STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

FALL 2022 NEWSLETTER

Inside this Issue

Dear SAP Members,

Welcome to the fall edition of the SAP newsletter!
It is with great sadness that we learnt about the recent passing of **Prof. Steven W. Floyd**, and thus want to start this newsletter with an epitaph honoring him and his **contribution to the SAP community** (p. 2).
Looking ahead, we reflect on how we understand 'strategy' in the context of the **Strategy Practice IG** (pp. 3-4) and ask you to reflect on your experience as a member of the SAP IG in the current **survey** (p. 5). Also, we already focus our attention on the planning and coordination of our IG's program at the – hybrid – **AOM 2023**. We hope you contribute to our program by **submitting your paper, PDW and symposium proposals for the next annual meeting**. You will find more details on the road ahead from p. 3 onwards.
Looking back, it feels like this year's AOM meeting happened just a moment ago. In this newsletter, you will find impressions from this very first hybrid AOM conference, including **pictures** from this year's conference activities (p. 9), reflections on another successful **SAP Doctoral & Early Career Program** (from p. 7 onwards), and a celebration of our award winners (from p. 10 on) and sponsors (p. 13). Moreover, we would like to **thank our Outgoing Chair Katharina Dittrich** for all her work for the community (p. 14)!
In order to keep your SAP spirits up, we are very happy to share a number of exciting news with regards to our community-building activities. Amongst others, we invite you to join the next **Coffee Circle** (p. 16) and **Reading Club sessions** (p. 17) and welcome your ideas for the new **SAP encyclopedia** (p. 15).
This issue also includes r**ecent SAP and SAP-related publications** that might be of interest to you (pp. 19-20).
Preparing for the future, this newsletter also provides you with a collection of announcements relevant for the SAP community: Please respond to the calls for papers of the SAP-related **sub-themes at EGOS** (from p. 22 on) and the SAP-related tracks at the **SMS** (p. 35) and at **EURAM** (p. 33 and 34).
We hope you enjoy the fall edition of our SAP newsletter!

Tania Weinfurtner, Membership Chair
(tania.weinfurtner@business.uzh.ch)

Lorenzo Skade, Deputy Membership Chair
(skade@europa-uni.de)

IN MEMORIAM: STEVEN W. FLOYD

It is with great sadness that we have learned about the recent passing of Prof. Steven W. Floyd. Steve's scholarly work on strategy processes and the strategic role of middle managers was inspirational and foundational for many of us in the SAP community. Steve has always been a strong supporter and advocate of the SAP community and not only guided many of us in various career stages but also championed the establishment of SAP as a field. Most of all, we will remember him as a very kind and generous colleague who embodied so many values that we associate with a true influential scholar. Please find below a link to Steve's obituary and an opportunity to share your personal tributes.

Steven W. Floyd

HOW TO UNDERSTAND "STRATEGY" IN THE CONTEXT OF THE SAP IG (I)

Leonhard Dobusch, Chair 2023

How to understand "strategy" in the context of the SAP IG:
An invitation to broaden our empirical research objects beyond articulated strategies

As a scholarly movement, Strategy-as-Practice (SAP) has expanded our understanding of what can be considered strategy through a practice-theoretical consideration of the "what", "who" and "how" of strategy practice. However, SAP as a field has constrained itself by focusing almost exclusively on articulated strategies that organizations formally define as their strategies. In a recent contribution to Organization Theory, Jarzabkowski, Kavas and Krull (2021) argue that such a focus on articulated strategies results from a particular way of defining strategy, namely strategy as consequential action. They suggest that to reinvigorate SAP, scholars need to move beyond a dominant focus on articulated strategies by rethinking the notion of strategy as consequential (see also Feldman & Orlikowski, 2011). "Consequential" means both (1) something that is important or significant and (2) an action or effect that arises indirectly from another action, rather than as an intended cause and effect. To capture both these understandings, they argue for going beyond studying the practices that participants in the field have identified as "strategic".

To do so, Jarzabkowski, Kavas and Krull (2021) suggest empowering SAP scholars to enter the field and, equipped with a practice lens (critical: Rouleau & Cloutier, 2022), follow practices that they have a 'hunch' are consequential. Such an important role assigned to researchers can open up SAP scholars an alternative avenue of inquiry that takes the notion of consequentiality beyond its preoccupation with strategic performance and/or known strategy processes and into the unique territory of the practice realm in two ways. First, researchers immersed in context are well placed to identify practices that, even if it is not obvious to their research participants, are in some way important, strategic or consequential. Second, the researcher is able to follow hunches about mundane practices that seem to have no obvious consequence and yet seem important to them through their own interpretive lens.

To some degree, such a broadening of understanding strategy, embracing a practice lens on strategic practices more generally, has already happened for some time now in the context of the SAP Interest Group at the Academy of Management. An increasing number of submissions has dealt with practices that are in some way important or consequential but not necessarily (or even explicitly) understood and framed as "strategic" by neither researchers nor practitioners in the cases under study. Such a broadening has led SAP scholars to use the practice-theoretical sensitivities of their research approaches to apply to other important phenomena in contemporary organizations, such as grand challenges, the Sustainable Development Goals (SDGs), artificial intelligence (AI), new forms of organizing, and so forth.

HOW TO UNDERSTAND "STRATEGY" IN THE CONTEXT OF THE SAP IG (II)

Leonhard Dobusch, Chair 2023

While the scope of phenomena under study has widened over the past decade, the preference for qualitative, often ethnographic methods has remained dominant over the years. This continued and reflective application of qualitative methods has helped to refine existing methodological approaches (e.g., ethnography, case studies) and to introduce new ones (such as video ethnography of strategy processes, see Smets et al., 2014) into the realm of practice-based management research. However, also with regard to methodology, reflecting the role of researchers in defining (and constraining) the domain for empirical studies on management practices identified as strategic would point to potentials for widening the scope of a practice-based research agenda. In doing so, we might move from studying practices in isolation to examining how they become consequential in emerging patterns of action characterized by repetition, flow and some regularity or habitual tendency that we, as researchers, can recognize and explain as a consequence of those practices (Jarzabkowski et al., 2021).

To further advance the legacy that SAP has built in just two decades by reinventing the answers to the question of what strategy is, we need to engage more deeply with and trust our own immersive hunches as researchers and also to impose greater demands on ourselves as editors and reviewers to be open to new phenomena and new explanations of what strategy is.

In light of this, we invite our SAP members to submit their work, even if it does not pertain to phenomena explicitly labeled as "strategy" and our reviewers to be more open towards new phenomena that SAP scholars are studying.

SAP INTEREST GROUP REVIEW SURVEY

We would like your feedback and ideas!

Every 3 years, as part of the AOM review process, we have to conduct a survey where you have an opportunity to reflect on your experience of being an SAP IG member and give us your ideas of the future direction. The survey is a key mechanism for the SAP executive team and beyond to understand your needs and requirements, how to further develop the coommunity's member services and how to further position SAP in the research community in the upcoming years.

This year's survey becomes especially crucial due to the novel strategic direction the SAP IG might be taking towards broadening its reach and building new bridges with other divisions.

The survey opened on the 18th of October and you can fill it in until Friday, 18th of November.

We are also looking forward to hearing about your suggestions for improvement and will award the best idea(s) for the SAP IG. (The survey is, of course, anonymous. We will post the winning idea(s) after the survey is closed).

If you have any questions with regards to the survey, please don't hesitate to contact us. Thank you for your continued support!

Best regards,
SAP Executive Team
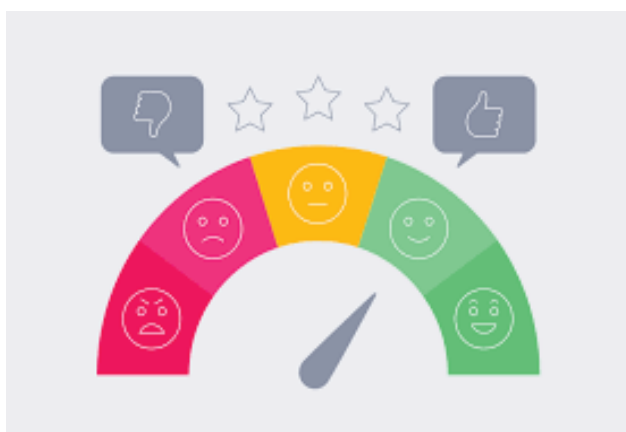
INTRODUCING YOUR PROGRAM TEAM 2023

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Interest Group Chair: Leonhard Dobusch

Chair-Elect: Eric Knight

Program Chair: Fleur Deken

PDW Chair: Matthias Wenzel

2023 SAP IG PROGRAM: CALL FOR PROPOSALS

Fleur Deken, Program Chair 2023

PRELIMINARY

The Strategizing Activities and Practices (SAP) Interest Group invites intellectually bold and stimulating research for submission to the 83rd Academy of Management's annual meeting 2023, scheduled in Boston, Massachusetts. Over the past few years, the SAP Interest Group has established an inclusive and diverse community that sheds light on the consequentiality of everyday practices and activities in organizations.

The theme of AOM 2023 is **"Putting the Worker Front and Center"** and aims to explore the significant shift in workplace power dynamics, examples being the growing shortages of talent and intensified labor activism. The theoretical underpinnings of SAP research provide particularly helpful lenses to apply here, such as the various strands of practice theory, paradox, and dialectics. First, SAP research builds on an ontology that puts day-to-day activities and practices center stage. Moreover, SAP research has been focused on the involvement of a much wider range of actors than just managers or strategists. This makes SAP research particularly well-placed to contribute new understandings of contemporary "wicked" challenges in the workplace, such as the rise of digital surveillance, dangerous or "toxic" working conditions, and an ignorance for worker well-being. Indeed, power dynamics and inequality have been square and central from the early beginnings of SAP research. The thematic stance of AOM 2023 is therefore particularly close to key questions of interest to practice-based management research in general and strategy-related practice research in particular.

We encourage scholars to submit conceptual 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 such as STR, OMT, ODC, RM, TIM, CTO, ONE, and MOC. We also warmly invite symposia that seek to change the conversation on established scholarly approaches and develop new questions and ways of looking at management research from a practice perspective. Keeping the centrality of "Putting the Worker Front and Center" in mind, we strongly encourage submissions that focus on frontline workers, well-being in organization, and the inclusion of heterogeneous actors.

Paper and symposia submissions must be made through the AOM Submission System (opens early December 2022) by January 10, 2023, 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 4, through Tuesday, August 8. Submitters are strongly encouraged to discuss potential symposia with Program Chair Fleur Deken fdeken.sap@vu.nl.

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 2023: CALL FOR PDW SUBMISSIONS

Matthias Wenzel, PDW Chair 2023

PRELIMINARY

The Strategizing Activities and Practices (SAP) Interest Group invites creative and forward-looking proposals for the Professional Development Workshops (PDWs) to be held during the 2023 Academy of Management Annual Meeting.

Against the background of a broad understanding of "strategy" as something that people do, the SAP Interest Group investigates **the consequential activities performed by not only managers, but also frontline employees and other actors within and across organizational boundaries**. In doing so, SAP research is well-positioned to "[Put[...] the Worker Front and Center](#)", as reflected in the AOM 2023 theme. Concepts related to practice theory such as relationality, dialectics, discourse, and materiality can provide fertile ground for studying strategizing in the context of societal challenges (e.g., climate change, health, and inequality), the digital transformation (e.g., machine learning, platforms, and AI), and entrepreneurship (e.g., new venture creation, acceleration, and incubation). At the same time, however, a focus on "the worker" calls for theoretical advancements in SAP research, such as how actors' pre-dispositions materialize in day-to-day work, as well as how they shape strategizing processes. One way forward is to **deepen our engagement with other practice-based scholars**, including those studying collaboration, innovation, communication, technology, and institutions. A focus on "putting the worker front and center" also invites methodological innovations needed for empirically connecting situated actions and pre-dispositions with broader phenomena.

Building upon such a reading of the AOM 2023 theme, we specifically invite PDW proposals that **connect SAP research across other practice-theoretical research streams**.

Some possible themes include:
- Comparing, contrasting, or integrating a variety of practice-based approaches and theoretical concepts for understanding strategy-related activities for societal challenges, the digita transformation, or entrepreneurship
- Exploring how collaboration between and the inclusion of heterogeneous "workers" with different backgrounds enables or constrains the accomplishment of consequential activities
- Exploring methodological innovations to study how situated sayings and doings culminate in broader processes and outcomes, and vice versa
- Providing doctoral students and early-career scholars with tools to navigate the changing academic environment

Please note that PDW sessions may take place at any day during the Annual Meeting from August 4 to August 8, 2023. **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 deadline for submissions is January 10, 2023 at 5 pm ET. 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. Submitters are strongly encouraged to discuss potential PDWs with SAP PDW Chair, Matthias Wenzel (matthias.wenzel@leu-phana.de).

IMPRESSIONS FROM AOM 2022
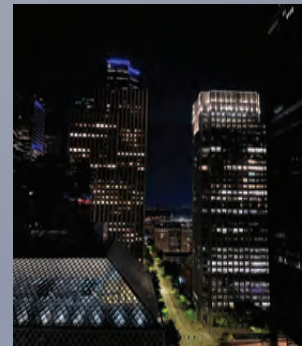
LOOKING BACK: THE 2022 DOCTORAL AND EARLY-CAREER PROGRAM (I)

Daniel Gäckle, ECP participant 2022

The 2022 SAP Early Career Program (ECP) was again held in presence after a two-year Covid break. Many program participants, including myself, therefore got their first chance to exchange experiences with other Ph.D. students and experienced researchers in person in Seattle. After the welcome by this year's patroness Linda Rouleau, we made our way together through the first day of this overwhelming conference. That was especially helpful for first-time participants of the conference like I was.
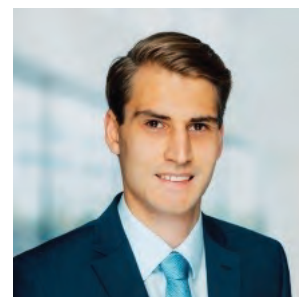
My personal highlight was the workshop on crafting a research identity narrative. Professor Ibarra delivered an inspiring keynote that invited me to think critically about how to tailor my personal research narrative to meet any given situation to present myself. After inviting a diverse panel of renowned scholars to present research identity narratives, all participants of the workshop were invited to pitch and discuss their very own research identity pitches, and discuss them jointly in roundtable sessions.

In addition, we attended two other very interesting PDWs. The first one explored current trends in the use of templates in qualitative research, providing us participants with suggestions on how to incorporate them into our own research. Furthermore, we were taking part in a session on impact, and how researchers can connect their research to business, as well as public and social sector leaders.

I'm also a big fan of the mentoring program, which pairs ECP participants with experienced researchers from the SAP community. Not only did we have the opportunity to receive great feedback on our research, but we were also able to exchange ideas about the opportunities and pitfalls of Academia.

Dinner in a great location right on the water was the crowning glory of the day. While enjoying great food, we had the chance to meet many interesting researchers and have inspiring discussions with established SAP members.
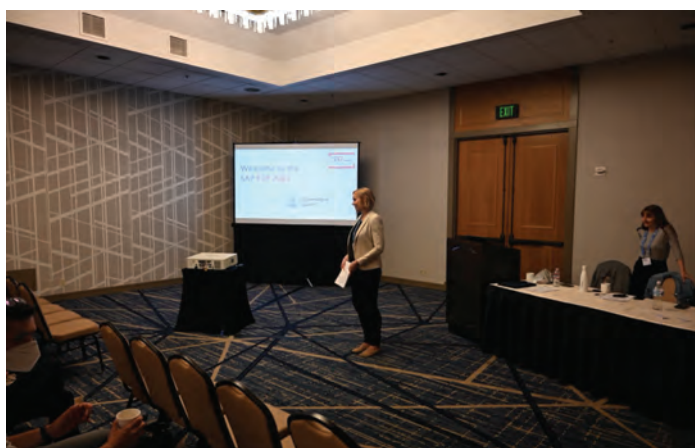
LOOKING BACK: THE 2022 DOCTORAL AND EARLY-CAREER PROGRAM (II)

Daniel Gäckle, ECP participant 2022

Feedback from Verena Timmer:

"The SAP ECP day was the perfect start for my first in-person AOM annual meeting – which can be pretty overwhelming. The ECP offered the perfect mixture: the welcome by the patron Linda Rouleau, methodological content (paper presentations on qualitative research), input for personal development (figuring out the own research identity), thematic input on impact research, and, of course, an entertaining conclusion at dinner. SAP is a very inspiring Interest Group and the SAP ECP day was a fantastic opportunity to get to know some of the SAP members! As part of the ECP, the mentoring program also emphasizes the group spirit. Many thanks for this great opportunity to the SAP IG. And thanks to Jennifer, Milena, and Lorenzo for organizing the ECP day."

OUR AWARD WINNERS – AOM 2022

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2022 SAP Best Paper Award
"Serendipitous Learning in Collaborative Innovation"
Pernille Smith (Aarhus University), Susan Hilbolling (Aarhus University)

2022 SAP Best Student Paper Award
"Timing and Emotions in Learning Practice Adoption"
Suvi-Tuuli Helin (Aalto University), Timo Olavi Vuori (Aalto University)

2022 SAP Best Practice Oriented Paper Award
"Collective Strategy, Industry Legitimation, and Discourse: Institutional Work of Trade Associations"
Thomas Greckhamer (Louisiana State University), Katelynn M Sell (A&M University)

2022 SAP Pushing the Boundary Award
"Rhythms of Strategy"
Omid Omidvar (Aston University), Gary Burke (Aston University), Igor Pyrko (University of Bristol)

NEW 2022 SAP Most Engaging Session Award
"Who am I, and What am I Doing? Crafting a Research Identity Narrative for Academic Career Transition"
Krista Pettit (Ivey Business School), Fannie Couture (HEC Montreal), Renate Kratochvil (BI Norwegian Business School), Sophie Elizabeth Jané (Umeå School of Business, Economics, and Statistics)

NEW 2022 SAP "Outstanding contributions to the SAP Community"
Elisa Lehrer (European University Viadrina), Krista Petit (Ivey Business School), Anna Plotnikova (VU University Amsterdam), Georg Reischauer (WU Vienna University), Mahesh Joshi (George Mason University), Qian Li (University of Dundee), Milena Leybold (University of Innsbruck) , Lorenzo Skade (European University Viadrina), Katelynn Sell (West Texas A&M University), Jennifer Sloan (University of Alberta), Maximilian Heimstädt (Bielefeld University)

Outstanding Reviewer Awards: Jeantyl Norze (University of Connecticut), Mustafa Kavas (University of Sheffield), Leonhard Dobusch (University of Innsbruck), Qian Li (University of Dundee), Omid Omidvar (Aston Business School), Madalina Stoicovicic Pop (Aarhus University), Juvina Lai (University oif Sidney)

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

THANK YOU TO OUTGOING CHAIR, KATHARINA DITTRICH!

Leonhard Dobusch, Chair 2023

When Katharina and I had our first handover meeting at the AOM Meeting in Boston in 2019, little did we know what the near future would bring. When the pandemic hit in 2020, Katharina as then Program Chair had to scrap most of the plans for the meeting program and start from (virtual) scratch. Two years later, the pandemic was still around and prohibited Katharina from being present as Chair at the hybrid AOM Meeting in Seattle. Why am I emphasizing these extraordinary circumstances? Because it underlines how extraordinary Katharina's leadership has been throughout these years, representing a continuous state of exception.

Whatever happened, nothing could upset her. Leading by example, Katharina was committed to proceed with preserving and further developing SAP as an exceptionally welcoming and intellectually stimulating community in the realm of the AOM. Fully understanding the difficulties many members and contributors to SAP faced during the pandemic, Katharina not just led efforts to adapt our activities to the new situation, but spearheaded the launch of a Strategy Committee to sketch a path for the second decade of SAP in and beyond the AoM.

On a personal note, working together with Katharina, I have consistently perceived her as a kind, dedicated and caring person that looks out for others and exhibits great personal integrity. I could not have wished for a better predecessor and know that she will continue to play an invaluable and leading role for the growth and development of practice-driven management scholarship in the future.

Katharina, thank you very much for your extraordinary service to the SAP IG so far - and for all you will continue to contribute in the years to come!

SOURCING FOR IDEAS FOR ENTRIES —
ELGAR ENCYCLOPEDIA OF STRATEGY AS PRACTICE

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Calling all members of the community to contribute to the SAP Encyclopedia: We are currently developing the Encyclopedia of Strategy as Practice with Edward Elgar Publishing. This Encyclopedia will consist of a range of entries on key terms and topics in Strategy as Practice. We as editorial team - Benjamin Grossmann-Hensel, Paula Jarzabkowski, Renate Kratochvil, David Seidl, Paul Spee, and Richard Whittington - will coordinate the development and review of entries for this encyclopedia. This encyclopedia is meant to complement the Cambridge Handbook of Strategy as Practice. Compared to the handbook, the encyclopedia will have much shorter, concise and specific entries.

We invite you to share your ideas about potential entries, categories and authors in Strategy as Practice research you would like to be included in this Elgar Encyclopedia of Strategy as Practice.

Please follow this link to provide us with your ideas by 31.12.2022: https://forms.gle/rLJUoabPRc1D4ugV9

Thank you for taking the time to share your ideas with us.

Please feel free to contact us if you have further questions:

benjamin.hensel@business.uzh.ch and/or renate.kratochvil@bi.no

SAP VIRTUAL COFFEE CIRCLE

Elisa Lehrer and Juliane Möllmann   Page 16

UPCOMING EVENT

November, 22nd 4-5pm (CET)

LET´S HAVE A CHAT WITH .....

Matthias Wenzel (SAP PDW Chair) and convenor of the EGOS Colloquium 2023 sub-theme 06 "*Performing the Future Communicatively: How What Does Not Yet Exist Already Makes a Difference*" will discuss research opportunities at the intersections of temporality, performativity & communication for SAP scholars

Register here: shorturl.at/fqAD7

Prof. Dr. Matthias Wenzel
Leuphana University of Lüneburg

CALL FOR PARTICIPATION

LOOKING FOR SENIOR RESEARCHERS INTERESTED IN AN EXCHANGE WITH JUNIOR SCHOLARS

In preparation for our 2023 Virtual Coffee Chats, we are searching for senior SAP researchers interested in hosting one or more informal coffee chat(s) (30min) with up to three junior scholars throughout the year.

The zoom meetings will be set up by the VCC organizers in accordance to the senior researchers availability and junior scholars will be matched according to their preferences.

Sign up here: https://forms.gle/jyd2TjAGAibwbmyf7

Responsible: Elisa Lehrer & Juliane Möllmann

SAP READING CLUB:
"BEHIND THE SCENE" SERIES 2022-2023

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We are pleased to announce the launch of SAP Reading Club: "Behind the Scene" Series (2022-23).

This year, we continue to invite highly accomplished authors at various career stages to share their experiences in the challenging process of publishing in leading journals.

Four sessions are scheduled on a range of highly challenging issues, from reshaping theory and reframing a paper to handling complex findings and addressing comments.

The program is available below. Open for registration here.

Program SAP Reading Club 2022/23 "Behind the Scene"

Session	Publication	Date
#1: Reshaping theory in a reviewing process, with Madeleine Rauch and Shaz Ansari	"Waging War from Remote Cubicles: How Workers Cope with Technologies That Disrupt the Meaning and Morality of Their Work", Organization Science	23 Nov 2022, 4-5 pm UK
#2: Reframing for a different journal, with Vern Glaser	"Making Snowflakes Like Stocks: Stretching, Bending, and Positioning to Make Financial Market Analogies Work in Online Advertising" (co-authors: Peer C. Fiss, Mark Thomas Kennedy)	25 Jan 2023, 4-5 pm UK
#3: Writing, rewriting, and rewriting it again: the journey to get complex findings to publication, with Paula Jarzabkowski	"The social practice of coevolving strategy and structure to realize mandated radical change"(co-authors: Jane Lê, Julia Balogun), Academy of Management Journal	29 Mar 2023, 11am-12pm UK
#4: Addressing comments in an R&R, with Ona Onajomo Akemu and Samer Abdelnour	"Confronting the Digital: Doing Ethnography in Modern Organizational Settings", Organizational Research Methods	24 May 2023, 4-5 pm UK

SOCIAL MEDIA TEAM

New member in the social media team

The SAP social media team has a new member: Christian Mahringer joins the team as the administrator of our Twitter account @Strategizers. Christian is a research associate at the University of Stuttgart in Germany and a project leader at the Heidelberg Academy of Sciences and Humanities. We are looking forward to the cooperation.

The Twitter account was previously managed by Maximilian Heimstädt, who has been part of our team for four years. Max did an excellent job in keeping the SAP community updated via Twitter, supported our members with questions on social media use and contributed to a fun and engaging community life. We thank Maximilian for his engagement in the team and his excellent work on Twitter.

Visit us at: https://twitter.com/Strategizers

Maximilian Heimstädt, Bielefeld University   Christian Mahringer, University of Stuttgart

RECENT SAP PUBLICATIONS

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SAP Publications

Author(s)	Title	Journal	Link
Barry, Taryn; Mason, Daniel S.	Practice theory and examining and managing sport and leisure	Managing Sport and Leisure	Abstract
Darbi, William Phanuel Kofi; Knott, Paul	Coopetition strategy as naturalised practice in a cluster of informal businesses	International Small Business Journal	Abstract
Gurbuz, Fatma Gulruh; Yener, Mujdelen Ipek; Yukaripinar, Sevde Nur; Huseyinzade, Huseyinzade	Inspiration on Strategy as Practice from Past to the Present	Research Journal of Business and Management	Article
Högberg, Karin; Willermark, Sara	Strategic Responses to Digital Disruption in Incumbent Firms– A Strategy-as-Practice Perspective	Journal of Computer Information Systems	Abstract

RECENT SAP-RELATED PUBLICATIONS

SAP Publications (Continued)

Author(s)	Title	Journal	Link
Kim, Sehoon	Critical Success Factors Evaluation by Multi-Criteria Decision-Making: A Strategic Information System Planning and Strategy-As-Practice Perspective	Information	Abstract
Kornberger, Martin; Vaara, Eero	Strategy as engagement: What organization strategy can learn from military strategy	Long Range Planning	Abstract
Lavarda, Rosalia; Bellucci, Christiane	Case Study as a Suitable Method to Research Strategy as Practice Perspective	The Qualitative Report 2022	Abstract
Prashantham, Shameen; Healey, Mark P.	Strategy as Practice Research: Reflections on its Rationale, Approach, and Contributions	Journal of Management Studies, Editorial to Strategy as Practice Collection	Abstract
Rouleau, Linda; Cloutier, Charlotte	It's strategy. But is it practice?: Desperately seeking social practice in strategy-as-practice research	Strategic Organization	Abstract
Skov, Maria Bak; Bjerregaard, Toke; Rosenberg Hansen, Jesper	Orchestrating ongoing interaction flows of strategy formation in and between meetings	Strategic Organization	Abstract

SAP-Related Publications

Skålén, Per; Cova, Bernard; Gummerus, Johanna; Sihvone, Antti	Marketing-as-practice: A framework and research agenda for value-creating marketing activity	Marketing Theory	Abstract

REFLECTIONS ON THE SAP COMMUNITY DAY @ EGOS 2022

Yanis Hamdali, Georg Reischhauer, Lorenzo Skade, and Monique Steijger-Storm

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 early-career and senior scholars interested in the practice of strategizing and to inspire future (collaborative) research projects.

After two years of being held virtually, more than 60 participants gathered again in person at WU Vienna. To provide space for discussions and reflection, the program consisted of interactive sessions and paper development workshops to foster engagement and dialogue among scholars interested in strategizing in the context of sustainability.

The day focused on the theme "Strategizing for Sustainability" and was split into two parts. Part 1, which was open to everyone, featured a panel discussion moderated by Georg Reischhauer, reflecting upon different approaches on the role of strategizing in and for sustainability. The panel discussion was followed by a lively discussion with the audience. We would like to thank our panelists, Giuseppe Delmestri, Paula Jarzabkowski, and Hannah Trittin. Then, calls for papers for Special Issues relevant to the SAP Community were presented and participants could engage with the editors of the Special Issues to ask questions. The Strategic Organization Special Issue on Impact Driven Strategy Research for Grand Challenges still accepts submissions until November 30, 2022. For everyone leaving after this first part, the SAP Community Day ended with some snacks and networking.

For 21 authors of full papers, part 2 of the Community Day continued with paper development sessions, where participants could discuss and advance current research projects at roundtables. A special thanks to our facilitators Paula Jarzabkowski, Christian Mahringer, Madeleine Rauch, Birgit Renzl, Emmanuelle Reuter, and Hannah Trittin. To close the day, participants, panelists, and roundtable hosts gathered during lunch to continue their discussions.

Furthermore, we would like to thank Jane Lê, Garima Sharma, and Julia Rapp-Hautz, who were not able to join us.

The SAP Community Day was a true success and received great feedback from participants. Some feedback can be found below. We were especially delighted to see many scholars who were new to the SAP field joining this Community Day 2022. We are excited for another edition in 2023 and hope to see many of members of the SAP Community in Cagliari.

"I really enjoyed the SAP Day. The panel discussion was an inspiring symbiosis of the highly topical issue of sustainability and the theoretical lens of strategy-as-practice, created by the amazing invited speakers Giuseppe Delmestri, Paula Jarzabkowski and Hannah Trittin-Ulbrich, and moderated by Georg Reischauer. Thank you to the organizers, and I am already looking forward to next year!"

EGOS 2023 SUB-THEME:
PERFORMING THE FUTURE COMMUNICATIVELY (I)

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Sub-theme: Performing the Future Communicatively: How What Does Not Yet Exist Already Makes a Difference

Convenors:
• **Laure Cabantous**, City, University of London, United Kingdom
• **Mie Plotnikof**, Aarhus University, Denmark
• **Matthias Wenzel**, Leuphana University of Lüneburg, Germany

We invite scholars to shed light on how performative and communicative perspectives help us understand processes and practices around futures and future-making. Scholars increasingly recognize practices such as strategizing, project organizing, online working, and entrepreneuring as ways through which futures become a central part of organizing. Such practices often mobilize "technologies of rationality" such as forecasting technologies and design thinking that have performative effects. Communication is fundamental to all these practices; it contributes to involving and connecting relevant actors and imaginaries. This broad array of communication, tools, and methods can be understood as attempts at "representing" futures in organizations. We, however, argue that it is worth approaching these from a performative perspective. From this perspective, organizational futures are "made" through these attempts. That is, futures are not just signs and ideas of needs, challenges, or risks to come, but are performed through multimodal communicative practices – both discursive, material and affective – by which future problems and solutions are demarcated, defined, talked into existence, and negotiated in the present. Such communicative practices and events attempt to create, fixate, and enact possible futures. The open-endedness (or fixation) of the future, then, is communicatively performed in an ongoing process, one in which human and non-human actors continually define, redefine and struggle over the yet-to-come.

EGOS 2023 SUB-THEME:
PERFORMING THE FUTURE COMMUNICATIVELY (II)

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In addition to topics related to performativity and the communicative constitution of organization more generally, some of the questions that the submissions may address include:

- What are the practices, narratives, tactics, and moves through which certain futures become communicatively performed?
- How do imagination, images, and the visual (semiotic) mode, as well as tacit/embodied ways of knowing participate in prospective communicative practices and events (e.g., wayfinding, foreseeing, future making) by which we make sense of uncertain futures?
- How does future-making commit actors to courses of action in the present?
- How do technologies, tools, and other materialities shape futures through communication, imagination, and other sayings and doings, some of which can enable us to become aware of the unknown? Do organizational theories participate in this performative process? If so, how?
- How do new technologies, such as artificial intelligence, algorithms, and big data, reshape, challenge, or question our views and ethics of the future, generating discourses of both hopes and fears?
- What power effects and outcomes – both constructive and destructive, both beneficial and detrimental – does the communicative performance of futures produce?
- How can we extend our methodological practices for examining the future as a temporal category "that cannot begin", but is only existing insofar as it is communicatively constituted?

EGOS 2023 SUB-THEME:
IMAGINING ROLES (I)

Sub-theme: Imagining Roles in New Forms of Strategizing and Organizing

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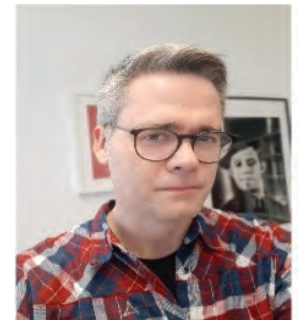
Across organizational contexts, societal demands for transparency, inclusion, and accountability, the responses to grand global challenges, and digital transformation affect organizations' traditional way of operating and give rise to new forms of organizing (Albu & Flyverbom, 2019; Karanović et al., 2021; Kornberger et al., 2017; Puranam et al., 2014; Robertson, 2015). For instance, in order to cope with societal demands for transparency and inclusion, organizations set up new, 'open' forms of strategizing by widening participation to internal and external actors (Seidl et al., 2019; Whittington et al., 2011). This results in an increasing prevalence of roles where actors self-select and choose to be involved (Dobusch et al., 2019; Gegenhuber et al., 2021).

In addition to greater degrees of freedom and possibilities for actors to engage in these processes (Raveendran et al., 2021), these new forms of strategizing and organizing are typically characterized by the need to coordinate a variety of incumbent and new actors (Dobusch et al., 2019). Still, we know little about the implications of new forms of organizing and strategizing for individual actors' roles. Specifically, new forms of strategizing and organizing may create new roles, transform existing ones, or require actors to juggle multiple roles at the same time.

First, in line with new forms of organizing, various new (professional) roles such as the community manager, the anonymous crowdsourcing contributor, the corporate sustainability consultant, the scrum master, or the 'feel good manager' have spread in today's organizations. Adopting these new roles may be challenging for role aspirants. Compared to traditional, strong roles such as the priest (Kreiner et al. 2006) or the surgeon (Abbott, 1988), the role of the feel good manager or the scrum master may not offer a ready-made mask actors can put on to play the new role (Goffman, 1959).

Second, actors' existing roles might also change and evolve in new forms of organizing and strategizing due to flattened hierarchies and shifting accountability regimes (Robertson, 2015; Whittington et al., 2011). For instance, while in the past profit and loss responsibility might have been at the very centre of managerial roles, such a narrow understanding of management is increasingly widened to include social, environmental, and moral considerations (Zueva-Owens, 2020). In the context of strategy, increased participation can challenge professional identities (Splitter et al., 2021) and may require actors to deal with role ambiguity and uncertainty (Friesl et al., 2020).

EGOS 2023 SUB-THEME:
IMAGINING ROLES (II)

Finally, new forms of organizing and strategizing may require actors to simultaneously enact and balance multiple roles (e.g. Caza et al. 2018; Leavitt et al. 2012). For instance, in crowdsourcing initiatives, as a new form of organizing, consumers' multiple roles might challenge the existing power relations between producers and consumers (Bauer & Gegenhuber, 2015). This implies that actors have to juggle their existing roles with the demands of the adoption of new roles, which might also create role conflicts (Brielmaier & Friesl, 2021; Plotnikova et al., 2021).

Our intention in this sub-theme is to better understand the implications of new forms of strategizing and organizing for the creation, change and co-existence of roles in organizations. We invite papers from a wide range of theoretical and methodological approaches that address this topic. Short papers could address, but are not limited to, the following questions:

- How do new forms of organizing and strategizing lead to the creation of new roles?
- How do new forms of organizing and strategizing affect organizational actors' existing roles? How do actors cope with changes in their existing roles?
- How do actors enact and cope with multiple roles and identities that they need to adopt in new forms of organizing and strategizing?
- How is the creation of new roles related to the enactment of these new roles and identities in the context of new forms of organizing and strategizing?
- How do actor's positions within or outside the organization affect the creation of new roles?
- What are the broader societal consequences of new roles in new forms of organizing?
- What are the mechanisms (discursive, narrative etc.) through which the construction of role identities in the context of new forms of organizing and strategizing unfolds?
- What are theoretical approaches to conceptualize and study the creation, change, and co-existence of actors' roles in the context of new forms of organizing and strategizing?

EGOS 2023 SUB-THEME:
RESPONSIBLE MANAGEMENT-AS-PRACTICE (I)

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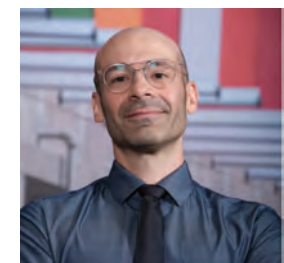Sub-theme: Responsible Management-as-Practice: A Path for Building a Good Life?

Contributors

• **Frederik Claeyé**, ICHEC Brussels Management School, Belgium
• **Marine De Ridder**, ICHEC Brussels Management School, Belgium
• **Luc Brès**, Laval University, Canada

Facing social, economic, and environmental challenges (such as climate change, ocean acidification or rising inequalities), it is largely accepted that we must reconsider the ways we organize ourselves, our organizations, and more broadly our society. To address these Grand Challenges, researchers in the domains of ethics, responsibility, and sustainability have recently turned their attention towards mundane day-to-day activities in organizations: practices (Shin et al., in press), tools and materiality (Gond & Brès, 2020) or practitioners' perspectives and dilemmas (Carollo & Guerci, 2018) and the micro-dynamics of corporate social responsibility in organization (Girschik et al., 2022).

Turning to practice theories may indeed hold great promise of conceptual and methodological development. In this subtheme, we are interested in research that seeks to explore how the day-to-day practices in organizations can contribute to tackling grand challenges (ideally safeguarding the "good life"!). As the idea of Responsible Management (RM) invites us to focus on the integration of sustainability, responsibility, and ethics in managerial practice (Gherardi & Laasch, 2021), we use it as an umbrella concept to foster fruitful debates between all research perspectives that can advance the discussion on "responsible management as practice".

Practice theories have become well-established in management and organization studies (Nicolini, 2012). They may be defined as a broad family of conceptual tools and methodologies for researching and understanding everyday practices (Schatzki et al., 2001). These theories develop the idea that phenomena such as knowledge, meaning, science, power, language, organized activity, and social institutions are rooted in the everyday practices organizational members engage in (Nicolini, 2012). Furthermore, practice theory also joins a variety of 'materialist' approaches in highlighting how practice is interwoven intimately with nonhuman entities (Schatzki et al., 2001). As Nicolini (2012, p. 171) contends, "the nature and identity of objects cannot be apprehended independently of the practice in which they are involved—just as we cannot make sense of our practices without taking into account the materials that enter it. Objects, materials, and technology need thus to be studied 'in practice' and with reference to the practices in which they are involved." As such, this framework thus proposes a processual and dynamic lens that has also been highlighted under the notion of in-use' (Jarzabkowski & Kaplan, 2015).

EGOS 2023 SUB-THEME:
RESPONSIBLE MANAGEMENT-AS-PRACTICE (II)

Therefore, for this EGOS sub-theme, we would like to stimulate the debate and explore and discuss RM-as-practice. We build our call on recent contributions such as Jarzabkowksi and Kaplan (2015) or Gond and Brès' (2020) approaches to 'tools-in-use', as well as a humanist and post-humanist approaches (Gond & Nyberg, 2017) that offer exciting avenues to study empirically RM-as-practice. We welcome empirical and theoretical contributions that addresses RM-as-practice from a variety of theoretical and empirical contexts. Submissions may address (but not limited to) the following questions:

The link between responsible practices and their context:
- How do social, cultural, political and historical contexts influence which managerial practices are considered as 'responsible'?
- How and when do responsible management practices emerge, change, dissolve, are combined, or contested?
- How can responsible managerial practices contribute to a good life?
- The link between responsible management practices, global organizational performance and social change, and grand challenge, and vice versa.

The practice of responsible practices:
- We often observe a difficult balance between the triple bottom line (economic, social and environmental dimensions). How may responsible managerial practices help managers to reconcile these dimensions and deal with dilemmas of grand challenges?
- How does our understanding of these practices highlight silenced dimensions or forgotten paradoxes?
- How are human bodies, the materiality of managerial instruments and discourses entangled in RM practices?

The design of better practice:
- Do certain organizational forms (e.g., social enterprises, social businesses, cooperatives, B-Corps, non-governmental organizations, etc.) lend themselves more to implementing responsible management practices?
- What are the effects on the adoption of certain devices of monitoring activities on organizing for responsibility?
- How is responsible managing accomplished in a situated practice, which assembles humans, nonhumans, tools, technologies, rules, and discourses?
- Which activities are performed within the situated RM practice that we describe, and with which consequences in terms of sustainability, responsibility and ethics?

The research of RM-as practice:
- How to observe and study responsible managerial practices? What are the promising tools and methodology?
- What are the new approaches to study and disseminate responsible practice such as action research, engaged scholarship or critical performativity?
- How can we further theorize the ontological and epistemological underpinnings of RM?

EGOS 2023 SUB-THEME:
ROUTINES DYNAMICS (I)

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Sub-theme: Routines Dynamics: Enacting and Crossing Boundaries

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Exactly 20 years ago, Feldman & Pentland (2003) laid the foundations for a new perspective on work and organizing by studying the endogenous dynamics of individual routines. Research on Routine Dynamics enabled us to better appreciate the relevance of situated performances, individual actors (Howard-Grenville, 2005), and material artifacts (D'Adderio, 2008) for the stability and change of routines and, by implication, organizations. More recently, Routine Dynamics studies have expanded the scope and moved away from studying single routines in isolation towards considering the interactions among multiple routines in organizations, providing us with new and exciting insights into the complex dynamics within and between organizational routines (Rosa, Kremser, & Bulgacov, 2021).

Broadening our view from single to multiple routines almost inevitably brings the issue of boundaries to the fore (Kremser, Pentland, & Brunswicker, 2019). At the most basic level, as researchers we need an understanding of boundaries to be able to distinguish one routine from another. But boundaries are much more than that. In organizational practice, the performing of boundaries helps to establish differences – for example between actions, actors, places, times, logics, values, or norms – and marks them as relevant for action, thereby helping practitioners to collectively and effectively engage in a routine performance (Geiger, Danner-Schröder, & Kremser, 2021). At the same time, coordinating towards larger outcomes often requires crossing boundaries over time and space (Bucher & Langley, 2016), as well as between organizations, occupations and roles (Carlile, 2004; Helfen, 2015; Kellogg, Orlikowski, & Yates, 2006).

Since the concept of boundaries is relevant far beyond the limits of research on Routine Dynamics (Langley et al., 2019), thinking about boundaries also enriches the field by building bridges, and crossing boundaries, to different research fields, such as social networks, strategic management research (Parmigiani & Mitchell, 2009), information systems (Levina & Vaast, 2005), power, and organizational inclusion (Dobusch, 2021), to name a few. Finally, and of specific relevance for the topic of the 39th EGOS Colloquium, boundaries have also proven to be a helpful analytical device in understanding the organizing of a good life. The boundaries between work and private life, for example, can be a key concern when it comes to establishing safe spaces in and around organizations (Ashforth, 2000; Kreiner, Hollensbe, & Sheep, 2009).

EGOS 2023 SUB-THEME:
ROUTINES DYNAMICS (II)

Hence, suggested topics of this subtheme include, but are not limited to:

- **Routine Dynamics across boundaries**
  Organizational routines are often performed across boundaries. Many routines span multiple departments, sometimes even multiple organizations, maybe even in different geographical locations where actors make their contributions at different points in time. What are the dynamics of routine performances that cross specific social or occupational boundaries? What are the dynamics of patterning across temporal and spatial boundaries? How are routine performances affected when organizational or legal boundaries are crossed? What is the role of routine dynamics in crossing, or sustaining the tensions between, different institutional logics?

- **Performing routine boundaries**
  When we study routines we often consider them in relation to other routines. But what are the boundaries of routines and how do they come to matter? How are routine boundaries performed and how do these boundaries emerge, change, stay the same, or dissolve? What are the different types of coordination (and conflict) within and across routine boundaries? And how is coordination across boundaries more or less challenging and more or less conflictual? How does the notion of boundary performances help us to understand the coordination of routine performances?

- **Routine Dynamics fostering boundaries**
  Performing routines inevitably creates and maintains boundaries, like e.g. social boundaries. For example, when the specific way in which a routine ought to be performed inevitably includes some, but excludes others. Or when being part of the performance of a specific routine defines, explicitly or implicitly, who belongs and who doesn't. How can we investigate and theorize these boundary-creating effects of routine performances? And what is the role of power in all of this? How are organizational routines implicated in the seizing, manifesting, and maintaining of status systems and their boundaries?

- **Methodological considerations regarding boundaries in Routine Dynamics research**
  A foundational assumption of Routine Dynamics research is that routines are not "things". Yet they are defined as recognizable and, hence, somehow distinct patterns. Against this backdrop, how can we, as researchers, conceive of boundaries of routines? How do we empirically establish the apparent boundedness of routine performances? How can boundaries be defined and studied? What are the methodological challenges and stepping stones for studying boundaries of and between routines?

EGOS 2023 SUB-THEME:
STUDYING CHANGE (I)

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Sub-theme: Studying Change in, through and around Organizations with a Practice Sensitivity

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Practice theorists have provided numerous insights about change and how it occurs within, through and around organisations (Gehman et al., 2013; Nicolini, 2012; Schatzki, 2006; Shove et al., 2012). This is despite criticisms that practice theory is better equipped to explain reproduction than change (e.g., Schäfer, 2013). The basic idea that organizational phenomena result from, and transpire through, a nexus of practices (Hui et al., 2017) provides new and largely unexplored ways to explore the dynamic tension between legacy and organizational rigidity on the one side, and transformation and change on the other (Schatzki, 2019).

The subtheme will continue in this tradition and explore the methodological and conceptual implications of studying organizational change and persistence in these terms.

The theme can be explored from different angles and with reference to diverse and less than conventional empirical sites and topics. For example, the relationship between Covid, social practice and organization would be one (Seidl & Whittington, 2020); organizational responses to climate change or sustainability might be another (Daskalaki et al., 2019; Shove & Walker, 2010). Studies of persistence and change that focus on normativity (Bruder, 2021; Gehman, 2020) are encouraged along with those that examine more traditional sites including organizations (Nicolini & Korica, 2021), communities (Heckscher & Adler, 2006; Wenger, 1998), institutions (Smets et al., 2012) and networks (Sydow & Windeler, 1998). We explicitly welcome scholars who approach the study of social practices from different traditions, from routine studies to Activity Theory, Bourdieu's praxeology, ethnomethodology and beyond.

(Length should be between 1.5–3 pages, including references; 12-point font, Times New Roman or Arial, line spacing 1.5)

EGOS 2023 SUB-THEME:
STUDYING CHANGE (II)

We also encourage submissions based on empirical research and field work. Possible questions may include, but are not limited to:

- How do organizational and societal rigidities (e.g. in relation to sustainability transitions that are not happening) and legacies (which is more of a positive case of stability) result from nexuses of practice?
- How do organisations and relations between them stabilize past practices and/or create conditions for challenging and overcoming "legacy" arrangements?
- How do new practices and connections between them take hold? For example, how do new practices recruit practitioners and colonize existing organisations?
- Are local changes in practices "scaled up" within and across organizations, and if so, how?
- How are relations between distant organisations configured "in practice" and how do these interactions change, en-masse?
- What kinds of conflicts or dilemmas do disruptive and emerging practices raise – not just for people, but also for other practices?
- How do organisations cope with unintended changes (e.g. in practices carried in from the outside)?
- What role does the normativity inherent in practices play in reproducing/overcoming societal rigidity?
- How do organisations aiming at positive social change (e.g., social enterprises) try to change nexuses of practices?

EGOS 2023 SUB-THEME: THE NEW FACES AND INTERFACES OF DIGITAL PLATFORMS

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Sub-theme: The New Faces and Interfaces of Digital Platforms

Convenors:
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   Business, AT & Johannes Kepler University Linz, AT
- **Stefan Haefliger**, City, University of London, UK
- **Ivanka Visnjic**, ESADE Business School, ES

Digital platforms and organizations hosting these platforms, so called platform organizations, refine the fabrics of markets and society by portraying themselves as enabler of a better life for consumers and firms.

Digital platforms have several faces. Airbnb, Uber, and eBay are examples of transaction platforms that match multiple sides. On contrast, innovation platforms such as Microsoft Azure are industry platforms where complementors co-innovate. In addition, information platforms such as Facebook center on the creation, search or evaluation of information. Each type is based on different business models and leverages different online communities.

Digital platforms further organize new interfaces in multiple ways. Interfaces are crucial so that other actors couple themselves to the infrastructure of digital platforms. One important interface interacts with the online communities of a digital platform. However, users and interest groups may also step up to increase their say over interface access and demand greater transparency. A further important interface is those with society and policy makers.

To nurture new research on the faces and interfaces of platforms organizations, we invite papers rooted in various disciplines. All kind of methods and conceptual papers are welcome. Possible submissions include but are not limited to:

- What strategies, practices, processes, structures, and/or business models are characteristic for which types of platform organizations?
- Under what conditions at the market and/or institutional level are which types of platform organizations more and less suitable?
- How do communities (online or offline) build or interact with platform organizations?
- How do platform providers evolve over time and with which consequences for their boundaries?
- How do platform organizations (collaboratively) design and enact their interfaces and the infrastructure that they provide?
- How do established organizations collaborate with platform organizations?
- Which market strategies and non-market strategies do established organizations use vis-à-vis platform organizations?
- What are the market and non-market strategies of established organizations vis-à-vis platform organizations disrupting their business? What factors explain these responses?
- How do policy makers and the civil society shape and respond to platform organizations?
- Under which condition are policy makers and actors from the civil society willing to respond more actively?

SAP @ EURAM 2023:
TRANSFORMING BUSINESS FOR GOOD (I)

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Strategic Processes and Practices: Theorizing Strategic Processes and Practices for Sustainability

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Submission deadline: **10 January 2023 – 2 pm** Belgian time

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). Previous research studied strategy with 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). Pieces studying strategy emergence investigated mainly discursive and socio-material practices, but other dimensions could be included too. We therefore invite innovative contributions to inform and theorize the emergent side of strategy engaged with deep sustainability.

Long description:

Strategy process refers to the flow of actions by which firms' strategy unfolds. It comprises the organizational activities related to formation, implementation, and management of strategic issues (Ansoff, 1980; Dutton, Fahey, & Narayanan, 1983; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012). Since Mintzberg and Waters (1985), the notion of "emergent strategy" gained momentum. However, research remains scarce (Carter, Clegg, & Kornberger, 2008). Chia & Holt (2006, 2009) proposed to adopt a dwelling perspective and invited scholars to conceptualize strategy as relationally co-constructed in situ by organizational members and to acknowledge the unexpectedness of strategy outcomes (Bouty, Gomez and Chia, 2019).

SAP @ EURAM 2023:
TRANSFORMING BUSINESS FOR GOOD (II)

This calls for re-thinking strategy as an ongoing flow where formation and implementation are intertwined. In this perspective, we aim at bringing together socio-organizational and individual levels of analysis (Elbasha & Avetisyan, 2018) to advance our understanding of strategy in its wholeness. Organizational dynamics are endogenous (Hernes, 2014; Tsoukas & Chia, 2002), enacted through everyday actions (Chia, 2004; Chia & Holt, 2006). Understanding the doing of strategy (Vaara & Whittington, 2012) therefore implies re-examining people's agency (Emirbayer and Mische, 1998), as well as considering a wide range of actors and practices (Mantere, 2007; Regnér, 2003, Rouleau, 2005).

This perspective pushes us to reconsider the conceptualisation of performance in a world struggling with ecological, social and political crisis. Following EURAM 2023's topic "Transforming Business for Good", we invite contributions that delve into ways to strategizing in organizations to advance theorizing on strategic processes and practices consistently with the current call from the society to achieve UN ODD.

The SPP track also values research based on alternative epistemologies such as design sciences (Romme et al., 2015), dwelling worldview (Chia & Rasche, 2015), or pragmatist perspective (Lorino 2018, Bouty, Gomez, & Chia, 2017) to elaborate both relevant and rigorous knowledge (Avenier & Parmentier Cajaiba, 2012). We also value the use of innovative methodology to study emerging strategy at a micro level (Parmentier Cajaiba & Cajaiba-Santana, 2020).

We invite papers that tackle the following themes:

1. How do alternative organizations strategize in the Anthropocene?
2. How businesses can think their strategic processes and practices in light of their ecological footprint?
3. How businesses can rethink strategic processes and practices of value creation and distribution?
4. How do such dimensions as gender/multiculturalism can contribute to strategic processes and practices?
5. How do such dimensions as gender/multiculturalism can contribute to strategic processes and processes and practices?
6. Roles and actions of mundane activities in sustainable processes and practices
7. Widening strategic management literature with various practice lenses

URL: https://conferences.euram.academy/2023conference/

SAP @ SMS 2023: CALL FOR PROPOSALS

Toronto 2023

Aligning Strategy, Corporate Governance, and Resource Allocation in Turbulent Environments
Track J: Strategy Practice
Track Chair: Ignacio (Nacho) Canales, University of Aberdeen

The Strategy Practice Interest Group explores the activities through which actors make strategy. Thus, the Interest Group is interested in the myriad of activities, methods, and tools that actors perform in the doing of strategy-making, and how such "strategy work" contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. We welcome all contributions aligned with our general interests, but we particularly seek empirical and conceptual papers from academics, practitioners, and consultants that engage with questions related to the role of strategy practices in turbulent environments and how these practices relate to governance, resource allocation and strategy alignment. We also welcome paper abstracts and panel proposals that critically examine the applicability of existing strategizing practices to tackle turbulent environments. It is inevitable that environmental changes affect the content of strategy, yet it is less clear how these change the practice of strategy. Indeed, we may have to rethink existing strategy practices.

This includes the role of (digital) tools or the relevance of multiple, heterogeneous actors and their interactions in responding to strategic issues that are fast-changing and ambiguous, from both business and social perspectives. Fresh stories, sharing of best practices, use of innovative research methods, experimentations, and critical analysis are welcome. The Strategy Practice Interest Group is interested in how aligning strategy, corporate governance, and resource allocation in turbulent environment is done and undone in and through practice.

FEBRUARY 20, 2023
Submission Deadline for Proposals

Strategizing Activities & Practices

Chair: Leonhard Dobusch — University of Innsbruck (leonhard.dobusch@uibk.ac.at)

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