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## STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

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### SPRING 2023 NEWSLETTER

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Dear SAP Members,

**Welcome to the spring edition** of the SAP newsletter!

Looking ahead to the summer, we already provide you with some **information on the 2023 conference program with a short statement by the Program and PDW Chairs** (p. 6) and **sneak previews** on what you can expect from the **SAP Doctoral and Early Career Program** (pp. 7-8) and the main **PDWs** (from p. 9 on). Moreover, we are excited to announce that we have some financial support available for attending this year's conference (p. 15) and would like to thank our generous sponsors (p. 14).

While we are working hard to offer you an exciting conference program (the full program will be announced in the next newsletter), please check out our **current SAP Community-Building Activities** and, relatedly, **social media news** (pp. 2-5).

You might also be curious about the candidates who run for a position in this year's **leadership team elections** (from p. 16 on). Please vote – we will inform you about the results in the next newsletter.

Moreover, besides **recent publications** (on p. 21) and an exciting **Call for Papers** (p. 26), we are happy to announce this year's **Community Day at EGOS** (p. 20).

Lastly, we are happy to travel to **Australia** for a review of a workshop on process research (p. 23) and to our **Austrian SAP community** (p. 24). (Don't forget: Please feel free to contact me, if you are interested in being featured in our **SAP-around-the-Globe** section in one of the next newsletters.)

Meanwhile, enjoy reading the spring edition!

**Tania Racker** (previously Weinfurtner), Membership Chair  
([tania.raecker@business.uzh.ch](mailto:tania.raecker@business.uzh.ch))

# SAP READING CLUB 2022/23

## "BEHIND THE SCENE" FINAL EVENT

Renate Kratochvil & Qian Li

### **"Addressing comments in an R&R"**

with Samer Abdelnour and Ona Onajomo Akemu

Samer and Ona will share their insights to addressing comments in an R&R process. They will draw on their experience from their publication "Confronting the Digital: Doing Ethnography in Modern Organizational Settings" in Organizational Research Methods.

**When:** Wednesday, 24 May 2023, 12:00 am Boston time, 4:00 pm UK, 5:00 pm Europe

**Where:** Zoom: <https://binorwegianbusinessschool.zoom.us/j/62696627569?pwd=dTVrQktqRktSN1h4dHFCUkpxdUNodz09>

Meeting ID: 626 9662 7569

Passcode: GoSAP

More information on <https://sap.aom.org/> (Connecting > SAP Reading Club)



The logo for SAPience Reading Club 2022/23 features the word "SAPience" in a bold, sans-serif font. The "S" and "A" are dark blue, while the "P" is red. Below "SAPience" is the text "Reading Club 2022/23" in a smaller, dark blue font. A thick, horizontal red brushstroke is positioned below the text.

# SAP MEETS ENT/EAP WEBINAR SERIES

Christian Mahringer & Milena Leybold

**The Strategizing Activities and Practices Interest Group and the Entrepreneurship Division organize a joint webinar series over the summer!**

The webinar series brings together scholars that apply practice-theoretical approaches in the realm of strategy and entrepreneurship research. It aims to build bridges between the two communities in the 'Academy of Management' and to enable the flow of knowledge across communities.

Please save the following dates!

**Webinar 1 - "Identity work"** by Karin Berglund & David Oliver

April 19, 2023, 10am (CEST)

**Webinar 2 - "Co-creation in Open Strategy and Entrepreneurship"** by Julia Hautz & Boukje Cnossen

May 11, 2023, 4pm (CEST)

**Webinar 3 - "Effectuation, bricolage and resourcing: towards a practice-based view"** by Martha Feldman & Rangapriya (Priya) Kanna

June 29, 2023, 6pm (CEST)

Registration for **Webinar 1** is already open. Please find more information on the webinar as well as the registration procedure [here](#).

We are looking forward to seeing you there!

Christian Mahringer, Katherine Milena Leybold

# RELAUNCH OF THE STRATEGY-AS-PRACTICE INTERNATIONAL-NETWORK WEBSITE

Theresa Langenmayr, David Seidl, Georg Reischauer & Lorenzo Skade

Dear SAP Community,

We are excited to announce the re-launch of the newly redesigned website of the Strategy-as-Practice International Network. We would like to extend our sincere gratitude to all of you for your valuable feedback and support in the development of this new website:

**We are proud to announce that the completely renewed website <https://sap-in.org/> is online now.**

Given that there are already several other SAP websites around – in particular, the SAP website at AOM (<https://sap.aom.org/home>) – we decided, after consulting with the wider SAP community, that the SAP-IN website should serve a new purpose. Rather than comprehensively covering all aspects relevant to the SAP community, the website is meant to serve as a kind of hub that connects the various different SAP initiatives providing a kind of entry point for SAP novices. This means that apart from offering a very short characterization of SAP as research community, some initial reading suggestions (five texts in each area) and news about upcoming events, the website mainly provides directions to the various SAP resources that can be found online elsewhere.

We would appreciate if you could share the new website with your colleagues and early-career scholars as well as through your social networks. We look forward to your continued participation and engagement in the community. Furthermore and as you will see, we have posted a range of testimonials from different members of our SAP community (ranging from early-career scholars to the grandfathers and mothers of SAP). **We invite you to send us an additional testimonial from yourself that we can post on the website** – this is meant to be a “living” feature of the website reflecting the diversity and liveliness of our community.

Please do not hesitate to contact us if you have any questions or suggestions regarding the website – after all, this website belongs to all of us.

Best wishes,  
Theresa, David, Georg and Lorenzo



Strategy as Practice  
International Network

# FOLLOW SAP ON MASTODON... ...AND JOIN THE #FEDIVERSE!

Leonhard Dobusch

To many academics, Twitter has been an invaluable tool to follow the work of fellow researchers, track and engage with practitioners as well as journalists. However, since Elon Musk's takeover of the platform, it has continuously deteriorated. Starting with inviting thousands of previously banned users back on the platform and ending with an algorithm that privileges those paying for it, the usability of Twitter has gone south.

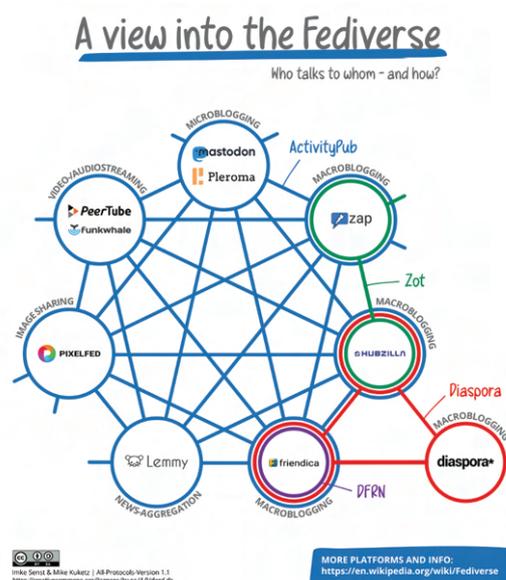
The good news is that there is an alternative, which fits academic ethos and needs in way much better than Twitter - a centralized, for-profit platform - ever did: Mastodon, a decentralized non-profit microblogging service that operates just like Twitter but is at the same time based upon open source software and open protocols of the [Fediverse](#).

With its decentralized and non-profit nature, the Fediverse in general and Mastodon in particular provide a fitting and low-threshold opportunity to follow interesting researchers and practitioners, stay in touch with colleagues and share research output with the world. However, for a social network to thrive, it requires a critical mass of active users. Given the problems over at Twitter, many strategy, organization and practice scholars have already moved to Mastodon. And we are proudly announcing that the Strategizing Activities and Practices Interest Group is now also on Mastodon at [Strategizers@sciences.social](#).

To make it easier to find and (re-)connect with fellow organization and management scholars on Mastodon, SAP scholars and others have launched the [Organidons project](#): a curated opt-in only list of organization and management scholars on Mastodon.

- [Click here to add yourself to this list via the Google Form](#)
- [Click here to access the list of Mastodon accounts of organization and management researchers, scholars, and students](#)

The creation of this list was inspired by the collection of lists at [Academics on Mastodon over at Github](#). In addition, there is also a list of those people who are following the account of the journal Organization Studies on Twitter ([@osofficer](#)) and have put their Mastodon handle in their Twitter profile to be found there. [Check out this list](#) to get an overview of some people who are already on Mastodon (this list is static and won't be updated in the future).



# SAP AOM PROGRAM 2023

Fleur Deken & Matthias Wenzel

This year's AOM conference will be fully in-person in Boston. This follows key feedback over the last few years that live in-person meetings are greatly appreciated by both participants and audience members compared to pre-recorded, asynchronous sessions.

First of all, thanks for all those who submitted papers, PDWs, and symposia proposals. This year, submission numbers went substantially up again. Therefore, let us congratulate all of you who have been accepted as part of the SAP program this year! We would also like to thank our excellent reviewers—without your service we would not have been able to make the often tough selection decisions.

As a sneak preview: the program will feature symposia on topics such as

- Studying Practices and Processes to Explore Cross-Boundary Collaboration
- Practices of Resourcing and Its Implications
- Embracing Complexity and Systems to Bridge the Corporate–Society Divide
- Understanding Communities of Practices: Taking Stock and Moving Forward

In the paper sessions we deal with timely topics such as Strategizing for Societal Impact, Strategic Innovation, Critical and Non-Western Perspectives on SAP, Contradictions and Paradox in Strategic Change, Open Strategy, Openness and Inclusion in Strategy, and Routine Dynamics & Breakdowns in Strategic Change. The PDWs include exciting topics and formats such as “unconferencing SAP and beyond”, openness in the context of crisis, and video methods. What we can see from these is a growing interest of SAP scholars to study strategy as consequential action and operate at the intersection of adjacent fields such as organizational routines, entrepreneurship, technology, innovation, organizing for societal challenges, and others.

We will once again be hosting our SAP Doctoral and Early Career Program (ECP) compiled by the ECP Committee. The ECP will include sessions on

- Qualitative Research Methods
- Academic Careers
- Strategy

A highlight of this year's program will be the SAP Keynote, in the 12th year of the Strategizing Activities and Practices Interest Group at the Academy of Management. Professor Wanda Orlikowski from the MIT Sloan School of Management has agreed to deliver this year's keynote speech and will be talking about “Materializations in Practice: Studying Work in the Digital Era”. It surely will be a highlight and we encourage you to join!

We are looking forward to seeing you all there in Boston!

All the best,  
Fleur Deken (Program Chair) and Matthias Wenzel (PDW Chair)

# SAP DOCTORAL AND EARLY CAREER PROGRAM: CALL FOR APPLICATIONS 2023 (I)

Ashley Hockensmith, Daniel Gäckle, Jennifer Sloan & Lorenzo Skade

We are happy to announce that Strategizing Activities and Practices Interest Group (SAP IG) invites scholars to the upcoming SAP Doctoral and Early Career Program (ECP). Get ready for a compelling one-day event tailored to guide doctoral and early career scholars through the “academic jungle” of the 83rd Annual Meeting of the Academy of Management in Boston, Massachusetts, USA.

The ECP will be held on **Friday, August 04, 2023**, and it will span a full day of panels, workshops, roundtables, and networking opportunities. The day will bring together doctoral students and junior faculty, who are interested in SAP-related topics, methods, and conversations.

The ECP goes above and beyond the traditional early-career consortiums, as it connects the workshops within broader SAP events and fosters the development of a supportive community of scholars.

**What:** SAP Doctoral and Early Career Program (1-day)

**Where:** Annual Meeting of the Academy of Management in Boston, 2023

**When:** Friday, August 04, 2023

**Who:** Doctoral students, post-docs, and junior faculty

**Program:** This year’s program will include three carefully chosen Professional Development Workshops (PDWs) to enhance participants’ SAP-related knowledge and provide opportunities for engaging similar minds. Additionally, the day will end with an exclusive Q&A session with this year’s patron Professor **Davide Nicolini** (Warwick Business School), followed by a seat at the official SAP Community Dinner. In this way, the day provides multiple opportunities for networking and professional development.

Please note that an application to the program requires the commitment to participate in all of the scheduled activities.

## This year’s program:

- Welcome by Patron (Professor Davide Nicolini)
- PDW on Qualitative Research Methods: “Qualitative Analysis Boot Camp VII: Theorizing from Qualitative Data Using Analytical Artifacts”
- PDW on Academic Careers: “Who I am and What am I doing? How to Craft and Communicate a Compelling Academic Identity Narrative”
- PDW on Strategy: “Strategizing and Communicating in the Public Sphere”
- Q&A with Patron
- Individual Virtual Mentoring Sessions (shortly before or after the AOM Meeting)
- Seat at AOM SAP Dinner

# SAP DOCTORAL AND EARLY CAREER PROGRAM: CALL FOR APPLICATIONS 2023 (II)

Ashley Hockensmith, Daniel Gäckle, Jennifer Sloan & Lorenzo Skade

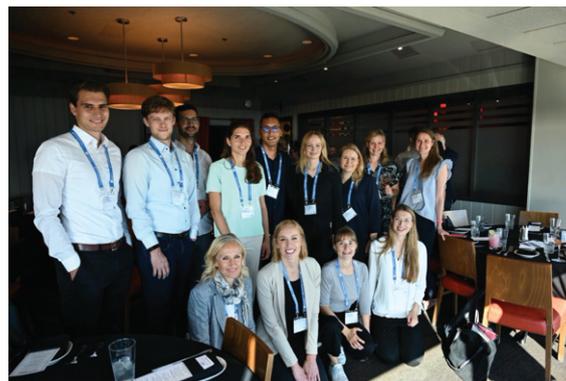
**Application:** The deadline for the application is June 15th, 2023. To apply, please send your application to <https://bit.ly/SAPECP2023> and include information about yourself, your career stage, your research project, and its fit with SAP (if applicable), including one paragraph explaining why you want to take part in the program. The space is limited to 20 participants.



**Available Financial Support:** The SAP IG can provide financial support to individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community, including ECP scholars. For a limited number of eligible individuals, conference registration fees can be covered through the AOM conference waiver or SAP IG scholarship program. Furthermore, due to the success of our travel award scheme as a pilot program last year, we are pleased to continue offering it to a limited number of eligible individuals who will attend AOM in-person. If you would like to learn more about our financial support options and determine your eligibility for any of the schemes, please contact our treasurer Mustafa Kavas ([m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk)). Additionally, please refer to the Newsletter (p. 14) for further details on financial support options.



**University of  
Zurich<sup>UZH</sup>**



# PDWS AT AOM 2023 (I)

Matthias Wenzel

Thanks to an outstanding number of high-quality submissions, the SAP IG will offer a multifaceted, lively, and exciting PDW program. The following PDWs are part of the lineup. Stay tuned for further details on PDW participation and registration!

## SAP PDWs

### Unconferencing SAP & Beyond: An Open Space for Emerging Topics and Nascent Projects

#### Organizers:

- Leonhard Dobusch, U. of Innsbruck
- Seray Ergene, U. of Rhode Island
- Madalina Pop, Aarhus U.



#### Hosts:

- Vern Glaser, U. of Alberta
- Susan Hilbolling, Aarhus U.
- Milena Leybold, U. of Innsbruck
- David Oliver, U. Of Sydney
- Krista Pettit, Ivey Business School
- Paul Spee, U. of Queensland

### Openness in the Context of Crises: A New Paradigm for Organizational Crisis Management

#### Organizers:

- Julia Hautz, U. of Innsbruck
- Richard Whittington, U. of Oxford



#### Panelists:

- Stephen Brammer, U. of Bath
- Layla Branicki, U. of Bath
- Louise Comfort, U. of California, Berkeley
- Alfredo De Massis, Free U. Bozen and Lancaster U.
- Lorenz Graf-Vlachy, TU Dortmund
- Richard Whittington, U. of Oxford

# PDWS AT AOM 2023 (II)

Matthias Wenzel

## Who I am and What am I doing? How to Craft and Communicate a Compelling Academic Identity Narrative

### Organizers:

- Fanny Couture, HEC Montréal
- Sophie Jané, Umeå School of Business
- Renate Kratochvil, BI Norwegian Business School
- Krista Pettit, Ivey Business School



### Panelists:

- Katharina Dittrich, Warwick Business School
- Kenneth Goh, Singapore Management U.
- Steve Maguire, U. of Sydney Business School
- Ajnesh Prasad, CMS
- Madeleine Rauch, Stanford U.
- Inger Stensaker, NHH Norwegian School of Economics
- Keimei Sugiyama, U. of Wisconsin Milwaukee



## Qualitative Analysis Boot Camp VII: Theorizing from Qualitative Data Using Analytical Artifacts

### Organizers:

- Tine Koehler, U. of Melbourne
- Jane Lê, WHU
- Anne Smith, U. of Tennessee, Knoxville



### Panelists:

- Rebecca Bednarek, Victoria Management School
- Joep Cornelissen, Erasmus U. Rotterdam
- Martha Feldman, U. of California, Irvine
- Paula Jarzabkowski, U. of Queensland
- Paula Marie O'Kane, U. of Otago
- Catherine Welch, U. Of Sydney
- Mirjam Werner, Erasmus U. Rotterdam

### Facilitators:

- Jaewoo Jung, Colorado State U.
- Ace Beorchia, U. of Tennessee, Knoxville
- Angela Pei Ju Chen, U. of Melbourne

# PDWS AT AOM 2023 (III)

Matthias Wenzel

## Impact Bootcamp: Hands-on Advice for Creating Impact through Qualitative Research

### Organizers:

- *Madalina Pop, Aarhus U.*
- *Katharina Dittrich, Warwick Bus. School*
- *Alessandro Tirapani, ESADE Bus. School*



### Panelists:

- *Jean Bartunek, Boston College*
- *Eva Boxenbaum, Copenhagen Business School*
- *Leonhard Dobusch, U. of Innsbruck*
- *Paula Jarzabkowski, U. of Queensland*
- *Richard Whittington, U. of Oxford*

### Facilitators:

- *Rebecca Bednarek, Victoria Management School*
- *Fannie Couture, HEC Montréal*
- *Christina Wawarta, Warwick Business School*

## Video Methods in Organizational Studies

### Organizers:

- *Marlys K. Christianson, U. of Toronto*
- *Curtis LeBaron, Brigham Young U.*



### Facilitators:

- *Zhike Lei, Pepperdine U.*
- *Feng Liu, Saint Mary's U., Canada*

# PDWS AT AOM 2023 (IV)

Matthias Wenzel

## The Public as Co-strategizers: Communicative Perspectives on Strategizing in the Public Sphere

### Organizers:

- *Elisa L ehrer, European U. Viadrina*
- *Milena Leybold, U. of Innsbruck*
- *Anne-Christine Rosfeldt Lorentzen, Aarhus U.*



### Panelists:

- *Gail Fairhurst, U. of Cincinnati*
- *Linda Putnam, U. of California, Santa Barbara*
- *Paul Spee, U. of Queensland*
- *Eero Vaara, U. of Oxford*

### Facilitators:

- *Rebecca Bednarek, Victoria Management School*
- *Leonhard Dobusch, U. of Innsbruck*
- *Tim Kuhn, U. of Colorado, Boulder*

## Cosponsored PDWs

- Ask the Experts: Qualitative Research
- Collectives at a Crossroads: Time, Space and World-building
- Cross-Pollination between Strategy and Organization Research: Where to from Here?
- Cultural Entrepreneurship Paper Development Workshop
- Paradox and its Methodological Underpinning: Where We Are and What is Next
- Practice-Driven Institutionalism: Next Steps and Future Directions
- Publishing Inductive Qualitative Research in Prominent Academic Journals
- Qualitative Approaches to Understanding and Studying Algorithms
- Rationality in the Era of Artificial Intelligence
- Studying Emotion in Strategy Research
- The Evolutionary Dynamics of Corporate Strategy
- The Next Steps in Growing Entrepreneurial Communities: The 4 P's of Entrepreneurial Ecosystems
- Unicorns and Other 'Fantastic' New Ventures: Lights and Shadows of Entrepreneurial Evolutions
- Unsilencing Images in Qualitative Research: Giving Voice to Photographs with Two Hands-on Activities

# ZOOMING IN: PDW ON UNCONFERENCING SAP AND BEYOND

Madalina Pop, Leonhard Dobusch & Seray Ergene

This year at AOM we also hope to be able to offer a forward-looking event that aims to nurture emerging topics in Strategizing Activities and Practices (SAP) scholarship and incubate nascent research projects of SAP scholars, including PhD students, early-career and senior scholars. The PDW Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects provides an open space for discussing nascent topics, dilemmas, development and research as well as teaching ideas, which fall mostly outside the scope of other parts of the conference program.

The PDW will be comprised of two main parts. The first part follows a Bar Camp format, where participants themselves set the topics ad-hoc for three series of open round-table discussions. The second part of the PDW follows a Demo Day format, where in short, time-boxed presentations, participants can accelerate their early-stage research projects through feedback and reflection from the SAP community.

Overall, Unconferencing SAP and Beyond aims for participants to jointly make sense of topical opportunities and challenges for SAP research, to facilitate the onboarding of junior scholars in the community, and to spur new connections and collaborations between participants. Furthermore, with the innovative format for the AOM meeting, Unconferencing SAP & Beyond aims to allow for nurturing new ideas, topics, and themes on the Division/Interest Group level through serendipity and 'structured structurelessness'.

While we have already secured the attendance of top scholars, you never know who might show up. Either way, we hope to see you all there.



# FINANCIAL SUPPORT AVAILABLE FOR THE 83RD ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT IN BOSTON/USA

Mustafa Kavas

We are pleased to announce that the Strategizing Activities and Practices Interest Group (SAP IG) provides financial support to individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community.

We acknowledge that attending conferences, especially when involving travel, can present financial challenges. Therefore, we offer various financial instruments to support members of the AOM SAP community who may otherwise be unable to attend.

The SAP IG is currently offering **support with conference registration fees** through the conference waiver and scholarship program, available to individuals experiencing financial hardship and/or coming from under-represented groups within the AOM SAP community (such as under-represented geographical regions or career stages such as Early Career and PhD scholars).

Furthermore, due to the success of our **travel award scheme** as a pilot program last year, we are pleased to continue offering it to a limited number of eligible individuals who will attend AOM in-person. The scheme aims to contribute towards travel-related expenses, such as airfare and accommodation, and is limited to a maximum amount of \$500 (in addition to registration fee waivers or scholarships).

To be eligible for this scheme, individuals must meet the following criteria:

- Be a current or prospective member of the SAP IG
- Plan to attend the Annual Meeting in Boston in-person
- Be an active participant in the conference program, such as a (co-)author of an accepted paper or symposium within the SAP program, organizing/facilitating an SAP PDW, or participating in our Early Career and PhD (ECP) program
- Experience financial barriers that would otherwise prevent attendance due to, for example, university funding cuts resulting from the Covid pandemic
- Belong to an under-represented group, such as in terms of geographical region or career stage, although this is not compulsory.

If you have any questions or wish to request financial support, please contact our treasurer Mustafa Kavav ([m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk)) no later than **June 15, 2023**.

WE WOULD LIKE TO THANK ALL SPONSORS THAT  
HAVE ALREADY ANNOUNCED THEIR SUPPORT  
FOR SAP AT THIS YEAR'S ANNUAL MEETING IN  
BOSTON!



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School



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Zurich<sup>UZH</sup>



If your institution is interested in joining our group of sponsors, please contact our treasurer  
Mustafa Kavas ([m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk)) for all inquiries.

# SAP IG ELECTIONS 2023 (I)

Katharina Dittrich

## Candidates for SAP PWD Chair

I believe building bridges is the primary function of the PDW Chair role. PDWs foster human connections between early career scholars and provide opportunities to engage with more established scholars both formally and informally. PDWs are gateways to explore research topics and link those mutually interested. Through joint sponsorship PDWs connect SAP researchers to other interest groups and foster mutually beneficial relationships. Through the PDW Chair role, I am eager to deepen my commitment to the SAP community by continuing to build bridges.



Krista Pettit

I am currently an Assistant Professor in Strategy and General Management at the Ivey Business School in London, Canada and conduct research on how the everyday work of humans in organizations shapes the 'doing' of strategy with a specific focus on understanding strategic change. I stumbled across the SAP community while searching for a bridge to connect my dissertation data to strategic action and the rest is history!

I've relied on the SAP community for feedback, support and professional opportunities. Previously, I've participated in and co-organized the SAP Doctoral and Early Career Program at AOM and SAP sponsored PDWs including one this year on crafting your research identity (which won an impact award). I am excited to continue the bridge building efforts of those before me so others can benefit from their work.

## Candidates for SAP Representative-at-Large



Susan Hilbolling

Susan Hilbolling is assistant professor at Aarhus University (School of Business and Social Sciences). She completed her PhD at the KIN Center for Digital Innovation at VU Amsterdam, where she got introduced to practice research. Ever since, Susan is passionate about doing in-depth, longitudinal qualitative research, specifically in inter-organizational settings where heterogenous parties collaborate, strategize and innovate together around digital technologies or social challenges. In the past years, she has been actively engaged in the local practice and process research group in Aarhus (including organizing the annual symposium), and now would also like to serve the international SAP community by bringing people together to learn from and inspire each other. In the upcoming conference in Boston, she is co-organizing the SAP dinner, and it would be a great pleasure to engage more with and contribute to the SAP community at AOM (and beyond) in the coming years.

# SAP IG ELECTIONS 2023 (II)

Katharina Dittrich



Maria  
Andrea De  
Villa

I am Professor of Strategy at Universidad EAFIT in Colombia. I received my PhD in Strategic Management from Cranfield University (UK), and have been Visiting Professor at Aalto University (Finland), and Visiting Researcher at Northeastern University (US) and Warwick University (UK). I study how firms and their executives manage socio-political risks and relations through nonmarket strategies (corporate political strategies and corporate social responsibility) and strategize to address grand challenges. I was awarded the Research in Organizations Grant from the Strategic Management Society to study how organizations and their members do the work of strategizing to address the grand challenge of climate change. Through this project, I have engaged in intensive fieldwork inside Colombia's National Association of Coffee Growers combining strategy-as-practice and process perspectives, with qualitative methods. I serve on the Editorial Boards of Strategic Organization, Long Range Planning, Global Strategy Journal, and Multinational Business Review. I would be thrilled to serve the AOM SAP community as Representative-at-large by creating opportunities for lively and stimulating engagement between all members. Our diversity, regarding the phenomena we study and theoretical and methodological approaches, is enriching. Hence, I want to enable experiences that bring us together making our AoM more productive and inspiring.

## Candidates for SAP Membership Chair

Dear SAP IG Members,

I am thrilled to announce my candidacy for the position of SAP Membership Chair. My name is Lorenzo Skade, and I am a Research Associate at the Chair of Management and Organization at the European University Viadrina in Frankfurt (Oder), Germany.

As an active member of the thriving SAP community, I have had the pleasure of serving the community for several years. I have been Deputy Membership Chair and am the Outgoing Chair of the Doctoral & Early-Career Program of the SAP IG at the AOM's Annual Meeting. Furthermore, I am an outgoing member of the team, which organizes and coordinates SAP-related activities at the EGOS Colloquium.

My research interests include Strategy-as-Practice, time and temporality, and paradoxes, which I study from a process- and practice-based perspective. Currently, I am finalizing my PhD, for which I conducted a longitudinal ethnographic study at a startup accelerator.

If elected as Membership Chair, I am committed to fostering community and inclusivity within the SAP IG. My experience working with the community has allowed me to build strong relationships and understand the needs of our members. I believe that by helping to maintain our welcoming environment, which provides current and new members with resources and support, I could help to grow our fantastic SAP community even further.

I am dedicated to working collaboratively with the SAP IG leadership team to ensure that our community continues to thrive. I would look forward to serving as your Membership Chair; thank you for your consideration.



Lorenzo  
Skade

# SAP IG ELECTIONS 2023 (III)

Katharina Dittrich

## Candidates for SAP Secretary

Ganqi (Gage) is a post-doctoral researcher at the chair of strategic entrepreneurship, University of Fribourg, Switzerland. His work focuses on top management and various strategy processes such as strategic change and business model innovation. He earned his Ph.D. in Entrepreneurship at IESE Business School Barcelona, Spain. He was originally trained as a psychologist specializing in emotion and emotion management. He worked as a management consultant before joining academia. He speaks English, Chinese, Spanish, and French.



Ganqi Tang

### Reason for running for the Division Secretary position:

My utmost interest is to get closely connected with the division and its members who share my interest in the action side of strategy. I am eager to contribute to the division by helping build an impactful, diverse, and active community that attracts and engages both scholars and practitioners. My professionalism, problem-solving attitude, and people orientation make me a great candidate for this secretary job.

Benjamin Grossmann-Hensel is research associate at the Chair of Organization and Management (David Seidl and team) at the University of Zurich. After studies in Philosophy, Economics, and Sociology, he started his PhD in business administration with a special emphasis on strategic planning. In 2022/23, he is visiting scholar at Saïd Business School, University of Oxford. His research interests include the fields of strategy (strategy as practice and open strategy), management (practical relevance and philosophy of science) and organization (practice, discourse and systems theories). He is co-author of a review of the strategy as practice and routine dynamics research streams (CUP, 2021) and co-editor of the Encyclopedia of Strategy as Practice (Elgar, 2024). He has previously organized the OMTF conference (Zurich, 2020) and is an active member of the SMS, EGOS, and the AOM.



Benjamin  
Grossmann  
-Hensel

### Why I want to stand as Secretary:

As co-editor of the upcoming Elgar Encyclopedia of Strategy as Practice (Elgar, 2024), I am currently engaged in an initiative to compile a comprehensive compendium for the broad range of research in SAP. As part of this project, I have already had the chance to engage in various exchanges with this vibrant community of scholars. It would be a great privilege to build on this experience and help to further enhance the connections among active members of the IG by acting as SAP Secretary. As SAP research enters its third decade, I hope to contribute to its further propagation and cross-pollination both among its sub-communities and with related communities of thought at the AOM.

# SAP IG ELECTIONS 2023 (IV)

Katharina Dittrich

## Candidates for SAP Data & Analytics Officer



Stefanie  
Habersang

I work as a postdoctoral researcher at the Institute of Management and Technology at the Leuphana University of Lüneburg in Germany. My research is focused on the intersection of strategy, organization, and technology and is influenced by process and practice theories. Specifically, I investigate three areas: (1) the digital-ecological transformation processes of large and diversified firms, (2) the mechanisms of control and autonomy in ICT, and (3) innovative methods for synthesizing large qualitative research through qualitative meta-analysis.

Prior to my academic career, I worked for L'Oréal in various positions, primarily in Marketing and Digital Communication Strategy. Since 2018, I have been an active member of the SAP community at AOM and EGOS. I organized the SAP community day at EGOS in 2020 and regularly convene subthemes at EGOS. I am eager to contribute further to the community by becoming the SAP Data & Analytics Officer. My previous experience working with large qualitative datasets will enable me to extract valuable insights from various data sets to inform SAP decisions and strategies with data-driven insights. I would be delighted to collaborate with the SAP Executive Committee and further strengthen my connection with this dynamic and engaging community.



Juliane  
Möllmann

Juliane is currently PhD Fellow at the Department of Management, BSS, Aarhus University, Denmark. Her research interests revolve around knowledge processes and practices in the context of corporate-startup collaborations. In her current PhD project, she accompanied a startup innovation contest in the housing industry to examine the collaborative engagement of the participating corporations and startups. At Aarhus University, she engaged herself in the last years as PhD representative on the faculty and university level and was elected as PhD student of the year 2021-22. For the last year, she's been supporting the SAP Interest Group in organizing the Virtual Coffee Chats together with Elisa Lehrer.

Beforehand, she worked as a technical consultant for Deloitte and as a project and innovation manager for several German corporations. With her experiences in the IT and software industry, she provides a great background to serve the technical needs of the Interest Group in relation to dataset operations, data management, and GDPR regulations. Thus, she would like to support the SAP Interest Group in the role of Data & Analytics Office.

# SAP COMMUNITY DAY 2023 AT EGOS: IN SEARCH OF A GOOD LIFE: STRATEGIZING BETWEEN VISION AND TRADITION

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

Meet the Strategy-as-Practice (SAP) community during the SAP Community Day at EGOS 2023. This year we meet again **in person on July 5th**, prior to the main EGOS colloquium in Cagliari, for interactive sessions and workshops to catch up with recent conversations in the SAP field and to develop your own work with leading SAP scholars.

As in previous years, the SAP Community Day 2023 consists of two parts:

**Part 1** is all about "Strategizing Between Vision and Tradition". We start with a panel of senior scholars, who will reflect on their perspectives on strategizing between vision and tradition, followed by an interactive panel discussion.

**Part 2** features a paper development roundtable session where participants discuss their current research with leading SAP scholars. Participants will briefly present core ideas and current issues they are facing. Roundtable hosts will offer feedback and invite discussions among roundtable participants.

As in previous years, we encourage submissions of short research papers to be discussed at the roundtables.

Our distinguished panelists and facilitators this year include:

**Siavash Alimadadi, Ignas Bruder, Miriam Feuls, Martin Friesl, Jochen Koch, Georg Reischauer, Birgit Renzl, Linda Rouleau, David Seidl, Violetta Splitter, Jörg Sydow, Neil Thompson, Christopher Wickert, Tammar B. Zilber**

Sponsors:

University of Zurich

ERLab (European University Viadrina)

**The application deadline is April 30, 2023.** Please find further information including application details at <https://bit.ly/SAPCD2023>.



SAP Community Day 2022

# RECENT SAP PUBLICATIONS

## SAP Publications

Bernacchio, C. (2023). Toward a constructive critique of managerial agency: MacIntyre's contribution to Strategy as Practice. *Philosophy of Management*, DOI: [10.1007/s40926-023-00229-4](https://doi.org/10.1007/s40926-023-00229-4)

Day, L., Balogun, J. & Mayer, M. (2023). Strategic change in a pluralistic context: Change leader sensegiving. *Organization Studies*, DOI: [10.1177/01708406231166815](https://doi.org/10.1177/01708406231166815)

Erbaş, E. (2022). The power of social gastronomy entrepreneurship in transforming a terror-stricken city into a tourism destination: A case study practice. *Turizm Akademik Dergisi*, 9(2), 553-566. Retrieved from <https://dergipark.org.tr/en/pub/touraj/issue/73968/1191291>

Jensen, R. & Ottesen, E. E. (2023). Recursive and adaptive processes in strategic work: Municipality leaders' and school leaders' accounts of their work for educational reform, *Nordic Journal of Studies in Educational Policy*, DOI: [10.1080/20020317.2023.2178839](https://doi.org/10.1080/20020317.2023.2178839)

Rasmussen, J., Ihlen, Ø. & Kjeldsen, J. E. (2023). Strategic Covid-19 management in communicational practice: At the crossroads to remain open or not in Denmark, Norway, and Sweden. In *Communicating a pandemic: Crisis management and Covid-19 in the Nordic countries* (pp. 73–95). DOI: [10.48335/9789188855688-4](https://doi.org/10.48335/9789188855688-4)

## SAP-Related Publication

Mirc, N., Sele, K., Rouzies, A. & Angwin D. (2023). From fit to fitting: A routine dynamics perspective on M&A synergy realization, *Organization Studies*, DOI: [10.1177/01708406221148324](https://doi.org/10.1177/01708406221148324)



# ON THE ROAD WITH PETER SMITH: REFLECTION ON A PROCESS RESEARCH WORK- SHOP WITH ANN LANGLEY (I)

Peter Smith

On 14 March 2023, I was fortunate to travel to Australia to attend a workshop on Doing process research with Ann Langley.

The workshop was hosted by Paula Jarzabkowski and Jorgen Sandberg, who lead the Practice and Process Studies research hub at the University of Queensland. Besides Paula's work to make the workshop happen, I need to give a 'big shout out' to Ellen Derbyshire, who worked tirelessly before and during the workshop to ensure everything worked like clockwork.

In case anyone isn't aware of Ann Langley's 'pedigree', the blurb for the workshop notes that "Professor Ann Langley, Deputy Editor of Academy of Management Journal (AMJ), who is a prominent force in organization and strategy research and a recognized pioneer in process studies, the aim of this one-day workshop is to give scholars deep insights and hands-on support in designing and doing process research". I would add to that a few other points. First, is that Ann's 1999 paper (Langley, 1999) is a classic, not only because of the ideas it contains but also because of the clarity of its writing. Secondly, Ann has run Process Organization Studies (PROS) in Greece for many years --- this has to be the premiere process studies conference. She took on the role from the wonderful Haridimos Tsoukas and is now passing the baton to Paula Jarzabkowski. Finally, Ann is also an editor for Strategic Organization.

The workshop's goals were that "Participants will have the opportunity to learn from Professor Ann Langley and from other leading process scholars, and discuss their own research designs", and the workshop certainly met that goal for me. I had been wrestling with one of my own 'blind alleys' (Langley, 2017), and hearing about how Ann and others tackled their work, helped me see a way forward with one of my own papers. Those comments and the paper by Langley and Ravasi (2019) have given me a way forward. That alone was worth the 3-hour flight from Auckland (New Zealand) to Brisbane (Australia).

This was only my second trip out of New Zealand since the Covid-19 crisis hit us all, so, more importantly, it was the chance to connect with like-minded colleagues and old friends (and some new ones too). Activities, like the roundtable session where we could talk about our own research and emerging process models, were particularly enjoyable (useful and interesting).

Toward the end of the day, Corinne Unger chaired a panel session with Paul Spee, Ann Langley, Paula Jarzabkowski, and Jorgen Sandberg. As with many of these types of sessions, it's so helpful to see how senior scholars think about and address issues in their different way. The plurality of thought and thinking that a good panel session surfaces is rewarding to scholars at all levels ... whether they are PhD Candidates, early-career researchers, etc.

# ON THE ROAD WITH PETER SMITH: REFLECTION ON A PROCESS RESEARCH WORK- SHOP WITH ANN LANGLEY (II)

Peter Smith

So, what are the two big takeaways from the workshop? Well, I have one social and one theoretically-based take. First, there is a very vibrant hub of scholars centred on the University of Queensland doing process and practice research, and I need to find more ways to engage with that group. Secondly, the four broad metaphors of process research---narrative, evolution, activity, and witnessing---each have their own ontological underpinnings (Langley, 2021). I need to think more about the ontological position of my current process-based paper.

## References

Langley, A. (1999). Strategies for theorizing from process data. *Academy of Management Review*, 24(4), 691–721. <https://doi.org/10.2307/259349>

Langley, A. (2017). Blind alleys and untold stories in qualitative research. In *The Routledge Companion to Qualitative Research in Organization Studies*. Routledge.

Langley, A. (2021). What is “this” a case of? Generative theorizing for disruptive times. *Journal of Management Inquiry*, 30(3), 251–258. <https://doi.org/10.1177/10564926211016545>

Langley, A., & Ravasi, D. (2019). Visual artifacts as tools for analysis and theorizing. In T. B. Zilber, J. M. Amis, & J. Mair (Eds.), *The Production of Managerial Knowledge and Organizational Theory: New Approaches to Writing, Producing and Consuming Theory* (Vol. 59, pp. 173–199). Emerald Publishing Limited. <https://doi.org/10.1108/S0733-558X20190000059010>



# SAP AROUND THE GLOBE: SAP COMMUNITY DAY AUSTRIA

Milena Leybold

On January 12 and 13, the University of Innsbruck hosted the first Strategy-as-Practice (SAP) Community Austria Day. 13 scholars from different Austrian universities (plus two Austrians from the Universities of Stuttgart and Oslo) attended this day. The aim of the event was to better connect researchers researching on similar topics or applying similar perspectives and to strengthen regional cooperation.

After a convivial evening program on Thursday evening, the "official" part started on Friday with an extensive round of introductions during which the scientists located their research projects on a map of Austria. After a nice lunch at a Nepali Restaurant, we exchanged innovative teaching formats at the "Teaching Buffet" and two of us pitched their research ideas in the SAP Incubator.

This exciting day was organized by Leonhard Dobusch, Milena Leybold and Julia Rapp-Hautz.

We hope to expand our Community Day regionally in the coming year and to welcome more colleagues from Austria, Southern Germany, South Tyrol and Switzerland.

Any questions regarding the program? Please contact [milena.leybold@uibk.ac.at](mailto:milena.leybold@uibk.ac.at)!



# LOCAL SAP COMMUNITY EVENT IN DENMARK

Pernille Smith, Madalina Pop, Susan Hilbolling & Juliane Möllmann

Date: June 1st 2023

Location: Moesgaard Museum, Aarhus, Denmark

The practice and process research group at Aarhus University (BSS) invites all researchers of Danish universities to the third edition of the Aarhus Practice and Process Symposium. At this one-day event, we celebrate our shared interest in practice and process research by presenting and discussing our research projects. Every participating researcher is asked to present his or her research project within 15 minutes, and it will be discussed by two opponents. The day will be complemented by a keynote by **Prof. Marleen Huysman (VU Amsterdam)**. We also make sure to have plenty of time for socialization over coffee, cake, and lunch!

## Call for abstracts and participants

We now welcome the submission of abstracts in all stages of development, from idea to full paper. Abstracts (app. 250 words) should be submitted before 1st of May in the following form:

[Register here](#)

We will compose a program based on the submissions. Extended abstracts or full papers (depending on the stage of development) are due on the 10th of May so that two opponents have sufficient time to prepare feedback (note that if you sign up as a presenter, you are also expected to be an opponent).

If you do not want to present, you are also more than welcome to attend the Symposium as a participant (we may ask you to be an opponent though 😊). Please use the same [form](#) to sign up.

The participation in the symposium is free of charge and covers food and beverages for the day. We have only limited space, so we accept participants on a first-come, first-served base.

If you have any questions, don't hesitate to contact us. We are looking forward to learning more about you and your research!



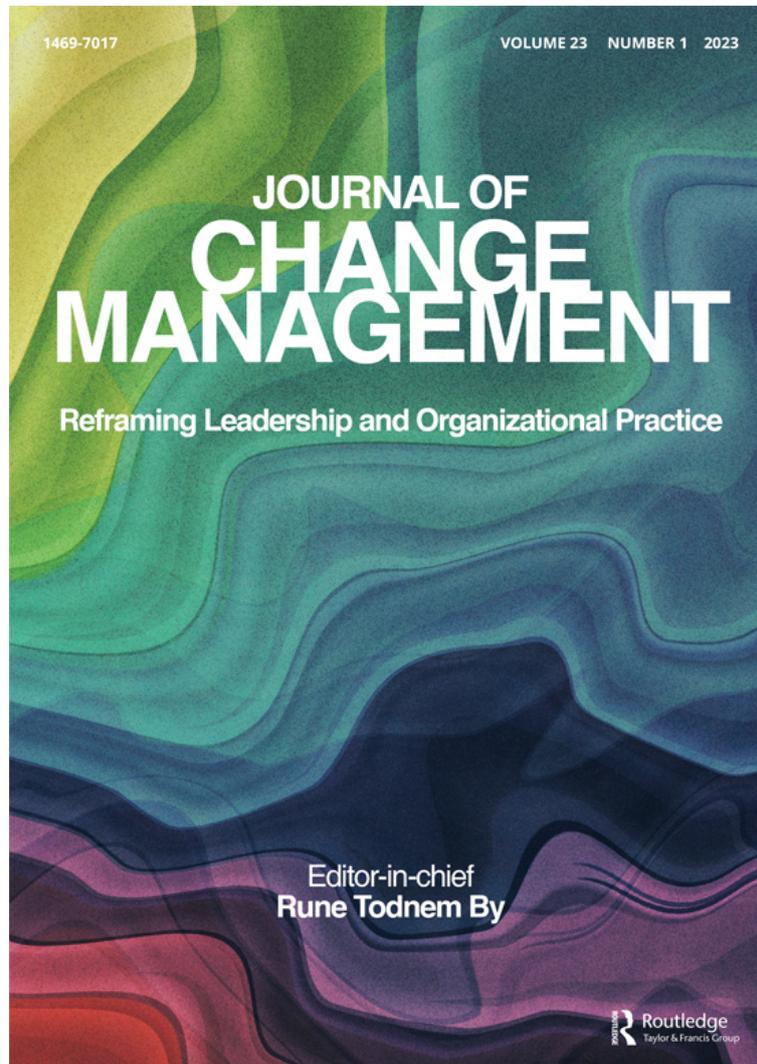
# CALL FOR PAPERS AND WORKSHOP ON LEADERSHIP-AS-PRACTICE

Joe Raelin

Announcing a new Special Issue and associated Paper Development Workshop, called “Next Generation of Leadership-as-Practice: Reconceptualizing Change” to be offered through the Journal of Change Management: Reframing Leadership and Organizational Practice.

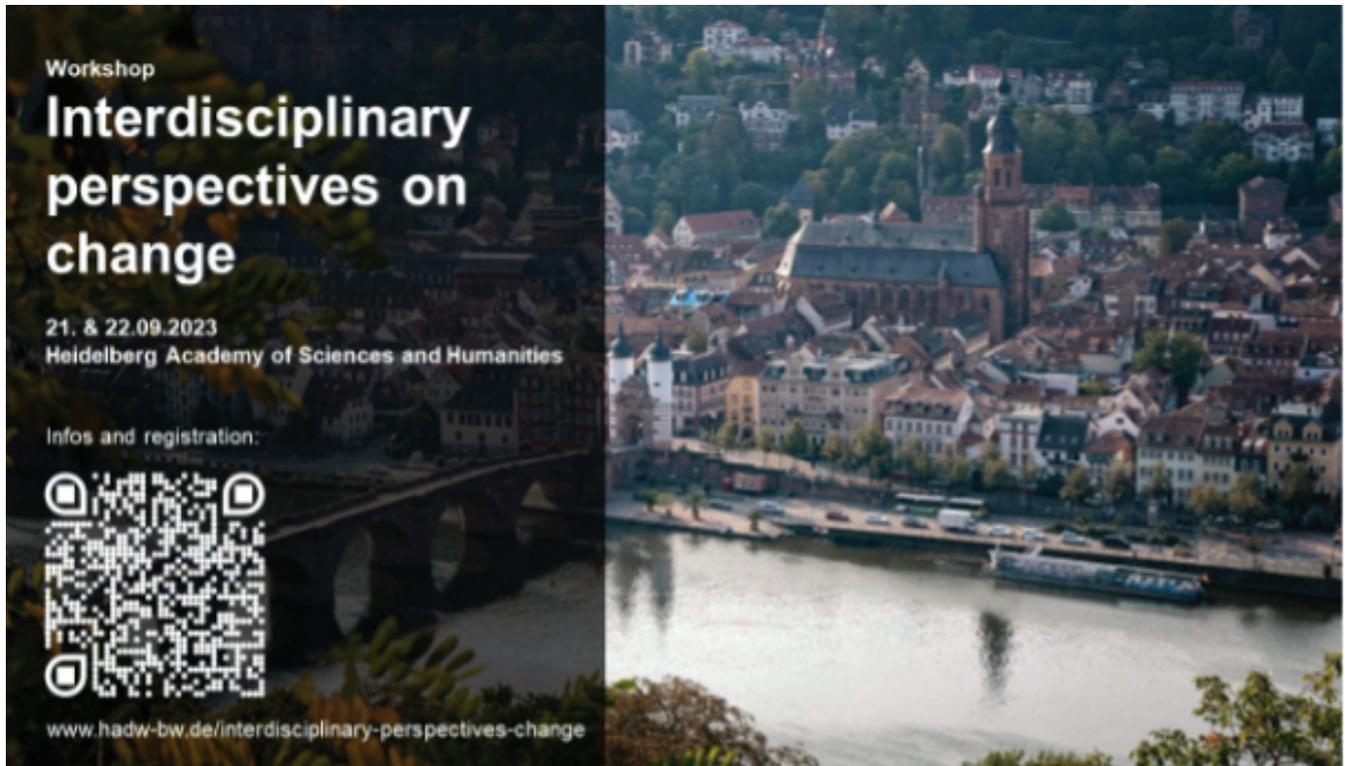
The Call for Papers can be found by clicking on the journal link [here](#).

Please note, however, that the workshops are sold out.



# WORKSHOP ON 'INTERDISCIPLINARY PERSPECTIVES ON CHANGE' IN HEIDELBERG (GERMANY)

Christian Mahringer



Change has been a central topic in research across many disciplines. Our workshop intends to connect scholars from different disciplines that investigate change, such as management and organization research, climate change research, physics, linguistics and biology. A central theme of the workshop are the insights generated by the 'Routines.Research.Community', which has been investigating change of organizational routines over the last two decades. The aim of the workshop, thus, is to stimulate a discussion about change across disciplinary boundaries and to transfer, synthesize and generate new knowledge about this important concept.

The workshop will be held on **September 21st and 22nd 2023** at the 'Heidelberg Academy of Sciences and Humanities'. Heidelberg is arguably one of the most beautiful cities in Germany, with its historical city center and situated in a picturesque countryside. The location can easily be reached with public transportation. The 'Heidelberg Academy of Sciences and Humanities' is a learned society of eminent scientists with international reputation, looking back on a history of more than 100 years.

You can find more information and the registration link here: <https://www.hadw-bw.de/interdisciplinary-perspectives-change>

We are looking forward to seeing you in Heidelberg!



## Strategizing Activities & Practices

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

**Chair-Elect:** Eric Knight — Macquarie Business School (eric.knight@mq.edu.au)

**Program Chair:** Fleur Deken — Vrije Universiteit Amsterdam (f.deken@vu.nl)

**PDW Chair:** Matthias Wenzel — Leuphana University of Lüneburg (matthias.wenzel@leuphana.de)

**Outgoing Chair:** Katharina Dittrich — Warwick Business School (katharina.dittrich@wbs.ac.uk)

**Membership Chair:** Tania Räcker (previously Weinfurtner) — University of Zurich

(tania.raecker@business.uzh.ch)

**Treasurer:** Mustafa Kavas — University of Sheffield (m.kavas@sheffield.ac.uk)

**Secretary:** David Oliver — University of Sydney (david.oliver@sydney.edu.au)

**Social Media Chair:** Georg Reischauer — WU Vienna & JKU Linz (Georg.Reischauer@wu.ac.at)

**Representative-at-Large:** Carola Wolf — University of Liverpool Management School

(c.wolf@liverpool.ac.uk)

**Representative-at-Large:** Kathrin Sele — Aalto University (kathrin.sele@aalto.fi)

**Representative-at-Large:** Birgit Renzl — University of Stuttgart (birgit.renzl@bwi.uni-stuttgart.de)

**Representative-at-Large:** Madalina Pop — Aarhus University BSS (madast@btech.au.dk)

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