



## STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

### FALL 2023 NEWSLETTER

#### Inside this Issue

Introducing your program team	2
AOM 2024: Call for Proposals and PDW Submissions	3-4
Sponsorship Opportunities	5
AOM 2024: Impression and Reflections	6-9
Thank you to outgoing Chair	10
SAP Community-building activities	11-13
Recent publications	14
Reflections on SAP Community Day 2023	15-16
Call for proposals SMS 2024	17
SAP @ EURAM	18-19
SAP @ EGOS	20-26
Impressum	27

Dear SAP Friends,

I am delighted to present you the Fall 2023 SAP Newsletter, where we continue to celebrate the achievements, events, and collaborations that define our vibrant community.

**Looking ahead**, we are thrilled to introduce the AOM SAP Program Team 2024 and have already shifted our focus toward planning and coordinating our IG's program for the **AOM 2024 in Chicago**. We invite you contribute to our program by submitting your papers, PDWs, and symposium proposals for the upcoming annual meeting. You will find the preliminary calls for submissions starting on p. 3.

Our gratitude goes out to everyone who contributed to and participated in the exciting SAP activities at the **AOM 2023 in Boston**, making it a remarkable community experience. In this newsletter, you will discover impressions from this year's conference activities (p. 6), reflections on our successful **SAP Doctoral & Early Career Program** (on p. 7), as well as a celebration of **our award winners** (on p. 8) and **sponsors** (p. 9). Additionally, we extend our heartfelt thanks to our Outgoing Chair, **Leonhard Dobusch**, for his dedicated work for the community (p. 10)!

Looking ahead, we are thrilled to share several exciting updates concerning our community. We **invite junior scholars to provide us with feedback** on our community-building activities and ask how we can best support you in mastering your most significant challenges (p. 11). We are also excited to announce the schedule for the new **Reading Club sessions** (p. 12) and the relaunch of the **Open Strategy Network** (p. 13). This issue also features a recent **SAP publication** that may pique your interest (p. 14).

**As a glimpse into upcoming SAP activities in 2024**, this newsletter also provides a compilation of announcements relevant for the SAP community. Please find attached calls for proposals for the SAP-related tracks at the **SMS 2024** (p. 17), **EURAM 2024** (from p. 18) and calls for papers from SAP-related sub-themes at **EGOS 2024** in Milan (beginning on p. 20).

Thanks to all who contributed to this newsletter! If you wish to contribute to our future newsletter, please do not hesitate to reach out.

Warm regards,  
Lorenzo Skade,  
SAP Membership Chair  
([skade@europa-uni.de](mailto:skade@europa-uni.de))

# INTRODUCING YOUR PROGRAM TEAM 2024



**Chair:** Eric Knight



**Chair-Elect:** Fleur Deken



**Program Chair:** Mathias Wenzel



**PDW Chair:** Krista Pettit

# SAP IG PROGRAM AT AOM 2024: CALL FOR SUBMISSIONS

Matthias Wenzel, Program Chair 2024

PRELIMINARY

The Strategizing Activities and Practices (SAP) Interest Group invites intellectually bold and stimulating research for submission to the 84th Annual Meeting of the Academy of Management taking place on 9-13 August 2024 in Chicago, IL. Over the past few years, the SAP Interest Group has established an inclusive and diverse community that sheds light on practices and activities in organizations and beyond, as well as their consequentiality. The community is very both at the conference and throughout the year.

The theme of AOM 2024 is “Innovating for the Future: Policy, Purpose, and Organizations” and aims to explore “the organization of the future” in times of experienced unrest, inequality, crises, and volatility. This theme invites fresh perspectives that allow us to rethink and challenge conventional ways of organizing and managing. The theoretical underpinnings of SAP research offer particularly helpful conceptual handles to apply here, such as the various strands of practice theory, tensions and paradoxes, sociomateriality, discourse and communication, temporality, space, and power. SAP research builds on an ontology that puts day-to-day activities and practices center stage. Such research, then, affords to reveal and critique how conventional as well as emerging ways of organizing and managing – such as open organizing and open strategy, algorithmic organizing and strategizing, as well as hackathons and collectives – are “done”, “undone”, and “redone” in practice. Indeed, power dynamics and inequality have been square and central from the early beginnings of SAP research. The thematic stance of AOM 2024 is therefore particularly close to key questions of interest to practice-based management and organization research in general and strategy-related practice research in particular.

We encourage scholars to submit **conceptual work and empirical studies as well as methodological papers** that focus on the specific conference theme, works that address other issues within the general domain of the SAP IG, and those that explore the intersections of the SAP IG with Divisions and Interest Groups such as STR, OMT, ODC, RM, TIM, CTO, ONE, SIM, and MOC. We also warmly invite **paper and panel symposia** that seek to change the conversation on established scholarly approaches and develop new questions and ways of looking at management research and impact from a practice perspective. Keeping the centrality of “Innovating for the Future” in mind, we also encourage submissions that focus on future-making, imaginaries, and utopias/dystopias as well as their role in strategy-making and other organizational processes.

Paper and symposia submissions must be made through the AOM Submission System (opens early December 2023) **by January 9, 2024, at 5 pm ET**. Please carefully review all the submission information and formatting instructions, especially before submitting symposia. The scholarly program takes place from Friday, August 9 in the morning, through Tuesday, August 13 in the afternoon. Submitters are strongly encouraged to discuss potential symposia with Program Chair [Matthias Wenzel](#).

Strong scholarship requires good reviews. Reviewing peers’ works is a fundamental process through which knowledge advances in a community. If you are submitting to the SAP Interest Group, **please also consider reviewing for the IG!**

For more information on Strategizing Activities and Practices, please visit the [SAP Interest Group website](#). Financial support for the conference registration fees and travel related expenses will be provided for a limited number of SAP member-accepted submissions if, due to constraints or circumstances, support to enable conference participation is needed.

# AOM 2024: CALL FOR PDW SUBMISSIONS

Krista Pettit, PDW Chair 2024

PRELIMINARY

The Strategizing Activities and Practices (SAP) Interest Group invites creative and inclusive proposals for the Professional Development Workshops (PDWs) to be held during the 2024 Academy of Management Annual Meeting.

This year's theme of "Innovating for the Future: Policy, Purpose, and Organizations" is particularly relevant for the SAP Interest Group. Both the focus on doing (innovating) and temporality (future) are well-trodden areas for SAP scholars and an opportunity to showcase how embracing a practice approach has the potential to yield new insights into all three areas of interest – policy, purpose, and organizations.

We specifically invite PDW proposals that connect SAP research across other practice-theoretical research streams including entrepreneurship-as-practice and leadership-as-practice. We also encourage PDW proposals aimed at shifting perspectives on how organizations innovate and future-make.

In addition to the suggested questions on the AOM website, there are several SAP-related questions emerging from the theme. The below is offered to stimulate creative thought and is by no means complete:

- How does practice enactment shape policy decisions in organizations?
- How do practices support or challenge an organization's purpose? How do organizations reconcile these tensions?
- Why and how do innovating practices emerge within and between organizations? Is the pattern of emergence consistent across different types of organizations or across different parts of the same organization?
- Why and how do practitioners foster a greater sense of organizational purpose?

Please note that PDW sessions may take place on any day during the Annual Meeting from **Friday, August 9 to Sunday, August 11, 2024**.

We strongly encourage PDWs that appeal to a wide range of audiences and themes beyond the SAP community by building linkages with other Divisions and Interest Groups. Please indicate potential cosponsors in the submission document (e.g., CTO, ENT, OMT, ODC, MC, RM, STR, TIM). The minimum duration of a PDW is 2 hours, but submitters are welcome to request a duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5-hour duration request must be documented in the uploaded proposal document itself at the time of submission and the PDW Chair will subsequently reduce the duration to 1.5 hours on the submitter's behalf.

The submission deadline is **Tuesday, January 9, 2024 at 17:00 ET**. Financial support for the conference registration fees and travel related expenses may be provided for a limited number of SAP member-accepted submissions if, due to constraints or circumstances, support to enable conference participation is needed. Submitters are strongly encouraged to discuss potential PDWs with SAP PDW Chair, Krista Pettit ([kpettit@ivey.ca](mailto:kpettit@ivey.ca)).

We look forward to receiving your submissions and to crafting a robust and thought provoking program in Chicago!



# SPONSORSHIP OPPORTUNITIES WITH THE SAP INTEREST GROUP - WE NEED YOUR HELP!

Mustafa Kavaz, Treasurer

As a committed member of the Academy of Management (AOM), the SAP Interest Group champions Strategy-as-Practice, embodies a tradition of embracing diverse perspectives, and propels the boundaries of knowledge. We need your help! We invite institutions to align with our vision, supporting an academic initiative that prizes excellence and innovation. Through sponsorship, you're partnering with a community that cherishes collective achievements and mutual success.

## Why Sponsor the SAP Interest Group?

- **Visibility and Recognition:** Your institution will gain notable visibility through our SAP AOM website, in all our quarterly Newsletters, and in all communications related to the annual AOM meeting.
- **Tailored Exposure:** With our flexible sponsorship packages, you can tailor which sub-audiences you want to target, ensuring a specific and valuable engagement.
- **Align with Excellence:** As a sponsor, your association with specific events or awards emphasizes your commitment to fostering quality research, academic collaboration, and intellectual discourse.

## Flexible Sponsorship Bands

### 1) General Sponsors: Contribute under 1000 USD

- Benefits:
  - Visibility on our SAP AOM website
  - Mention in all Newsletters for the year
  - Recognition in the annual SAP program, slides, and oral shout-outs at social events

### 2) Event Sponsors: Contribute 1000+ USD

- All the benefits of General Sponsors, plus:
  - Exclusive association with a specific event
  - Opportunity to reach out to specific parts of our community
- Potential Event Sponsorship Opportunities Include:
  - Annual Keynote of Distinguished Scholar
  - SAP Social Party
  - Professional Development Workshop
  - Elements of our Doctoral Program
  - Special awards like the Best Practice-Oriented Paper Award

## Let's Craft a Tailor-Made Solution for You!

With every partnership, the SAP Interest Group aims not just for sponsorship but for a shared vision of academic excellence across all our endeavors. If you're interested in joining us as a sponsor or need further details, please reach out to our Treasurer, Mustafa Kavaz, at [m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk). We are excited about the prospect of collaborating with you to make our annual AOM conference an enriching experience for all.

# IMPRESSIONS FROM AOM 2023





# SAP ECP REFLECTIONS @ AOM2023

Jennifer Sloan, ECP Chair 2023

This year's Academy of Management Conference offered me the opportunity to participate in the **SAP Doctoral & Early Career Program** — a focused, day-long event that enabled meaningful engagement with leading scholars in the field.

The program was opened by Professor Davide Nicolini, whose insights into the evolution and ontological nuances of strategy as practice literature were both incisive and beneficial. As someone still finding my footing within this domain, Nicolini's exposition offered a concise yet profound mapping that is sure to inform my future research.

The event provided additional layers of value beyond the opening address. Various sessions throughout the day encouraged us to explore our academic identities and exposed us to diverse theoretical and methodological perspectives. I was particularly impressed by the breadth of topics being investigated by scholars in the field: viewing phenomena from the level of practice has such value, and I appreciated learning more about the contributions researchers are making in this regard. More, my interactions through the various sessions were complemented by thoughtful conversations among peers and mentors, giving me a multidimensional view of the SAP landscape.

The day culminated in a delicious dinner, a less formal setting that provided me with a unique occasion to connect with established scholars and to get to know both them and their work better.

In reflection, the program was a measured but significant step in my academic development. It facilitated not just theoretical understanding, but also provided a window into the community that shapes this field of study. Thank you to the organizers, the Executive Team, and to all those who participated in this experience!



# OUR AWARD WINNERS – AOM 2023

## 2022 SAP Best Paper Award

**“Resisting change that can’t be resisted”**

Maria Skov Jensen

## 2023 SAP Best Student Paper Award

**“When the time is made right: Constructing windows of opportunity for innovation in practice”**

Yanis Hamdali & Lorenzo Skade

## 2023 SAP Pushing the Boundary Award

**“Creating order where there is none: the reconciliation of fragmented attention structure”**

Christoph Brielmaier

## 2023 SAP Most Engaging Session Award

**“Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects”**

Leonhard Dobusch, Seray Ergene, Madalina Pop

## 2023 SAP “Outstanding contributions to the SAP Community”

Elisa Lehrer, Georg Reischauer, Milena Leybold, Jennifer Sloan, Juliana Möllmann, Ashley Hockensmith, Lorenzo Skade, Christian Mähringer, Anna Plotnikova, Qian Li, Katelynn Sell, Daniel Gäckle



**Outstanding Reviewer Awards:** Fannie Couture (HEC Montreal), Ellen Nathues (Leuphana University Lüneburg), Rebecca Bednarek (Victoria Management School), Rene Wiedner (Warwick Business School)



WE WOULD LIKE TO THANK OUR SPONSORS FOR  
THEIR CONTINUED SUPPORT!



**University of  
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UNIVERSITY OF  
**LIVERPOOL**

Management  
School



**THE UNIVERSITY  
OF QUEENSLAND**  
AUSTRALIA



**ORGANIZATION STUDIES**

# THANK YOU TO OUTGOING CHAIR, LEONHARD DOBUSCH!

Eric Knight, Chair 2024

As we return to life after COVID-19 with a 'new normal', the SAP community could not have been better served through this period than by the energy and disruptive enthusiasm of Leonhard Dornbusch. Leonhard has brought incredible creativity and also empathy to his role as our Chair, which is not surprising for a scholar so interested in open strategizing. Indeed, I remember one of my first conversations on the AOM Conference with Leonhard was really about how we needed to organize an un-conference: embracing what Leonhard saw was the potential for disruptive ideas and new ways of thinking in the SAP community.

Little did Leonhard know that it would get his chance when the world descended into a global pandemic. Serving as PDW Chair in 2020, Leonhard's first call to duty was to un-conference the program and switch to virtual overnight. Working closely with Katharina throughout, Leonhard and team expertly steered the community to embrace bold new ideas, and new ways of doing things.

Recently, this has included a push to connect SAP scholars and scholarship with deeper linkages beyond strategy and into organization and management more widely. This more open approach has been supported through Leonhard's leadership, and with the strategy review that Matthias Wenzel and others have supported. It is already yielding wonderful new collaborations for our community, with interest and submissions into SAP continuing to internationalize and grow since 2020.

On a personal note, I have always been impressed by Leonhard's ability to balance work and family commitments. He is always available and engaged, dialling in from home, work, and often with a very nice sunny vista in the background. I am delighted to follow Leonhard at a time where the community is engaged in new ideas and initiatives, and with a very positive and inclusive culture. So Leonhard, thank you very much for your hard work and outstanding service to the SAP IG during this very disruptive and changeable period in our history - and for the contributions and energy you will continue to give in the years to come.



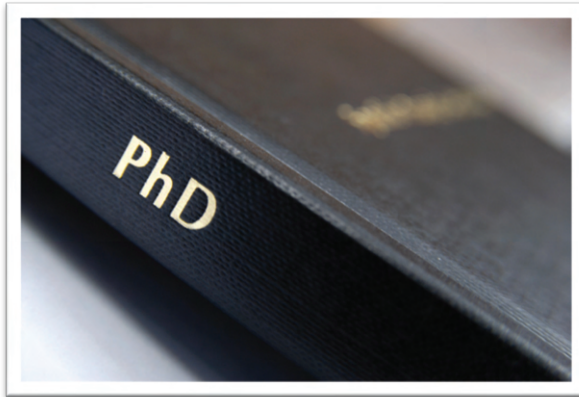
# SAP VIRTUAL COFFEE CIRCLE

Elisa Lehrer and Juliane Möllmann



SURVEY

## HOW CAN WE SUPPORT YOU?



Being a junior scholar can be tough sometimes. With our Virtual Coffee Circles, we connect senior and junior scholars personally, but we would like to create more supporting activities for junior scholars. That's why we want to know what your big challenges are. How can we support you in mastering them?

Please take five minutes and answer our short survey: <https://forms.office.com/e/UbEtN9WTED>

The deadline for your feedback is on November 30, 2023.

# 2023-24 READING CLUB: BEHIND THE SCENES SERIES WHAT IS THE CHALLENGE HERE?

In the 2023-24 academic year, Reading Club: Behind the Scenes (BTS) will welcome a group of highly accomplished scholars around the globe, at various career stages, to discuss the challenges they have encountered in their journey of conducting and publishing qualitative studies. Under the broad theme of “What is the challenge(s) here?”, they will share their experiences, insights, and tips that will surely be valuable and resonating.

So, what are the challenges here? It’s a mystery. We won’t know until we hear their stories. You will also have the opportunity to share your challenges and ask for advice from our excellent guest speakers below.

## Program SAP Reading Club 2023/24 "Behind the Scenes"

- **Session #1 with Charlotte Cloutier & Fannie Couture, HEC Montreal**  
Comfortably Uncomfortable: Unpacking the Micro-Dynamics of Field Stability and Change  
November 3rd, 4pm (UK)
- **Session #2 with Corentin Curchod, University of Edinburgh**  
Working for an algorithm: Power asymmetries and agency in online work settings  
January 31st, 4pm (UK)
- **Session #3 with Scott Sonenshein, Rice University**  
Publication TBC  
March 2024
- **Session #4 with April Wright, Warwick Business School**  
Publication TBC  
May 2023

All the sessions last one hour, live on Zoom. Registration opens now open [here](#). Stay tuned for more in 2024!

We are looking forward to seeing you all!

Qian & Renate  
Co-organizers of the AOM SAP Reading Club

Feel free to reach out to us with any questions and wishes you might have.

Renate Kratochvil, BI Norwegian Business School  
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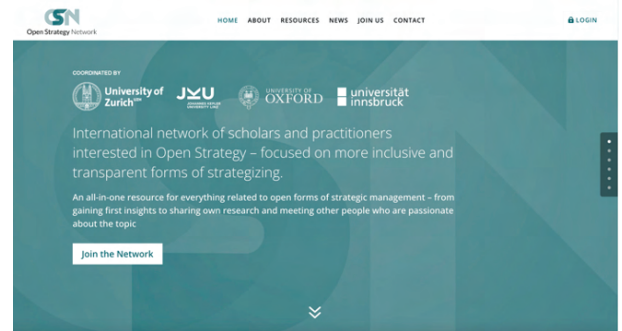
Qian Li, Warwick Business School  
[qian.li.3@warwick.ac.uk](mailto:qian.li.3@warwick.ac.uk)



# THE OPEN STRATEGY NETWORK HAS BEEN RELAUNCHED!

We are thrilled to share with you that the **Open Strategy Network** has been **relaunched** with **numerous new features** and a **new look & feel**!

The OSN is a **central platform for scholars and practitioners** interested in the Open Strategy phenomenon.



It offers a **comprehensive database encompassing papers, books, videos, teaching materials, and more**, making it the **go-to resource** for everything related to open forms of strategizing. Moreover, it aspires to **unite all enthusiasts** to **share the latest news** on Open Strategy, promoting knowledge sharing and collaboration among both novice and experienced researchers and practitioners.

The OSN has recently **undergone a revitalization**, and we are excited to relaunch it with **enhanced offerings**. Our goal is to provide you with **valuable insights, thought-provoking content, and opportunities for exchange** that will empower you to stay ahead in the dynamic realm of Open Strategy theory and praxis.

We invite you to **explore our newly revamped website** [www.openstrategynetwork.com](http://www.openstrategynetwork.com), where you can experience the enhanced functionalities and the new design firsthand. We encourage you to **register (for free) to get full access** to all the resources. If you have been a member of the OSN before, you can set a new password or reconnect your login with your existing Google or LinkedIn account.

We look forward to welcoming you back to the Open Strategy Network, where we collectively shape the future of Open Strategy.



Robin Engelbach



Theresa Füreder

PS: As the OSN truly lives up to its name feel free to provide any feedback or input you might have via [contact@openstrategynetwork.com](mailto:contact@openstrategynetwork.com).

# RECENT SAP PUBLICATIONS

## SAP Publications

### **Presenting as a chief strategy officer: A discourse-analytical study of elite subjectivities and vulnerabilities**

<https://journals.sagepub.com/doi/abs/10.1177/00187267221099773>

Do elite strategists always project powerfulness in how they talk about their strategy work? Whilst the strategy discourse literature has often assumed that those occupying senior strategy positions project strength in how they negotiate power through discourse, our findings challenge and elaborate this assumption by revealing aspects of vulnerability and powerlessness in how they talk about themselves as elite strategists. Based on the strategy discourse of 48 elite strategists around the world, our findings extend the literature at the intersection of power and subjectivity, strategy discourse, and strategy work in three ways. First, we illuminate surprising vulnerability and powerlessness in some elite strategists' discourses about themselves, an element that goes beyond the assumption of exclusivity and influence embedded in current studies. Second, we contribute to the discursive opening up of the strategist role itself, showing how elite strategists position themselves in contrast to a variety of 'others' in strategy work beyond traditional hierarchies. Finally, we advance understandings on discursive competence in the strategy professional field, illuminating new ways in which its discursive competitiveness and continuity is manifest.

Knight, E., & Jarzabkowski, P. (2023). Presenting as a chief strategy officer: A discourse-analytical study of elite subjectivities and vulnerabilities. *Human Relations*, 76(9), 1414-1440



# REFLECTIONS ON THE SAP COMMUNITY DAY @EGOS 2023

Christoph Brielmaier, Christian Bruck, Robin Engelbach, Yanis Hamdali, and Dicle Kortantamer

## In Search of a Good Life: Strategizing Between Vision and Tradition

The SAP Community Day is a pre-colloquium PDW at the annual meeting of the European Group for Organizational Studies (EGOS). It aims to bring together scholars interested in the practice of strategizing and to inspire future (collaborative) research projects.

More than 60 participants applied to attend this year's SAP Community Day and gathered in Cagliari, Italy. As a pre-Colloquium workshop, the Community Day provides an opportunity for informal exchange, discussion of new theoretical ideas and methods, and feedback on working or emerging papers. In line with the general theme of the EGOS Colloquium, the Community Day reflected on the topic "In Search of a Good Life: Strategizing Between Vision and Tradition" and was divided into two parts.

The first part, which was open to everyone, consisted of a panel discussion moderated by Yanis Hamdali and Robin Engelbach, and reflected on the search for a good life, which requires organizational actors to creatively strategize between vision and tradition. The panel was followed by a lively discussion with the audience. We would like to thank our panelists, Miriam Feuls, Linda Rouleau, Neil Thompson, Christopher Wickert, and Tammar Zilber again for sharing their views and allowing for interaction with the audience.

Following the panel discussion, the Special Issue of Organization Studies on "[The Future of Qualitative Research in Management and Organization Studies](#)" was introduced by Tammar Zilber. Submissions will be accepted until February 29, 2024. After the presentation of the Special Issue, David Seidl encouraged the entire SAP Community to continue contributing to the ongoing community project: "[The Elgar Encyclopedia of Strategy as Practice](#)", which consists of a series of entries on key terms and topics in Strategy as Practice research. During an interactive coffee break, all participants had the opportunity to learn more about the project, network with others, and provide input on additional entries and authors. At this point, we would also like to thank the European University Viadrina ERLab and the University of Zurich for sponsoring the coffee and lunch!

For 30 scholars who submitted a short or long paper, part 2 of the Community Day continued with paper development sessions to help them advance their current research projects in roundtable discussions. We would like to thank our facilitators Siavash Alimadadi, Ignas Bruder, Miriam Feuls, Martin Friesl, Georg Reischauer, Birgit Renzl, David Seidl, Violetta Splitter, and Jörg Sydow once again for their great contribution and developmental feedback.

# REFLECTIONS ON THE SAP COMMUNITY DAY @EGOS 2023 ... CONTINUED

The Community Day concluded with an Italian buffet lunch, where participants, panelists, and roundtable hosts gathered to continue their discussions. The SAP Community Day was a great success, and we received positive and constructive feedback from participants and facilitators. One participant enthusiastically reflected on her first SAP Community Day as follows: "This was my first time attending the SAP Community Day, and it certainly did not disappoint! It was a fantastic opportunity to be a part of insightful debates and to gain invaluable feedback on my research from senior scholars during the roundtables. There was such diversity among attendees, coming from across the world at different career stages, all with a passion for SAP – there was clearly a strong sense of community! Thank you to the organizers for a truly memorable day, and I'm looking forward to the next one!"

We were particularly delighted to receive several applications from new members of the SAP Community aspiring to be part of the organizing team for the next Community Day in Milan in 2024. We are very much looking forward to seeing you all there.



Impressions from the SAP Community Day 2023 in Cagliari



University of  
Zurich<sup>UZH</sup>



# SAP @ SMS 2024: CALL FOR PROPOSALS

Violetta Splitter, Strategy Practice IG Associate Program Chair

## Strategy Practice IG

The Strategy Practice IG is interested in what strategists do, rather than focusing exclusively on what firms have. Thus, we are interested in the myriad of activities, methods, and tools that actors employ in the doing of strategy, and how such “strategy work” contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. With this interest, the Strategy Practice IG is uniquely positioned to address important questions regarding the fault lines, contradictions, and divergences of strategic management.

For example, submissions to the Strategy Practice IG could cover questions such as:

- How do strategy practitioners respond to the rapidly polarized and conflict-prone world?
- In what way do they adapt their established strategy practices?
- How do managers respond in contexts with different geopolitical forces that increasingly affect organizations from all types and industries?
- How do strategy practitioners manage their relationships with governments as customers?
- How can more inclusive and ‘open’ strategy practices help to deal with geopolitical forces and the related contradictions and divergences for strategy making?
- If AI is used to deal with the geopolitical forces but adoption substitutes for people in organizations, who owns and controls AI and who is accountable for its mistakes (e.g., early, late, wrong responses, misdiagnosis of problems), or is AI infallible?
- What are the characteristics of a quality control system for AI?
- How does the widespread use of AI impact an organization’s other resources and capabilities to respond to the geopolitical forces?
- How can the inclusion of stakeholders in strategy making mitigate such resource scarcity?

The deadline for submission will be announced on the official conference website soon:

<https://www.strategicmanagement.net/event/sms-44th-annual-conference-strategic-management-of-fault-lines-contradictions-and-divergences/>.

## SMS 44th Annual Conference Istanbul

Strategic Management of Fault Lines, Contradictions, and  
Divergences

# SAP @ EURAM: STRATEGIC PROCESSES AND PRACTICES (I)

## Strategic Processes and Practices: Theorizing strategic processes and practices for sustainability

### Proponents:

- **Aura Parmentier Cajaiba**, Université Cote D'azur
- **Isabelle Bouty**, Université Paris Dauphine Psl
- **Giovany Cajaiba-Santana**, EM Lyon Business School

### Short description:

The SPP track aims to bring together organizational and micro levels of analysis to advance our understanding of strategy in the making (Chia & Holt, 2009). While previous research has examined strategy through a practice lens and since then (Whittington, 2003) research on the emergent side of strategy (Mintzberg and Waters, 1985) remains scarce (Carter, Clegg, & Kornberger, 2008). Studies focusing on strategy emergence investigated mainly discursive and socio-material practices, yet there is room to consider other dimensions as well. Therefore, we invite innovative contributions to inform and theorize the emergent side of strategy, particularly in the context of engaging the significant challenge of engagement with environmental transition and sustainable organizational and managerial practices.

### Long description:

Strategy process refers to the flow of actions through which a firm's strategy unfolds. It comprises the organizational activities related to forming, implementing, and managing strategic issues. (Ansoff, 1980; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012).

Strategy and innovation are intertwined elements of organizational success: while strategy provides guidance and context for innovation, innovation promotes creativity and processes that help the organization achieve its goals.

Shifting from the dominant technological innovation paradigm, which primarily focuses on economic value creation, to innovation paradigms that also prioritize social and environmental value creation in alignment with planetary boundaries (Rockström et al., 2009) implies the formulation of emergent strategies (Mintzberg & Waters, 1985).

Although the "emergent strategy" concept has gained momentum, research remains scarce (Carter, Clegg, & Kornberger, 2008). Elaboration of innovation strategies aligning with environmental concerns can foster its conceptualisation.



# SAP @ EURAM: STRATEGIC PROCESSES AND PRACTICES (II)

Chia & Holt (2006, 2009) invited scholars to conceptualize strategy as relationally co-constructed in situ by organizational members, while also recognizing the unexpectedness of strategy outcomes (Bouty et al., 2019). This calls for re-thinking strategy as an ongoing process in which formation and implementation are intertwined. Organizational dynamics are enacted through everyday actions (Chia, 2004; Chia & Holt, 2006; Simpson & den Hond). Understanding strategy making consequently involves re-examining agency (Emirbayer and Mische, 1998), as well as considering a wider range of actors and practices (Mantere, 2007; Regnér, 2003, Rouleau, 2005).

It invites further exploration of flows between organizations, societies and individuals engaged in strategizing innovation strategy fostering changes (Simpson et al., 2021) for a better future whether innovations are social (Cajaiba-Santana, 2014), technological, organizational.

Following Euram 2024's topic 'Fostering innovation to address grand challenges', we invite contributions that explore how organizations strategize the making of innovation in the Anthropocene to advance the theoretical understanding and practice (Avenier & Parmentier Cajaiba, 2012) of strategic processes and practices. The SPP Track encourages research based on a variety of ontology and epistemology.

- How do alternative organizations strategize innovation in the Anthropocene?
- How do businesses internalize ecological footprint within their strategic processes?
- How can businesses rethink strategic processes and practices of value (economic, social and environmental) creation and distribution?
- How can gender/multiculturalism contribute to strategic processes and practices for innovation in the Anthropocene?
- What are the roles and actions of mundane activities in strategizing for a truly sustainable future?

**Keywords:** Strategic processes, Strategic practices, Process approach, Dwelling worldview, Strategy emergence, Practice theory

## UN Sustainable Development Goals (SDG):

Goal 5: Gender equality; Goal 8: Decent work and economic growth; Goal 9: Industry, Innovation, and Infrastructure; Goal 12: Responsible consumption and production; Goal 13: Climate action

## For more information contact:

Aura Parmentier Cajaiba, Université Cote D'azur - [aura.parmenier@univ-cotedazur.fr](mailto:aura.parmenier@univ-cotedazur.fr)

## AUTHORS GUIDELINES

<https://conferences.euram.academy/2024conference/authors-guidelines-for-full-papers/>

# EGOS 2024 SUB-THEME: STRATEGY AS PRACTICE AT THE CROSSROADS

## Strategy as Practice at the Crossroads: Where to Next?

Convenors:

- **Paula Jarzabkowski**, The University of Queensland, Australia  
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- **Renate Kratochvil**, BI Norwegian Business School, Norway  
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Strategy-as-practice (SAP) is at a crossroads in what is studied, how it is studied, and by whom. The focus of SAP research has been on the activities and interactions of strategy actors in and around the organization, both in terms of what actors do in practice and how they accomplish strategy work. Recently, SAP scholars have espoused the desire to broaden the scope of concepts, theories, and methods used. However, this broadening of scope and blurring of boundaries puts SAP at a critical juncture in its development. Recent debates address the definition of 'strategic' in SAP research, call for a focus on 'practice' in SAP, to bridge with separately emerging communities, and to connect across topics and geographic borders. Together, these issues indicate that SAP is at a crossroads and we ask: Where to next?

We are interested in conceptual, methodological, and empirical papers utilizing a range of theoretical perspectives and methodological approaches. In particular, we are keen to receive papers that provoke and extend what phenomena are studied in SAP research, by whom, and how these phenomena are theorized. Possible topics for contributions include, but are not restricted to the following themes:

- What is strategic?
- What is practice?
- What are the challenges of producing knowledge in SAP?
- How is SAP research relevant? To whom?
- What are the new phenomena and contexts that SAP research should attend to?



# EGOS 2024 SUB-THEME: DIVERSITY AND INCLUSION IN STRATEGIZING – INTEGRATING TMT AND PARTICIPATION RESEARCH

Traditionally, strategy making is associated with organizational elites, including selected strategy professionals who tend to be white men in senior management positions. In line with wider societal demands towards more democratization, accountability, and equal opportunities in the Global North, there are demands for more inclusion and greater diversity in strategy making. Two separate streams of research have examined organizational responses to these demands: Research on top management teams (TMT) and research on participation in strategy making (also known as “Open Strategy”). The aim of this sub-theme is to bring together scholars who conduct research on diversity and inclusion in both fields to exchange different perspectives, stimulate integrative insights, and jointly discuss avenues for future research.

We welcome studies that explore diversity and inclusion in top management teams (TMT) and in participation in strategy making. Some indicative themes include:

- What do diversity and inclusion mean in strategy making?
- What are different effects of increased diversity and inclusion in strategy making?
- How can actors deal with challenges associated with increased diversity and inclusion in strategy making?
- How can we embrace a broader variety of dimensions of diversity and inclusion in strategy making? How can intersectionalities of gender, race / ethnicity and social class be introduced into the research?
- How and by whom can diversity and inclusion in strategy making be managed and controlled? Why so? In what way does managing diversity and inclusion imply domination by corporate elites?
- What are the power effects of increased diversity and inclusion in strategy making? Do power relations shift? How are shifts resisted? Why?

Convenors:



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# EGOS 2024 SUB-THEME: ACCOUNTS OF ORGANIZING IN SPACE AND TIME FROM PRACTICE-BASED PERSPECTIVES (I)

## Accounts of organizing in space and time from practice-based perspectives: connecting the threads

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Theories of practice have provided rich accounts of time (Giddens, 1984; Shove, 2009; Pantzar & Shove, 2010), space (Schatzki, 2005; Reckwitz, 2012; Everts, 2016) and timespace (Blue, 2019; Schatzki, 2010; Kemmis, 2021) in social processes. Practice-based studies of organizing have taken up these accounts and contributed to our understanding of the spatio-temporal dimensions of organization (Nicolini, 2007; Jarzabkowski, Bednarek, & Spee, 2015; Hydle, 2015; Beyes & Holt, 2020; Davis, 2022).

However, since practice-based approaches are so dispersed across organization studies (from strategy over projects, entrepreneurship, networks, public administration, leadership and beyond), there is a lack of integration and conversation across distinct research streams. The aim of this sub-theme is to bring together researchers from different subject-areas working with theories of practice and spark discussions that advance our conceptualizations of time and space in practice-based accounts of organizing.

The basic idea that organizational phenomena result from, and transpire through, a nexus of practices (Hui et al., 2017) provides promising ways to engage with the roles of time and space in organizing, especially during periods of transition, both societal and organizational, that can be characterized as 'crossroads'. The sub-theme will build on this practice-theoretical understanding and explore the methodological and conceptual implications of a dedicated focus on time and space in practice-based theorizing of organizations.

To capture the spirit of this year's theme, we encourage prospective participants to explore diverse and less than conventional empirical sites and topics. For example, the struggles around delayed sustainability transitions and responses to climate change might be one area of interest (Shove & Walker, 2010). The transition to new digital technologies within and across organizations, and how these impact temporal and spatial trajectories thereof might be another (Glaser, Pollock, & D'Adderio 2021). The need for creative solutions and cross-sector collaboration in the pursuit of the UN's Sustainable Development Goals offers many sites for important research as well (Kaufmann & Danner-Schroeder, 2022).

# EGOS 2024 SUB-THEME: ACCOUNTS OF ORGANIZING IN SPACE AND TIME FROM PRACTICE-BASED PERSPECTIVES (II)

We encourage studies that theorize the normativity inherent in practices (Bruder, 2021; Gehman, 2020) in relation to time and space, along with research that provides new ways of thinking about the interactions between processes, contexts and outcomes (Feldman, 2010). We look forward to studies that connect temporal and spatial dimensions to questions of breakdown and crises in practices (Giustini, 2021; Seidl & Whittington, 2021; Berthod, Grothe-Hammer, Hagen, & Sydow, 2021) and to issues of conflict, learning and cooperation emerging in organizational practices and strategies (Jarzabkowski & Bednarek, 2016; Berthod, Grothe-Hammer & Sydow, 2017).

We explicitly welcome scholars who approach the study of social practices from different traditions, from “as-practice” approaches to Bourdieu’s praxeology, sociomateriality, structuration theory, phenomenology, routine studies and beyond. We especially encourage submissions that go beyond ontological and epistemological reflexivity and also reflect the ethical underpinnings of their studies (Ezzamel & Willmott, 2014). Empirical and conceptual papers are equally welcome. Possible questions may include, but are not limited to:

- How do organizations adapt their practices over time in light of large-scale spatial transitions occurring during periods of crisis and conflict?
- How do the connections between practices support or impede transition processes across space and time?
- In what ways do time and space relate to cooperation (or lack thereof) in and among organizations?
- How do organizations aiming at positive social change (e.g., social enterprises) scale their practices across time and space?
- How does materiality (e.g., in the form of digital technologies) intertwine with and affect spatio-temporal landscapes in organizations?
- How do nexuses of practices change the spatial dimension of organizations over time?
- How do organizational members import practices into organizations, and how do they translate these into other spatial and temporal contexts?
- How to integrate various methods to better capture spatial and temporal concerns in practice-based research?
- How do organizations attend to and repair breaches of practice continuity in spatially and temporally distributed groups?
- How do organizations cope with unintended changes (e.g., in practices carried in from the outside) over time?

# EGOS 2024 SUB-THEME: AT THE CROSSROADS OF TEMPORALITY AND ROUTINE DYNAMICS

## **At the Crossroads of Temporality and Routine Dynamics: Elucidating the situated enactment of time**

This sub-theme aims to bring together scholars who work at the crossroads of temporality and routine dynamics. Both research streams have recently converged in their interest in illuminating the enacted nature of time. This enacted nature of time directs us toward the situatedness of actions, as well as their temporal features and inter-temporal relations with other actions. Research on routine dynamics has increasingly embraced a temporal lens to gain deeper insight into the performing, patterning, and coordinating of (multiple) routines. However, we believe that routine dynamics research can advance through a more nuanced and processual understanding of time that foregrounds the ongoing interweaving of past, present, and future in and through situated action. Similarly, recent temporal research increasingly stresses the enacted nature of time, but critical theory-development opportunities remain regarding key concepts such as temporal structuring and temporal work.

Overall, this sub-theme seeks to examine how the latest scholarly advances in temporal research offer novel insights into routine dynamics, and conversely, how recent advances in routine dynamics shed new light on time and temporality in organizations.

Convenors:



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# EGOS 2024 SUB-THEME: REORGANIZING KNOWLEDGE PRACTICES IN THE DIGITAL ERA (I)

## Reorganizing Knowledge Practices in the Digital Era: Driven by Data, Out in the Open?

Convenors:

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Organizations produce, offer and structure knowledge that not only provides us with new insights but also triggers new developments. They display information that is supposed to support decision-making of people, enterprises, or politicians ranging from statistic reports, e.g. on demographic developments (Desrosières 1998), evaluation, e.g. of the credit-worthiness of individuals and nation states (Besedovsky 2018; Kiviat 2019) or of the performance of hospitals (Reilley and Scheytt 2019) and prisons (Mennicken 2013) to rankings of start-ups (Pollock and D'Adderio 2012), universities (Espeland and Sauder 2016; Wilbers and Brankovic 2021) or entire cities (Kornberger and Carter 2010). Much of our “knowledge about the world” is provided by organizations and highly organized processes. Particularly in times of perceived uncertainty and existential environmental threats (Bacevic 2021) such knowledge is having a crucial effect on our understanding of social problems and possible solutions.



Yet, in light of mounting demands for open access, open source, open data and open science (Bacevic and Muellerleile 2018; Dobusch et al., 2023) as well as increasing accumulation of mass data and their automated analysis (Crawford 2021), digitization presents a crucial crossroad for organizational knowledge production. These developments reorganize the ways how and which kind of knowledge is produced and offered. They not only amplify the possibilities of knowledge production in organizations and of access to knowledge through organizations but also allow for entirely new and very diverse forms of organizing knowledge creation and distribution, ranging from algorithm- and AI-based to volunteer- and crowd-driven. They furthermore influence what counts as knowledge, who has the authority to provide knowledge and how this knowledge informs our decisions and perception of what counts, e.g. as a trustworthy seller (Kornberger et al. 2017), as excellent science (Krüger and Petersohn 2022) or simply as good music (Alaimo and Kallinikos 2020).



# EGOS 2024 SUB-THEME: REORGANIZING KNOWLEDGE PRACTICES IN THE DIGITAL ERA (II)

This sub-theme thus deals with the focal issue: how do organizations reorganize creation and access to knowledge in the digital era – and how does this affect our “knowledge about the world”?

Specifically, we are interested in conceptual and empirical studies addressing questions such the following:

- How do processes of datafication and automated data analysis affect what kind of knowledge organizations produce?
- Are new practices of knowledge production driven through social questions and problems or rather through the availability of mass data and automated analysis?
- How do digital infrastructures for generating, processing, analyzing and evaluating data reorganize established practices of producing and managing knowledge within organizations from enterprise resource planning systems to algorithmic management?
- How does opening organizational knowledge practices to new topics and/or participants change knowledge produced in the process?
- How do different intellectual property (IP) right regimes structure (the reorganization of) knowledge practices?



## Strategizing Activities & Practices

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