

Coalition Enabled Change: A Conceptual Extension of Kotter's Change Model from The Indonesia Seaweed Initiative

Tiara Dushinka*, Branindityo Nugroho, John. L. Hutagaol

Institut Perbanas, Indonesia

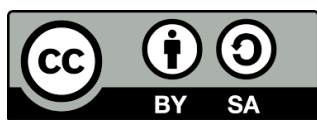
Email: tiara.dushinka27@perbanas.id*, branindityo.nugroho31@perbanas.id

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Abstract

Indonesia's seaweed industry faces fragmented governance, limited access to financing, low farmer incomes, and underutilized cultivation areas, creating significant challenges to its transformation within the national blue economy agenda. This study aimed to reinterpret the role of the guiding coalition in Kotter's change model and develop the concept of Coalition-Enabled Change through an examination of the Indonesia Seaweed Initiative. A conceptual research approach combining theory adaptation and theory building was employed alongside qualitative analysis of two documents: the initiative's memorandum of understanding and APINDO's Sustainable Seaweed Value Chain Proof of Concept. The analysis mapped actor roles, examined dimensions of power, expertise, credibility, and leadership, and synthesized documentary evidence with relevant theoretical perspectives. The findings indicated complementary capacities among coalition members. APINDO contributed industrial mobilization and leadership capabilities; Conservation International and Konservasi Indonesia provided conservation expertise and institutional credibility; and Standard Chartered contributed financial expertise and financing capacity. These complementary configurations suggest that coalitions can facilitate interconnected change processes through shared legitimacy, resource complementarity, distributed leadership, and institutional coordination. The analysis reconceptualizes the guiding coalition as institutional infrastructure that supports ecosystem-level transformation rather than merely as a discrete stage within a linear change process. The study concludes that Coalition-Enabled Change provides a conceptual extension of Kotter's framework for understanding cross-organizational transformation. However, its explanatory value requires further empirical validation through comparative and longitudinal studies examining implementation across diverse coalition structures and institutional contexts.



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INTRODUCTION

The transformation of Indonesia's seaweed industry has become increasingly important within the national blue economy agenda (Albrecht et al., 2025; Permani et al., 2024). With its extensive coastline and favorable ecological conditions, Indonesia possesses substantial potential to strengthen its position in the global seaweed market through its comparative advantages. The market potential for seaweed continues to expand significantly, extending beyond its conventional role as a raw material commodity to applications in the food,

pharmaceutical, and cosmetic industries. At the same time, seaweed is increasingly recognized as a promising biomaterial that could contribute to the development of more sustainable value chains (Food and Agriculture Organization of the United Nations [FAO], 2022, 2024).

Despite this substantial potential, the development of Indonesia's seaweed sector has not generated commensurate economic value for industry participants, particularly coastal communities (Komarek et al., 2023). A range of structural challenges, including economic and institutional constraints, social issues, and fragmented value chain governance, continues to hinder sectoral development (Erwin et al., 2026). These challenges indicate that transforming the seaweed sector requires more than increasing production capacity or attracting investment. Rather, transformation requires an integrated approach that coordinates cross-sectoral capacities to address the complex challenges extending from upstream production to downstream processing and commercialization. Without effective cross-sectoral and multi-actor collaboration, interventions aimed at improving and developing the seaweed industry risk becoming fragmented, thereby limiting the capacity to generate coordinated change throughout the value chain (Allen et al., 2023). A shift in the approach to managing change is therefore required, whereby cross-sector collaboration is understood not merely as a complementary arrangement but as strategic infrastructure capable of coordinating resources, expertise, and institutional capacities in a coherent and sustainable manner.

Within this context, the Indonesia Seaweed Initiative emerged as a collaborative arrangement intended to bring together actors with different capacities and institutional mandates within a common framework for transforming the seaweed sector. The initiative was established by APINDO, Standard Chartered, Conservation International, and Konservasi Indonesia through the signing of a memorandum of understanding in October 2025. It represents collaboration among a business association, a financial institution, and conservation organizations within a shared platform for cooperation. This configuration reflects the recognition that challenges within the seaweed sector cannot be effectively addressed by a single actor or sector. From an institutional perspective, the initiative represents an effort to establish a collaborative architecture capable of integrating resources, knowledge, expertise, and organizational capacities distributed across multiple institutions. Accordingly, the Indonesia Seaweed Initiative can be understood as a cross-sectoral coordination platform designed to support the downstream development of the seaweed industry within Indonesia's broader blue economy agenda.

APINDO's (2025) Sustainable Seaweed Value Chain Proof of Concept identifies five structural gaps affecting the development of Indonesia's seaweed industry: low farmer incomes, limited access to productive financing, low utilization of available cultivation areas, fragmented regulations across sectors, and the dominance of intermediaries within the value chain, which constrains value creation at the producer level. These conditions indicate that improving seaweed governance requires an effective coordination mechanism capable of integrating actors, resources, and policy directions that have previously operated separately. The challenges extend beyond the availability of capital or individual intervention programs to the capacity to mobilize and align collective resources through a coherent collaborative structure that enables stakeholders to work toward shared long-term objectives. Theoretically, Kotter's eight-step change model is one of the most widely applied frameworks for understanding organizational transformation (Harrison et al., 2021). The model conceptualizes

change as a sequence of interconnected stages, beginning with the creation of a sense of urgency and ultimately embedding change within organizational culture (Kotter, 2012). Within this framework, the guiding coalition occupies a central role as the leadership group responsible for building support, establishing the direction of change, and mobilizing organizational actors toward shared objectives. However, the model was primarily developed within the context of individual organizations characterized by relatively clear hierarchical structures, in which senior decision-makers can establish the direction of change, allocate resources, and support implementation through formal accountability mechanisms.

These assumptions may not fully apply when strategic change occurs within a multi-stakeholder context involving multiple organizations with distinct mandates, interests, resources, and sources of legitimacy. In cross-organizational collaboration, no single actor necessarily possesses the formal authority to direct the entire change process. Instead, transformation depends on the capacity of participating actors to develop shared understandings, align diverse interests, mobilize complementary resources, and coordinate collective action. Consequently, the guiding coalition may perform a broader institutional function in ecosystem-level transformation than that originally conceptualized within a single organizational hierarchy.

Much of the literature applying Kotter's model has focused on change within hierarchical organizational settings (Harrison et al., 2021). Consequently, understanding of how the framework operates in transformations involving multiple independent organizations remains comparatively limited. This limitation creates an opportunity to reconsider the role of the guiding coalition in cross-organizational collaboration and to examine whether the concept requires theoretical extension when change occurs at the ecosystem level rather than within a single organization. This research gap indicates a need to further investigate the applicability of Kotter's framework to cross-organizational transformation. Multi-stakeholder collaboration has become increasingly relevant for addressing complex development challenges involving diverse actors, resources, and institutional interests (Higham et al., 2024; Nonet et al., 2022). This context therefore provides an important basis for examining the extent to which the guiding coalition remains applicable when transformation is organized through collaborative mechanisms at the ecosystem level.

Following the conceptual paper approach proposed by Jaakkola (2020), this study employed document analysis as the primary basis for developing its conceptual arguments. The study examined the multi-stakeholder coalition within the Indonesia Seaweed Initiative through the lens of Kotter's eight-step change model (Kotter, 2012). Building on this analysis, the study developed the concept of Coalition-Enabled Change to explain how a coalition can function not merely as one stage within a change process but as institutional infrastructure that supports coordination, alignment, resource mobilization, and the sustainability of transformation across organizational boundaries. By integrating perspectives on organizational change and cross-sectoral collaboration, this study seeks to extend understanding of how transformation capacity can be developed and sustained within complex ecosystems involving multiple actors, institutional mandates, and interests.

METHOD

This study employed a conceptual research design based on document analysis because its primary objective was to develop conceptual arguments concerning the role of multi-stakeholder coalitions in sectoral transformation, using the Indonesia Seaweed Initiative as the analytical context. Because the initiative was still at an early stage of development, the analysis focused on the coalition's institutional design, collaborative architecture, and configuration of change capacities reflected in the available documents.

Following the conceptual research framework proposed by Jaakkola (2020), the study combined theory adaptation and theory building. Theory adaptation was used to reconsider the function of the guiding coalition within Kotter's (2012) eight-step change model in the context of transformation involving multiple organizations and institutional interests. Theory building was subsequently employed to develop the concept of Coalition-Enabled Change by integrating perspectives from organizational change, multi-stakeholder partnerships, the Resource-Based View (RBV) (Barney, 1991), dynamic capabilities (Teece et al., 1997), and sustainability transitions (Loorbach et al., 2017).

The analysis drew on two primary documents related to the collaborative design and transformation objectives of the Indonesia Seaweed Initiative. The first was the Indonesia Seaweed Initiative Memorandum of Understanding (APINDO et al., 2025), which documented the collaboration structure and roles of participating actors. The second was APINDO's (2025) Sustainable Seaweed Value Chain Proof of Concept, which identified industry-level challenges and proposed transformation strategies. These documents were selected because they represented both the institutional configuration of the multi-stakeholder coalition and the strategic requirements for transforming Indonesia's seaweed industry. Access to the documents was facilitated by one author's involvement in the Indonesia Seaweed Initiative ecosystem, which also provided contextual understanding for document interpretation.

Data analysis was conducted in three stages. First, the analysis identified the collaborative configuration, actor roles, and patterns of relationships within the Indonesia Seaweed Initiative. Second, the complementarity of coalition members was examined using four dimensions derived from Kotter (2012): power, expertise, credibility, and leadership. Third, the documentary findings were synthesized with relevant theoretical perspectives to develop the conceptual framework. Actor capacities and complementarities were analyzed qualitatively through document interpretation rather than quantitative measurement because the Indonesia Seaweed Initiative remained at an early stage of operationalization following the signing of the memorandum of understanding in October 2025.

Methodological rigor was maintained by establishing consistency among the theoretical framework, analytical procedures, and documentary sources. Theoretical grounding was supported by established perspectives from Barney (1991), Freeman (1984), and Kotter (2012), while procedural rigor was strengthened through systematic and consistent document analysis. Interpretive credibility was further supported by comparing evidence across the two primary documents and examining its consistency with the theoretical frameworks employed.

Several methodological limitations should be acknowledged. The analysis was based on a limited number of primary documents, and the assessment of coalition configurations was inherently interpretive. In addition, one author's involvement in the ecosystem under investigation provided valuable contextual access but also introduced the possibility of

researcher positionality influencing interpretation. To mitigate this limitation, interpretations were systematically grounded in the documentary evidence and evaluated against external theoretical frameworks rather than relying solely on insider knowledge. Triangulation between the Memorandum of Understanding, the Proof of Concept, and the relevant theoretical literature was also employed to strengthen interpretive credibility and reduce dependence on any single documentary source.

RESULTS AND DISCUSSION

Overview of the Indonesian Seaweed Initiative Multistakeholder Coalition

The initial stage of development and operationalization of the Indonesia Seaweed Initiative is through the collaboration of four main actors, namely APINDO, Konservasi Indonesia, Conservation International, and Standard Chartered. Each actor carries a different but complementary role in aspects of industry mobilization, conservation, financing, and sustainability legitimacy. This early-stage coalition emerged in response to the fact that there is a structural gap in the seaweed industry identified in APINDO's (2025) Proof of Concept. These gaps include low farmers' incomes, limited access to financing, suboptimal use of cultivated land, regulatory fragmentation, and the dominance of intermediaries in the value chain.

The involvement of each actor demonstrates the pooling of resources to respond to systemic barriers in the seaweed industry. APINDO as a business sector organization represents the perspective of industry and the real sector, Conservation International and Konservasi Indonesia have technical capacity related to sustainable cultivation practices, while Standard Chartered contributes through inclusive financing support. The aforementioned configuration shows that the coalition serves not only as a coordination mechanism between organizations, but also as a driver of change that connects economic goals and ecological sustainability.

These five structural gaps form a sense of urgency that encourages the need for complementarity of resources between actors. The coalition is then no longer relevant to be understood as the initial stage of change as in the linear model of organizational change because it shifts to have a strategic position as an institutional infrastructure that allows the change process to take place simultaneously and adaptively. Based on this, Kotter's (2012) eight-step model of change actually expands as a process that is reinforced by the existence of multi-stakeholder coalitions, as shown in Figure 1 below. The division of roles according to the capabilities of each actor in the coalition also indicates that there is an alignment of interests between actors to reach the agreement outlined in the MoU.

The structure of the coalition also shows the existence of a division of domain between actors at the beginning of the formation according to consensus.

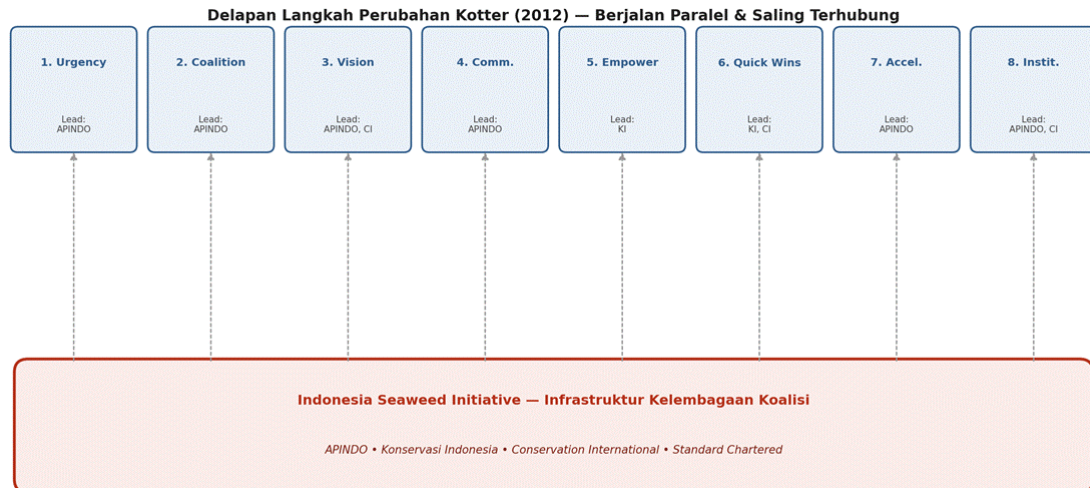


Figure 1. Coalition Enabled Change Framework in ISI

Source: Author's analysis based on Kotter (2012), APINDO et al. (2025), and APINDO (2025)

Figure 2 shows the difference between Kotter's (2012) model and the concept of Coalition-Enabled Change proposed in the study author. In Kotter's model, the change process takes place linearly in a single organization with centralized leadership. In contrast, Coalition-Enabled Change views change as a process that takes place simultaneously through the contributions of various actors in their capacity, with multistakeholder coalitions as the institutional infrastructure that supports the coherence of the process. Figure 5 complements this analysis by describing the initial configuration of the Indonesia Seaweed Initiative network, including formal coordination patterns, operational collaboration, and exchange of knowledge between actors.

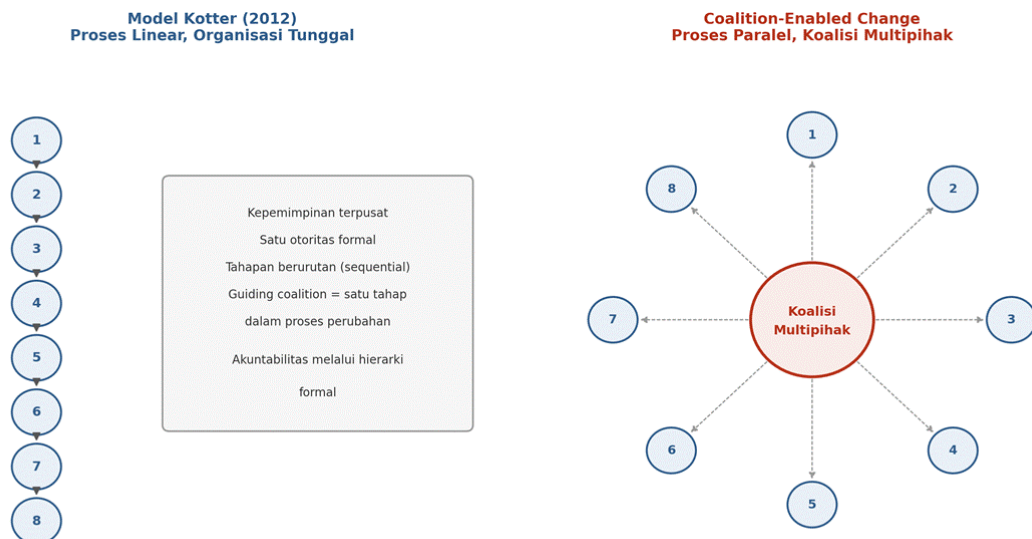


Figure 2. Comparison of the Original Kotter and Coalition Enabled Change Models

Source: Adaptation of Kotter (2012), author's analysis

Diagram Jaringan Aktor Indonesia Seaweed Initiative

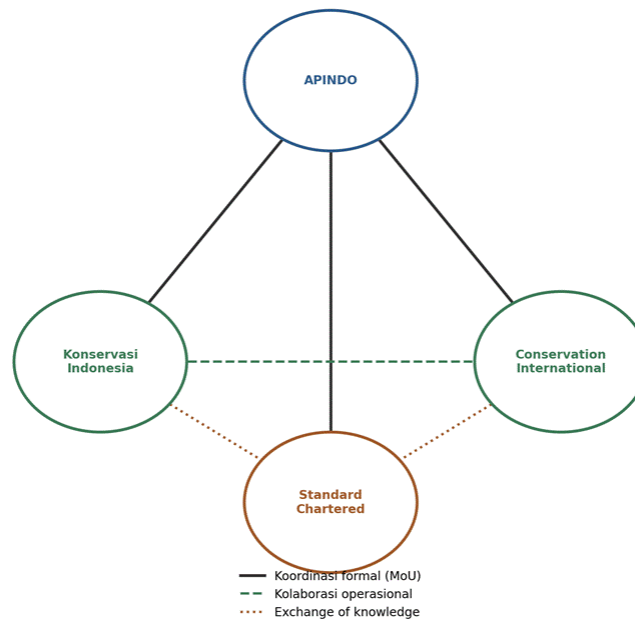


Figure 3. Diagram of the Indonesian Seaweed Initiative Actor Network

Source: Author's analysis based on APINDO et al. (2025), APINDO (2025), Kotter (2012)

Map of the Role of the ISI Coalition in Kotter's Eight Steps

An analysis of the MoU (APINDO et al., 2025) and the Proof of Concept (APINDO, 2025) shows that the contribution of actors in the eight steps of change Kotter (2012) is not evenly distributed. Based on the role design listed in the MOU document as a collaboration agreement, APINDO has a dominant role in orchestrating the coalition with an organizational reach capacity of 34 company members ranging from small to large scale in 34 provinces. The mobilization capacity of the APINDO business sector is crucial in building urgency, formulating visions, connecting stakeholders, and encouraging policy replication and institutionalization processes (Table 2). This pattern shows that leadership in the coalition is dynamic and follows the capacity of each actor (West & Olk, 2023). In the empowerment and creation of quick wins, the leadership role is more supported by Konservasi Indonesia and Conservation International through closeness to the farmer community and technical capacity in the implementation of sustainable practices. Meanwhile, Standard Chartered has the capacity regarding funding.

Table 1. Map of the Role of the ISI Coalition in Kotter's Eight Steps

Kotter's Step	APINDO	KI	CI	SCI	Lead
Urgency	Industry and market data	Ecological data	Blue carbon	ESG finance case	APINDO
Coalition	Initiator	Community legitimacy	Global network	Financing structure	APINDO
Vision	Industry roadmap	Ecological vision	Carbon target	Investment targets	APINDO, CI
Communication	National corporations	Farmer	Forum global	Investor ESG	APINDO
Empowerment	Plasma core model	GAP training	MRV	Blended finance	KI
Quick Wins	Industrial pilot	Social impact	Carbon validation	Financial ROI	KI, CI
Acceleration	Region replication	Standarisasi	Portfolio carbon	Scale up modal	APINDO
Institutionalization	National regulations	ESG integration	Standard certification	Regulated finance	APINDO, CI

Source: APINDO et al. (2025), APINDO (2025), Kotter (2012)

Coalition Power Matrix: Capacity Distribution Based on Kotter Dimensions

The analysis of coalition capacity was carried out on the four dimensions of the guiding coalition Kotter (2012), namely power, expertise, credibility, and leadership. The mapping in Table 2 shows that the capacity is not concentrated in a single actor, but is distributed in a complementary manner among coalition members.

Table 2. ISI Coalition Strength Matrix (Qualitative Category)

Dimensions	APINDO	Konservasi Indonesia	Conservation International	Standard Chartered
Power	Dominant	Supporters	Supporters	Medium
Expertise	Medium	Dominant	Dominant	Medium
Credibility	Medium	Dominant	Dominant	Medium
Leadership	Dominant	Supporters	Supporters	Supporters

Source: Kotter (2012), Battilana & Casciaro (2013), APINDO et al. (2025). Categorization is document-based, not instrumental measurements.

The categories in Table 2 are defined interpretively based on the roles of the actors listed in the MoU and Proof of Concept, not through quantitative measurements or surveys. Numerical scores are not used to avoid precision assumptions that do not match the characteristics of the qualitative data. The categories "Dominant", "Medium", and "Supportive" are used to describe the relative contribution level of each actor in the four dimensions of the coalition's capacity.

The categorization carried out refers to the interpretation of documents by authors who have direct involvement in the formation of coalitions, so that the potential for interpretive bias remains a limitation of the research. Therefore, the matrix is positioned as an analytical tool to map the distribution of inter-sectoral capacity, rather than as a precise quantitative measurement.

Figure 4 illustrates the distribution of the capacity of the four actors based on the dimensions of change Kotter (2012) using qualitative categories, rather than numerical scores, to ensure conformity with the available data characters. The configuration of actors in the

Indonesia Seaweed Initiative indicates characteristics that are close to the concept of a minimum sufficient coalition. That is, the minimum number of coalitions that together have a combination of key resources needed according to the operationalization character of the initiative. For example, to formulate a change agenda, mobilize collective action across sectors and advocate for relevant institutions, partners, and policymakers. This is because each actor has different capacities but complements each other in the dimensions of power, expertise, credibility, and leadership.

This interpretation is based on document mapping and still requires empirical validation through field studies. These findings are in line with Liu et al. (2023), who emphasize that complementary resources leveraged through relational capital improve alliance performance. However, the proposition of a non-redundant coalition configuration still requires broader empirical testing and validation through a follow-up research agenda.

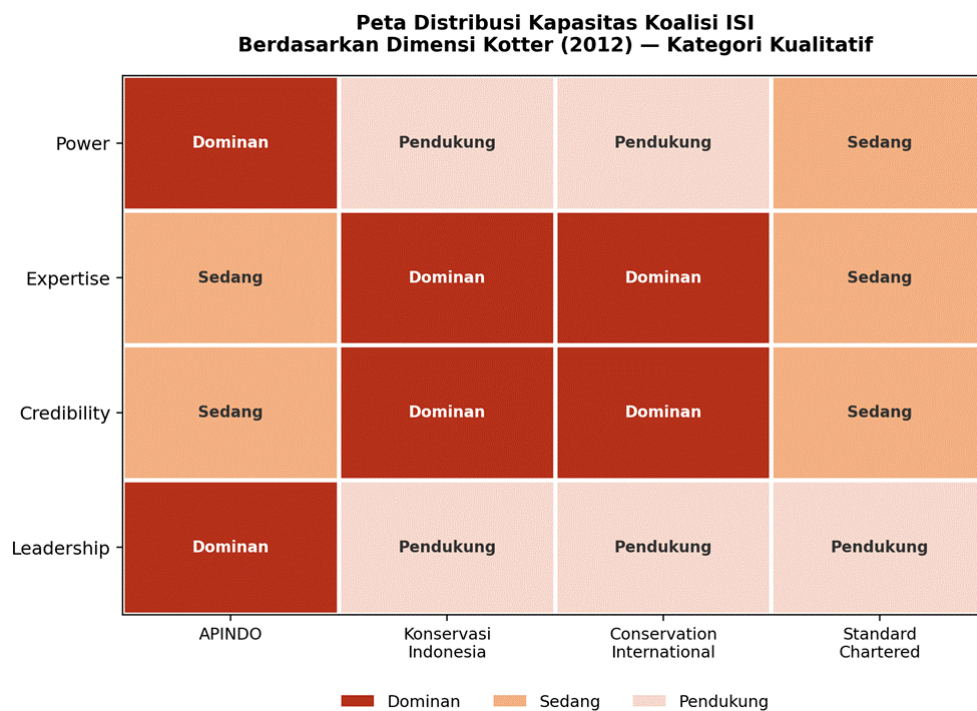


Figure 4. ISI Coalition Capacity Distribution Map Based on Kotter Dimensions
Source: Kotter (2012), Battilana & Casciaro (2013), APINDO et al. (2025)

Proof of Concept Suitability to Coalition Needs

Table 4 illustrates the linkages between the structural issues identified in the Proof of Concept (APINDO, 2025), the need for collaboration, and the role of actors in Kotter's (2012) change step. Mapping shows that each issue requires a combination of cross-actor capacities, so problem-solving cannot depend on one organization alone. This pattern indicates that the design of the Indonesia Seaweed Initiative coalition is a response to the complexity of the seaweed industry's challenges.

Table 3. Proof of Concept Mapping to Collaboration Needs

PoC Issues	Collaboration Needs	Key Actors	Kotter's Step
Low farmers' incomes	Industrial, social, and financial interventions	APINDO, KI, SCI	1
Low land utilization	Technology, financing, and validation	APINDO, KI, CI, SCI	5
Limited access to financing	Risk, de risking, and legitimacy data	KI, CI, SCI	6
Regulatory fragmentation	Standardization, legitimacy, and financial support	APINDO, CI, SCI	8

Source: APINDO (2025)

Repositioning the Coalition: from Stages to Infrastructure of Change

Previous findings show that the application of the Kotter (2012) model in the context of the Indonesia Seaweed Initiative does not follow a linear pattern like the initial design of the model. The eight steps of change are functionally distributed among various actors according to their respective capacities and mandates. In this context, multistakeholder coalitions do not simply function as a forum for collaboration, but rather act as an institutional mechanism that orchestrates the process of change (Wanner & Miljand, 2025). This convergence of roles strengthens the coalition's position as a crucial infrastructure of change in supporting the sustainable transformation of the seaweed sector.

By positioning the coalition as an infrastructure for change, the Indonesia Seaweed Initiative can contribute to the implementation gap of structural challenges, as it does not rely on a change model that is based on a single authority. Because in transformation, synergy is needed between actors with complementary capacities so as to allow a more adaptive response to the dynamics of implementation

The repositioning of Kotter's model certainly carries methodological implications in the interpretation of the change model in a multistakeholder context. Success cannot be seen from the extent to which the eight steps become a sequential mechanism, but to see the extent to which the coalition maintains the coherence of the direction of change in the midst of a parallel process. Moreover, the process is carried out by each actor with different implementation, timing and rhythm of implementation. The effectiveness of coalitions cannot be measured by adherence to a rigid sequence of stages, but by the capacity of the organization to manage alignment between actors. Including the capacity to synchronize work agendas in the midst of complex ecosystem challenges. The findings increasingly show that the coalition cannot take place as a meeting and communication agenda. The coalition will increasingly show the characteristics of its own cooperation model with rhythms, tensions and settlement mechanisms that are in accordance with the characteristics and capacity of the organization.

Conceptual Definitions and Theoretical Propositions

These empirical findings underscore three crucial theoretical implications. First, the eight-stage changes of Kotter (2012) in a multistakeholder ecosystem depend on the orchestration of cross-actor contributions. The absence of one of the capacity elements can create functional gaps that hinder the transformation process. Second, the institutional configurations within the Indonesia Seaweed Initiative imply that coalition resilience does not rely on uniformity, but on patterns of interdependence. Why? Because each party has a specialization in each party's role.

Third, and most essential to this research argument, is that multi-stakeholder coalitions should not be reduced to mere coordination forums or forums for communication and coordination. The coalition needs to be seen as an institutional mechanism that actively facilitates and supports each phase of structural change.

Thus, Coalition-Enabled Change is defined as an ecosystem transformation mechanism in which the guiding coalition is no longer positioned as a stage in the change process, but rather as an institutional infrastructure that allows the integration of change steps. Through this coalition, cross-actor coordination, collective legitimacy, complementary resource mobilization, and policy institutionalization take place simultaneously through a network of interaction between parties.

Table 5 summarizes the four theoretical propositions put forward to explain the dynamics of the multi-stakeholder coalition. Although these findings provide a basis for a rereading of Kotter's linear change model, this theoretical validity certainly still requires further testing through a more comprehensive scope of empirical data.

Table 4. Theoretical Propositions

No.	Theoretical Propositions	Theoretical Basis	Key Variables
P1	Higher competency diversity in guiding coalitions correlates with faster adoption of change at the farmer level.	Kotter (2012); Battilana & Casciaro (2013)	IV: Diversity of competencies; DV: Adoption rate
P2	In a multi-stakeholder partnership based on a memorandum of understanding that is not legally binding, institutional trust becomes the main controlling mechanism in the initial phase.	Pattberg & Widerberg (2016)	IV: Non-binding duration; DV: Cohesion of collaboration
P3	In the context of industrial transformation that requires cross-sector coordination, business associations have the potential to act as more adaptive orchestrators than mechanisms that rely on government bureaucracy.	Freeman (1984); Loorbach et al. (2017)	IV: Lead actor type; DV: Speed of implementation
P4	The influence of guiding coalitions on transformation effectiveness increases non-linearly as complexity increases across domains.	Kotter (2012); Barney (1991)	IV: Domain complexity; DV: Transformation effectiveness

Source: Authors' analysis based on Kotter (2012), Battilana & Casciaro (2013), Pattberg & Widerberg (2016), Loorbach et al. (2017), Freeman (1984), and Barney (1991)

Model Formalization: The Four Elements of Coalition Enabled Change

The conceptual definition in the previous chapter is still narrative. As the main contribution of this research, the concept of Coalition-Enabled Change needs to be formalized so that it can be tested in the context of other coalitions. As an institutional infrastructure that drives cross-sectoral transformation, this concept places multi-stakeholder coalitions as the motor of cross-organizational transformation through four main pillars, namely: collective legitimacy, cross-actor coordination, complementary resource mobilization and policy institutionalization

Based on the analysis in the preceding subsections, this mechanism is built on four interrelated elements.

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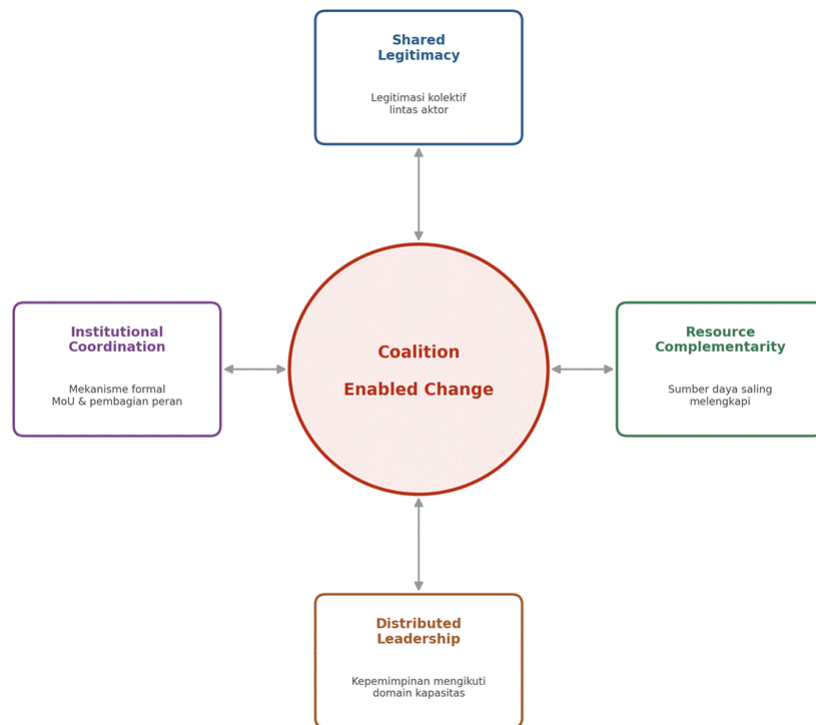


Figure 5. The Four Elements of Coalition Enabled Change

Source: Author's analysis

Table 5. The Four Elements of Coalition Enabled Change

Elements	Operational Definition	Indications in the Case of ISI
Shared legitimacy	Collective legitimacy is built together by all coalition actors, not relying on the authority of one dominant actor.	The signing of the MoU by the four actors at once; APINDO brings industry legitimacy, KI and CI bring conservation legitimacy, SCI brings financial legitimacy.
Resource complementarity	Resources and capacity between actors complement each other, not overlap or redundant.	Capacity distribution in Table 3: each actor is dominant in different dimensions (power, expertise, credibility).
Distributed leadership	Leadership moves following the most relevant capacity domain at a given stage, rather than being centralized on one actor throughout the process.	The shift in leads from APINDO to KI and CI at the empowerment and quick wins stages (Table 2).
Institutional coordination	Formal mechanisms (memorandums of understanding, written division of roles) that maintain coherence in the direction of change across actors.	The role structure in the ISI MoU and the mapping of Kotter's eight-step steps in Table 2.

Source: Author's analysis based on APINDO et al. (2025), APINDO (2025), Kotter (2012)

The four elements are complementary, so weaknesses in one element can affect the effectiveness of the other. Without institutional coordination, resource complementarity risks reducing collaboration to just a momentary project that can stop at any time. On the other hand, coordination without collective legitimacy is prone to triggering resistance due to the

perception of dominance of certain actors. This formula is an initial conceptual foundation that certainly still requires in-depth testing on the broader framework of coalitions.

Implications for Coalition-Based Transformation Design

The study conducted has implications for the design of industrial transformation based on multi-stakeholder coalition. Although developed from the context of Indonesia's seaweed industry, the Coalition-Enabled Change framework can be used as an analytical perspective to understand the transformation in ecosystems with diverse actors. The effectiveness of coalition-based transformation design does not depend on the number of actors, but on the ability to combine complementary capacities to address functional gaps (Liu et al., 2023). In this context, the government needs to play a role as both a regulatory facilitator and an enabler facilitator, while business associations have the potential to carry out cross-sector orchestration functions and mobilize industries. Initial artifacts such as memorandums of understanding can indeed provide collaboration flexibility, but it needs to be followed by strengthening governance and division of roles so that coalitions do not depend on one dominant actor as a form of risk mitigation.

CONCLUSION

Seaweed downstream development forms part of Indonesia's national blue economy agenda; however, research on the institutional mechanisms underpinning multi-stakeholder collaboration in this sector remains limited.

Based on the analysis of the Indonesia Seaweed Initiative Memorandum of Understanding (MoU) and Proof of Concept, three main findings emerged. First, ecosystem-level transformation requires complementary capacities from different actors across multiple stages of change, suggesting that the transformation process cannot depend entirely on a single organization. Second, the configuration of the Indonesia Seaweed Initiative (ISI) coalition demonstrated a pattern of cross-sectoral capacity complementarity. APINDO contributed strongly to the dimensions of power and leadership; Conservation International and Konservasi Indonesia contributed expertise and credibility; and Standard Chartered contributed financial expertise and capacity for resource mobilization. These findings suggest a set of potentially important characteristics of an effective coalition, although further empirical validation is required. Third, the multi-stakeholder configuration within ISI suggests that the guiding coalition can be conceptualized not merely as an early stage of the change process but as institutional infrastructure that supports the integration and coordination of multiple dimensions of ecosystem-level transformation requiring sustained collaboration among stakeholders.

Based on these findings, this study proposes Coalition-Enabled Change as a conceptual extension of Kotter's change model that reconceptualizes the coalition as an institutional mechanism for cross-organizational transformation. Within this perspective, coalitions can facilitate coordination, legitimacy building, resource mobilization, and the institutionalization of change across organizational boundaries. This reconceptualization constitutes the primary theoretical contribution of the study by repositioning the guiding coalition from a discrete component within an organizational change process to institutional infrastructure that supports ecosystem-level transformation.

The study extends the discussion at the intersection of change management, multi-stakeholder partnerships, and the Resource-Based View (RBV) by suggesting that transformation capacity depends not only on the resources and capabilities of individual actors but also on how complementary capacities are configured and mobilized within a coalition. Nevertheless, the study has several limitations. The analysis was based on only two primary documents and therefore did not capture the empirical implementation of the initiative over time. Furthermore, the involvement of one author in the ecosystem under investigation may have introduced potential interpretive bias, although interpretations were systematically grounded in documentary evidence and external theoretical frameworks to mitigate this risk. Future research should empirically examine Coalition-Enabled Change through comparative and longitudinal studies of diverse multi-stakeholder coalitions to assess its explanatory value, boundary conditions, and applicability across different institutional and sectoral contexts.

From a practical perspective, the findings have implications for business organizations, conservation organizations, financial institutions, and other actors involved in designing coalition-based transformation initiatives. The Coalition-Enabled Change framework may provide a starting point for mapping actor capacities, identifying complementary resources, and determining coordination requirements before establishing multi-stakeholder collaborative arrangements to address complex structural challenges within an industry or ecosystem.

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