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Knowledge Based Orchestration: Response to The Dynamic Environmental COVID-19 Pandemic

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Abstract

Environmental changes are often identified as conditions of Volatility, Uncertainty, Complexity and Ambiguity (VUCA). The COVID-19 outbreak is a VUCA condition that causes emergencies and disasters for the world. The government and other organizations need to respond quickly and effectively through collaborative interactions. The actors or organizations involved in collaborating absolutely use their resources and capabilities to deal with environmental change, especially the COVID-19 outbreak. Organizations have important resources and capabilities, and need to be combined to create successful performance.

Orchestration is a form of organizational response to the challenges of erratic environmental change, through organizational knowledge-based and collective efforts. Collaborative efforts of organizations to achieve better performance through ordinary capability and dynamic capability. Orchestration is performed through a combination of operating capabilities and dynamic capabilities, which are known as dynamic bundles. Studies to find new gaps are needed to expand dynamic bundles. Resources are an important factor, so orchestration is important regarding capabilities and resources. The combination of knowledge with capabilities is a source of organizational success. Knowledge-based resources, which are specialized knowledge, increase environmental awareness capabilities and are an important factor for performance. This paper aims to explore the role of bundles or resource configurations and capabilities and their contribution to performance outcomes.

This paper proposes a dynamic bundles orchestration that includes operational capabilities and dynamic capabilities as well as resources. In this research, the proposed resources are knowledge resources. Knowledge-based approach is important as a determinant of performance. This paper also contributes to conceptual knowledge in orchestration, or it can be called knowledge-based orchestration. Environmental change and disaster situations encourage knowledge-driven response efforts. Knowledge-based orchestration is expected to encourage organizations that have an impact on accelerating the recovery of the COVID-19 pandemic conditions. The orchestration of resources and capabilities is needed to drive the organization, which contributes to success in dealing with the COVID-19 pandemic.

Keywords:

Orchestration, dynamic bundles, capability, knowledge resources, outcomes.