findings are particularly relevant to the innovation ecosystem in Kazakhstan, as the country continues to build its innovation system, including the importance of improving the level of coordination in the country's universities, industry, and government sectors. There are also opportunities for improving the level of cooperation through hybrid forms of governance, particularly in the form of digital platforms, as well as for the universities to move beyond mere observer status in the innovation ecosystem to active players in the field, as well as opportunities for SMEs in the country to benefit from the level of access to external knowledge that the innovation ecosystem has to offer.

Ultimately, the study suggests that the alignment of the structure of governance with relational dynamic capabilities has the potential to build the effectiveness and competitiveness of the innovation ecosystem in Kazakhstan.

To recap, strategic ambidexterity as an approach needs to be understood as an outcome at the ecosystem level, rather than an organizational-level approach, as it is commonly understood in the existing body of knowledge, as an approach that is instrumental in improving the performance of the innovation system in an environment that is becoming ever more complex and interconnected.

Conclusion. This study aims to examine strategic ambidexterity in the context of inter-organizational innovation ecosystems through a systematic review of existing literature from 43 empirical studies between 2021 and 2025. The findings suggest that ambidexterity is the result of the interaction between actors in the ecosystem and not the result of any one actor or organization. Governance mechanisms specify the conditions under which coordination occurs, and relational dynamic capabilities enable knowledge integration and collaborative learning.

The study highlighted the importance of improving coordination between universities, the industry, and the government within the context of the developing innovation system in Kazakhstan. Furthermore, the development of digital infrastructure is likely to improve the performance of the ecosystem.

In addition, the study contributes to the literature by developing a conceptual framework of strategic ambidexterity in innovation ecosystems, which illustrates the interaction between governance mechanisms and relational dynamic capabilities in shaping collaboration performance at the ecosystem level.

The limitations of the study are the reliance on recent literature indexed in Scopus and Web of Science databases and the reliance on the qualitative synthesis method. Future studies could also consider the dynamics of ambidexterity over time and across countries to provide a more comprehensive understanding.

In conclusion, the study presents ambidexterity as the system-level coordination capability that emerges from the integration of governance mechanisms and relational dynamic capabilities. This concept presents theoretical and practical implications for the management of innovation in increasingly complex and interconnected environments.

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КОЛЛАБОРАТИВТІ ИННОВАЦИЯЛЫҚ ЭКОЖҮЙЕЛЕРДЕГІ СТРАТЕГИЯЛЫҚ АМБИДЕКСТРИЯ: ӘДЕБИЕТТЕРГЕ ЖҮЙЕЛІ ШОЛУ

Аңдатпа

Амбидекстрия тұжырымдамасы дәстүрлі түрде жеке ұйым деңгейінде қарастырылып келді. Алайда технологиялық өзара тәуелділіктің күшеюіне байланысты инновациялық үдерістер барған сайын ұйымаралық экожүйелерге ауысуда, мұнда құндылық көптеген қатысушылардың өзара әрекеттесуі арқылы бірлесіп қалыптасады. Осы мәселеге деген қызығушылықтың артуына қарамастан, қолданыстағы зерттеулер әлі де жүйеленбеген күйде қалып отыр, әсіресе басқару тетіктері, реляциялық қабілеттер және инновациялық нәтижелерді бағалау тұрғысынан.

Осы зерттеудің мақсаты - инновациялық экожүйелердегі стратегиялық амбидекстрияға қатысты заманауи эмпирикалық зерттеулерді жинақтап, оның экожүйе деңгейінде қалыптасу тетіктерін анықтау. Эмпирикалық база ретінде 2021–2025 жылдар аралығында жарияланған және Scopus пен Web of Science деректер базаларында индекстелген 43 рецензияланған мақала пайдаланылды. Зерттеудің әдіснамалық негізін PRISMA хаттамасын қолдана отырып жүргізілген теориялық бағыттағы жүйелі әдеби шолу, сондай-ақ тетіктерді сапалық талдау құрады.

Алынған нәтижелер ең жоғары тиімділікті келісімшарттық және реляциялық үйлестіру нысандарын үйлестіретін гибриді басқару тетіктері қамтамасыз ететінін көрсетті. Амбидекстриялық инновациялардың дамуына сенім қалыптастыру, білімді интеграциялау және бірлескен оқыту сияқты реляциялық динамикалық қабілеттер шешуші рөл атқарады. Сонымен қатар, басқару тетіктері мен реляциялық қабілеттер арасындағы үйлесімділік экожүйе деңгейіндегі инновациялық қызметтің нәтижелілігіне тікелей әсер ететіні анықталды.

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СТРАТЕГИЧЕСКАЯ АМБИДЕКСТРИЯ В КОЛЛАБОРАТИВНЫХ ИННОВАЦИОННЫХ ЭКОСИСТЕМАХ: СИСТЕМАТИЧЕСКИЙ ОБЗОР ЛИТЕРАТУРЫ

Аннотация

Концепция амбидекстрии традиционно рассматривалась на уровне отдельной организации, однако с усилением технологической взаимозависимости, инновационные процессы всё чаще смещаются в сторону межорганизационных экосистем, где ценность создаётся совместно за счёт взаимодействия множества участников. Несмотря на растущий интерес к данной проблематике, существующие исследования остаются разрозненными, особенно в части механизмов управления, реляционных способностей и оценки инновационных результатов.

Цель данного исследования - обобщить современные эмпирические работы по стратегической амбидекстрии в инновационных экосистемах и выявить механизмы её формирования на уровне экосистемы. Эмпирическую базу составили 43 рецензируемые статьи, опубликованные в 2021–2025 годах и проиндексированные в базах Scopus и Web of Science. Методологической основой послужил теоретически ориентированный систематический обзор литературы с применением протокола PRISMA, дополненный качественным анализом механизмов.

Полученные результаты показывают, что наибольшую эффективность обеспечивают гибридные механизмы управления, сочетающие контрактные и реляционные формы координации. Ключевую роль в развитии амбидекстричных инноваций играют реляционные динамические способности, такие как формирование доверия, интеграция знаний и совместное обучение. Кроме того, установлено, что согласованность между механизмами управления и реляционными способностями напрямую влияет на результативность инновационной деятельности на уровне экосистемы.