



Strategy Practice Interest Group Newsletter Fall 2020

Issue Overview

IG program overview | Virtual SMS 2

Pre-conference panel sessions of the Strategy Practice IG 5

Workshop: Quality in qualitative research 7

SMS extension events 9

Virtual engagement opportunities 11

Rejuvenating ABC: A rethink 12

Call for proposals: SMS 2021 14

Recent activities: Strategy Practice at EGOS 15

Dear Strategy Practice IG members,

Welcome to our latest newsletter, which I hope will help to keep you updated on the recent and upcoming activities of our Strategy Practice IG.

The pandemic of COVID-19 has imposed many challenges on our academic life this year. To keep our members engaged in the difficult times, we have taken new initiatives including virtual mentoring and strengthening our collaboration with the Strategy-as-Practice communities at the AoM and EGOS. Our leadership team has also been working hard to deliver an exciting program for this year's annual conference. While we won't be able to meet in person, the online form provides the flexibility of joining the conference with much less restrictions of time and travelling. I hope you will leverage this flexibility to attend the conference and engage in fruitful academic exchanges.

Let me take the opportunity to highlight some aspects of our program. For the pre-conference program, our Saturday workshop, for which we have received a large number of applications, focuses on "Quality in qualitative research". On Sunday, we have three exciting panels on digital strategizing, inclusive strategizing and dynamics of attention.

These sessions will feature speakers from both the practice world and the academic world. They include many leading scholars in our field: Shahzad Ansari, Paula Jarzabkowski, Tomi Laamanen, William Ocasio, Sotirios Paroutis, Davide Ravasi, David Seidl, Eero Vaara and Richard Whittington, just to name a few.

For the main program, we have six paper sessions focusing on various emerging topics in strategizing, such as forms of tensions, digital technology, embeddedness of strategists and the role of materiality. Some sessions are joint with the IGs of Behavioral Strategy, Strategy Process and Entrepreneurship & Strategy, and aimed at facilitating exchanges between different SMS communities in order to shed light on exciting new phenomena.

Enjoy the newsletter and hope to see many of you at the online conference!

With best regards,
Shenghui Ma (Chair) and the Strategy Practice IG leadership team

IG PROGRAM OVERVIEW | VIRTUAL SMS (I)

Friday, Oct 16, 2020			
13:00-13:30 UTC	Business meeting <i>Chair: Shenghui Ma</i>	IG business meeting	Virtual
Wednesday, Oct 21, 2020			
15:00-16:00 UTC Session 1621	Inclusive Strategizing – Practical Insights From AXA, Wikimedia and IBM <i>Organizers: Theresa Langenmayr, Violetta Splitter</i> <i>Panelists: Liam Cleaver, Nicole Ebber, Claudio Gienal, David Seidl, Richard Whittington</i>	IG panel	Virtual
Thursday, Oct 22, 2020			
08:00-16:00 UTC	Extension event (I) Rebooting Technology: Strategizing for the 4th Industrial Revolution <i>Organizers: Ayfer Ali, Robert Brennan, John Lyon, Luciano C. Oviedo, Sotirios Paroutis, Juha Uotila</i> <i>Moderator and panelists: Juha Uotila, Carmelo Cennamo, Panos Constantinides, Robin Gustafsson, Joost Rietveld</i>	IG extension	Virtual
13:00-15:00 UTC	Workshop: Publishing Strategy Process and Practice Research <i>Organizers: Daniel Mack, Murat Tarakci</i> <i>Panelists: Gurneeta Vasudeva Singh, Catherine Maritan, Luca Berchicci, PuayKhoon Toh</i>	IG workshop	Virtual
Friday, Oct 23, 2020			
14:00-19:00 UTC	Extension event (II) Collaborating for Management Innovation: Lessons and Opportunities <i>Organizers: Gary Hamel, Julia Hautz, Krsto Pandza, Richard Whittington</i> <i>Panelists: Julia Balogun, Hugh Courtney, Gary Hamel, Michael Mol, Rashik Parmar, Martin Reeves, Jeffrey Reuer, Henk Volberda</i>	IG panel	Virtual
Saturday, Oct 24, 2020			
14:00-17:00 UTC	Workshop: Quality in Qualitative Research <i>Organizers: Julia Rapp-Hautz, Christina Wawarta</i> <i>Panelists: Paula Jarzabkowski, Sotirios Paroutis, David Seidl, Davide Ravasi, Charlotte Cloutier, Will Harvey, Hans Berends</i>	IG workshop	Virtual
Sunday, Oct 25, 2020			
13:30-14:30 UTC Session 1622 <i>(with Strategy Process IG)</i>	Digital Strategizing and Emerging Technology <i>Chair: Madeleine Rauch, Sarah Stanske</i> <i>Panelists: Shahzad Ansari, Michael Mol, Mary Tripsas</i>	IG panel	Virtual
15:00-16:00 UTC Session 1620	The Dynamics of Attention: Practices, Routines and Processes <i>Chair: Richard Whittington</i> <i>Panelists: Tomi Laamanen, William Ocasio, Claus Rerup, Eero Vaara, Basak Yakis-Douglas</i>	IG panel	Virtual

IG PROGRAM OVERVIEW | VIRTUAL SMS (II)

Monday, Oct 26, 2020

12:00-13:00 UTC Session 1821 (with Strategy Process IG)	<p>Tensions in Strategizing <i>Chair:</i> Madeleine Rauch</p> <ul style="list-style-type: none"> • How Did Ericsson Sideline Wimax?: Dynamics of Ecosystem Legitimacy and Incumbent's Response to Technological Competition (Saeed Khanagha, Shahzad Ansari, Hakan Ozalp, Violina Rindova) • Addressing Societal Challenges through Social Innovation: A Process Perspective on Competitive Advantage (Maria Rita Micheli, Marta Gasparin) • Corporate Social Entrepreneurs in Rural E-commerce Implementation: Constructing Technology Affordances and Overcoming Technology Constraints (Tian Wei, Qianwen Wan) • Emergent Strategy from Spontaneous Anger: Crowd Dynamics in the First 48-Hours of the Ferguson Shooting (Ravi Kudesia) 	Paper session	Virtual
---------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------	---------

Tuesday, Oct 27, 2020

13:45-14:45 UTC Session 1645	<p>Strategy As Practice and Linkages <i>Chair:</i> Matthias Wenzel</p> <ul style="list-style-type: none"> • Strategy as Practice and Routine Dynamics (Benjamin Grossmann-Hensel, Paula Jarzabkowski) • Sustaining Attention to Strategic Issues (Basak Yakis-Douglas, Richard Whittington, Tomi Laamanen) • Participation in Strategy Making between Stage and Reality (Theresa Langenmayr, Violetta Splitter, David Seidl) • Trusting in the Emergence of a Strategizing Practice (Martha-Eugenia Reyes-Sarmiento, Luz Rivas) 	Paper session	Virtual
---------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------	---------

Wednesday, Oct 28, 2020

12:00-13:00 UTC Session 1649	<p>Managing Strategic Tensions <i>Chair:</i> Julia Hautz</p> <ul style="list-style-type: none"> • Repurposing Practices for Coopetition Inside the Multibusiness Firm: An Emerging Process Model (Torsten Schmid, Martha Feldman) • Enabling Ambidexterity in Parallel Structures: Interface Practice Bundles of Inter-Team Strategy-Making at NASA (Christina Wawarta, Loizos Heracleous, Sotirios Paroutis) • Legitimation Strategies of Strategy-makers: Structuration Perspective on Practices and Structures of Legitimation in Employer Branding (Andreas M\"olk) • Resolving Identity Crises in Incumbent Firms: Strategy Making in the Digital Age (Oliver Boehm) 	Paper Session	Virtual
---------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------	---------

IG PROGRAM OVERVIEW | VIRTUAL SMS (III)

Thursday, Oct 29, 2020

<p>12:00-13:00 UTC Session 1647 (with <i>Entrepreneurship and Strategy</i>)</p>	<p>Strategizing with Digital Technologies <i>Facilitator:</i> Theresa Langenmayr</p> <ul style="list-style-type: none"> • Cryptocurrencies and the Dark Side of Routine Dynamics (Bryan Spence) • Trapped in a Community Dilemma: Implications of Private Social Media Use in the Workplace (Stefanie Habersang) • Conditioning the Effect of Prize on Tournament Self-Selection (David Pastoriza, Ines Alegre, Miguel Angel Canela) • Measuring Founding Strategy (Jorge Guzman, Aishen Li) 	<p>Paper Session</p>	<p>Virtual</p>
<p>13:45-14:45 UTC Session 1644</p>	<p>Strategy As a Materially Mediated Process <i>Chair:</i> Torsten Schmid</p> <ul style="list-style-type: none"> • Multimodal Instantiation of a Strategy Analogy: A Semiotic Perspective (Jarryd Daymond) • The Role of Strategic Actions in Organizational Schema Change (Stephan Ryf) • Strategy Tools as Metaphors: How Strategy Tools Frame Strategy Thinking (Tatiana Dia) • Open Strategizing and Requisite Variety: A Longitudinal Case Study of Simple Rules (Renate Kratochvil, Johanna Gruenauer, Wolfgang H. Guettel) 	<p>Paper session</p>	<p>Virtual</p>

Friday, Oct 30, 2020

<p>12:00-13:00 UTC Session 1646 (with <i>Behavioral Strategy IG</i>)</p>	<p>Embeddedness of Organizational Actors and Strategic Outcomes <i>Chair:</i> Basak Yakis-Douglas</p> <ul style="list-style-type: none"> • The Roles and Relevance of Strategy Professionals in Large Organizations (Anna Plotnikova, Krsto Pandza) • Keeping Connected: How Top Managers Involve Middle Managers in Strategizing (Sarah Woolley, Graeme Currie) • Who Gets Admitted? The Gatekeeper Effect in Accreditation Processes (Riccardo Fini, Julien Jourdan, Markus Perkmann, Laura Toschi) • Organizational Culture as a Source of Competitive Advantage: The Case of Netflix (Arianna Marchetti, Phanish Puranam) 	<p>Paper session</p>	<p>Virtual</p>
----------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------	----------------

PRE-CONFERENCE PANEL SESSIONS OF THE STRATEGY PRACTICE IG (I)

Inclusive Strategizing – Practical Insights From AXA, Wikimedia and IBM

Wednesday, October 21st: 15:00 – 16:00 (UTC)

Panelists

- **Liam Cleaver**, IBM, Vice President, Market Development & Insights
- **Nicole Ebber**, Wikimedia, Head of Strategy
- **Claudio Gienal**, AXA UK, CEO
- **David Seidl**, University of Zurich
- **Richard Whittington**, University of Oxford



Chair:
Violetta Splitter,
University of Zurich



Chair:
Theresa Langenmayr,
University of Zurich

Background and purpose of session

Over the last few years, strategy researchers have witnessed a new trend in the practice of strategy development towards more openness – both in terms of increasing transparency about the strategy process and in terms of including a wider range of actors in the formulation of strategy. While collecting data in various organizations, researchers have observed how differently organizations approach and implement ‘Open Strategy’ in practice. Therefore, we convene a practitioner panel discussion around inclusive strategizing to gain practical insights into three different ‘Open Strategy’ cases. The panelists consist of influential practitioners who have experience in inclusive strategizing and can provide practical insights into heterogenous ‘Open Strategy’ cases in terms of tools, selected actors and process management.

Digital Strategizing and Emerging Technology (joint session with the Strategy Process IG)

Sunday, October 25th: 13:30 – 14:30 (UTC)



Chair:
Madeleine Rauch,
Copenhagen Business School



Chair:
Sarah Stanske,
Leuphana University Lüneburg

Panelists

- **Shahzad Ansari**, Cambridge University
- **Samer Faraj**, McGill University
- **Michael Mol**, Copenhagen Business School
- **Mary Tripsas**, Boston College

Background and purpose of session

With the emergence of new technologies, strategists’ core activities have been fundamentally affected, necessitating both practitioners and scholars to reflect on new opportunities and challenges. This workshop brings together scholars and practitioners to discuss the opportunities but also potential challenges of emerging technologies for the strategy process and firms more broadly. It will address questions such as: What are the most pressing issues for practitioners operating as strategists in today’s world? In which ways do human actors and technological actors currently collaborate in the course of strategizing? Do we already embed all technological possibilities in the strategy process or are there still certain hurdles to overcome? Do we need to include more actors in the strategy process (e.g., the crowd, ecosystem members)? Do we need human actors for strategizing in the future? We intend this session to offer collective insights from our diverse panel, working at the forefront of these fields.

PRE-CONFERENCE PANEL SESSIONS OF THE STRATEGY PRACTICE IG (II)

The Dynamics of Attention: Practices, Routines and Processes

Sunday, October 25th: 15:00 – 16:00 (UTC)

Panelists

- **Tomi Laamanen**, University of St. Gallen
- **William Ocasio**, University of Illinois at Urbana-Champaign
- **Claus Rerup**, Frankfurt School of Finance and Management
- **Eero Vaara**, University of Oxford
- **Basak Yakis-Douglas**, King's College London

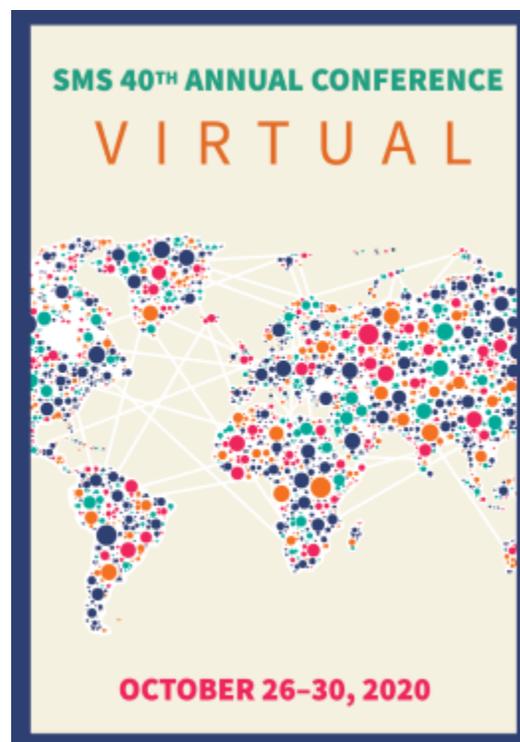


Chair:

Richard Whittington,
University of Oxford

Background and purpose of session

This panel brings together leading scholars developing a new emphasis on the dynamics of organizational attention to strategic issues. In today's complex and turbulent environments, organizations miss issues and forget issues, with important strategic consequences. A dynamic perspective highlights how attention involves processes and activities that evolve both before and after the moment of initial 'sale'. The panel will therefore consider the types of organizationally-specific routines and trans-organizational practices by which organizational attention is gained and sustained over time. The panelists will introduce their particular perspective on attention dynamics and their implications for organizations, identifying particular challenges for the audience. Further they will give brief methodological recommendations for research with a dynamic perspective.



WORKSHOP: QUALITY IN QUALITATIVE RESEARCH

Saturday, October 24th: 14:00 – 17:00 (UTC)

IG&C Sponsor

Strategy Practice IG, Strategy Process IG

This workshop builds on the forthcoming Special Forum of the journal *Strategic Organization (SO)* on “Quality in Qualitative Research”. Its objective is to draw attention to the importance of qualitative rigor for Strategy-as-Practice research and to provide its participants with guideposts as to what good qualitative research looks like. For this it considers the entire research process ranging from the data collection to the analysis and presentation. Further, it discusses several of the methods that qualitative researchers can choose from, such as video-based research.

The workshop consists of two parts. First, the Special Forum and its six papers are introduced and discussed. For this, authors of each paper will be present. Paula Jarzabkowski, who is one of the responsible SO editors, serves as the corresponding facilitator. The panel is followed by more focused roundtable discussions. Each roundtable revolves around one of the six papers and deals with the burning questions that the participants have on the matter.

Organizers



Julia Rapp-Hautz
University of
Innsbruck



Christina Wawarta
University of
Warwick

Panelists



Sotirios Paroutis
University of
Warwick



David Seidl
University of
Zurich



David Ravasi
University
College London



Charlotte Cloutier
HEC Montréal



Willy Harvey
University of
Exeter



Hans Berends
University of
Amsterdam



**Paula
Jarzabkowski**
Cass Business
School

DETAILED WORKSHOP SCHEDULE

Time (UTC)	Activity	Workshop Contributor	Duration
14:00-14:05	Welcome Welcome, motivation and agenda	<ul style="list-style-type: none"> – Julia Rapp-Hautz – Christina Wawarta 	5 min
14:05-15:15	Interactive Panel: Quality in Qualitative Research (70 min) <ul style="list-style-type: none"> – Introduction to the Special Forum of Quality in Qualitative Research – Video-based research methods – Authenticity and plausibility as hallmarks of quality – Interviewing elites – Using tables in qualitative research – When access goes wrong: Candid reporting of fieldwork – Process research methods for qualitative research – Discussion with the audience facilitated by Paula Jarzabkowski (SO Editor) 	<ul style="list-style-type: none"> – Paula Jarzabkowski – Sotirios Paroutis – Paula Jarzabkowski (p.p.) – David Seidl – Davide Ravasi & Charlotte Cloutier – Will Harvey – Hans Berends – Panel discussants – Workshop participants 	5 min 8 min 8 min 8 min 8 min 8 min 8 min 15 min
15:15-15:25	Break & Change of Virtual Space (Switch to breakout room per roundtable)	– All	10 min
15:25-16:10	Roundtable Discussions Roundtable per one of the six papers to discuss burning questions, which revolve around them. Most questions will have been provided by the pax up-front, but further ones can also emerge dynamically.	<ul style="list-style-type: none"> – Panel discussants incl. facilitator – Workshop participants 	45 min
16:10-16:20	Break & Change of Virtual Space (Switch back to the main virtual session)	– All	10 min
16:20-16:55	Plenary Report Back and Synthesis Results report back per roundtable (3 min) and subsequent discussion across topics and synthesis by all scholars and participants	– All	35 min
16:55-17:00	Wrap-Up & Goodbye Logistical information (e.g. distribution of slides), thank you, feedback and goodbye	<ul style="list-style-type: none"> – Julia Rapp-Hautz – Christina Wawarta 	5 min
Total			180 min

SMS EXTENSION EVENT (I)

Rebooting Technology: Strategizing for the 4th Industrial Revolution

Thursday, October 22nd: 13:00 – 16:00 (UK time zone)

<https://www.strategicmanagement.net/virtual/extensions/warwick>

or

<https://www.dba.network/sms-london-2020-strategy-hackathon>

Organizers

Ayfer Ali, Carlos III University of Madrid

Robert Brennan, Warwick Business School

John Lyon, Warwick Business School

Luciano C. Oviedo, Warwick Business School

Sotirios Paroutis, Warwick Business School

Juha Uotila, Warwick Business School

DBA and executive PhD program directors, students and alumni as well as strategy practice academics are invited to participate in a fun and interactive "open strategy hackathon" to be held (virtually) on Thursday, October 22nd, 2020 from 1pm – 4pm (UK time zone) as part of a SMS Annual Conference extension and being sponsored by Warwick Business School and DBA.Network. This open strategy hackathon is aimed at bringing academics and practitioners together to tackle a high-level challenge around how to build resilient intellectual capital networks under VUCA conditions. More specifically, teams will tackle a detailed level challenge around designing and launching a new DBA/exec PhD community under the SMS umbrella. Breakout teams will perform analysis and present results. Subsequently, winners will be announced based on judge selection.

Registration for the extension will be \$15 USD. We look forward to seeing you online soon!

For questions, please contact: luciano.oviedo.16@mail.wbs.ac.uk

SMS EXTENSION EVENT (II)

Collaborating for Management Innovation: Lessons and Opportunities

Friday, October 23rd: 14:00 – 19:00 (UTC), online delivery

<https://www.strategicmanagement.net/virtual/extensions/said>

Keynote Speakers & Panelists

Julia Balogun, *University of Liverpool*

Hugh Courtney, *Northeastern University*

Gary Hamel, *London Business School*

Michael Mol, *Copenhagen Business School*

Rashik Parmar, *IBM*

Martin Reeves, *Boston Consulting Group*

Jeffrey Reuer, *University of Colorado Boulder*

Henk Volberda, *University of Amsterdam*

Organizers

Gary Hamel, *London Business School*

Julia Hautz, *University of Innsbruck*

Krsto Pandza, *University of Leeds*

Richard Whittington, *University of Oxford*

Collaborating for Management Innovation: Lessons and Opportunities

Over the centuries, advances in management have made a substantial contribution to economic and social progress, and today, with organizations facing an array of unprecedented challenges, the need for management innovation is more urgent than ever. Despite these successes, management research often fails to yield a practice dividend. Few practitioners, it seems, regard academic researchers as indispensable partners in addressing the most vexing challenges that confront their organizations. In most organizations management innovation receives much less strategic and systemic attention than technological innovation despite the fact that the former often underpins the latter. One telling data point: while in a recent year, businesses spent more than \$3.5 billion funding scientific research in U.S. universities, management research attracted a scant \$51 million of corporate funding. Hence the question that animates this SMS London Extension: ***What could scholars do to help dramatically accelerate the pace of management innovation across the world?***

This SMS extension brings together a community of academics, practitioners and consultants to address a set of questions in keynotes, panel discussions and full group discussions. To enable interaction among participants the extension additionally relies on multiple breakout sessions which facilitate interactive discussion with keynote speakers and panelists in small groups. Further registered participants will be asked to share their thoughts, insights, ideas and questions on the topic on a virtual platform in the weeks before the event. The extension will build on this input.

Registrants for the extension will be emailed information about a dedicated Zoom link in October. Registration for the extension will be \$15 USD. We look forward to seeing you online soon!

VIRTUAL ENGAGEMENT OPPORTUNITIES

SAP WEBINAR SERIES



In June, the community was invited to join the successful Strategy-as-Practice (SAP) **webinar series**, as part of which leading SAP scholars provided an introduction to the foundations of SAP research and clarified core issues related to strategizing activities and practices, set up by the greater Strategy Practice community. *Paul Spee* talked about "Strategy-as-Practice and the Focus on Sociomateriality" and *Leonhard Dobusch* talked about „Open Strategy as a Practice”.

MENTORING PROGRAM

In order to keep up the community spirit in a time of virtual rather than actual in-person interactions, we extended the **mentoring initiative to the virtual realm and to all members**. Interested IG members are paired with more experienced members of the community for a fruitful virtual networking exchange.



INVITATION TO IG BUSINESS MEETING

Friday, Oct 16, 2020, 13:00 UTC (virtual)

Please join us at our **IG Business Meeting** where we will review current initiatives of the Interest Group and also present our conference awards. Don't miss the opportunity to share your concerns, to virtually mingle with old friends and to meet our newest members.

This is a wonderful chance to meet the community in a year that doesn't include many such opportunities so make sure to join!



REJUVENATING ABC: A RETHINK (I)

By Timo Santalainen

SMS is approaching its 40th Anniversary. Current leaders have renewed its strategic intent, which is to “actively shape the understanding and practice of strategic management”. ABC strategy, the deepest original core value, seems to be reborn. ABC is one of the key elements of future strategic directions of SMS. Despite good intentions “the great divide between As and Bs”, as late Clayton Christensen put it, has widened. Membership composition of SMS is unbalanced. This applies even in Strategy Practice IG. In fact, it is next to impossible to find practicing managers among SMS members; B-members are in developmental rather than genuine managerial positions.

Over the years Strategy Practice IG has introduced and tested numerous ideas for finding a better ABC-balance. “Practitioners’ Track” was introduced 10 years ago. This idea has more recently been applied in Annual Conferences, too. The problem is that there are no practitioners in audience, i.e. the supply side is fine, but demand side is lacking. The same applies to “Mentoring Initiative” introduced by IG’s Engagement Officer: how to get B-mentorees? Another example is the attempt of adjusting review criteria more ABC-friendly. Finding ABC-minded insightful pool of reviewers is a tricky task, but attracting practitioners to write proposals is far more difficult.

Fortunately, there are also ideas that stick. ABC-panels and plenaries bring genuine practitioners to conferences. Strategy Practice IG has good experiences in working with local organizers who encourage businesspeople to contribute for instance in Saturday-sessions. Special Conferences seem to have much better ABC-balance than Annual Conferences. Social media opens multiple new avenues for balancing acts. Strategy Practice IG’s renewed Newsletter also exemplifies a good vehicle.

So, how to find more executing power behind ABC-initiatives? Tinkering is not enough. SMS’s renewed strategic intent (vision) calls for a rethink. In addition to thinking what are good strategy practice research topics to me (us), *we should ask what relevant insights can I (we) offer to practitioners*. True impact is gained when practitioners implement our ideas in their strategic thinking and action.

There is an empty hole of time between conferences. How to fill this? Lessons from a vibrant national society might offer some boosters. So, let’s have a closer look at what is happening on national level.

Strategic Management Society-Finland (SSJS) has been a major energizer and prominent ABC networking platform in the country. SSJS had its 30th Anniversary in 2019. SSJS’s membership count has been 400 – 500. Membership composition is quite balanced: 26% A-members, 33% B-members, 35% C-members and 6% other (students, retired persons). Annual activities of SSJS are framed by *an annual theme* (“Bright Strategic Thinking Amidst Challenges of Sustainability and Digital Disruption” is the latest one). An annual seminar, “*Strategytwist*”, is a highlight of a year. It is a major ABC-networking occasion featuring an award “*Most Powerful Strategic Action of the Year*”, given to an organization. “*Annual Strategy Awards*” are granted to post-graduate and graduate researchers. For the time being, six *Honorary Members* have been invited as well.

REJUVENATING ABC: A RETHINK (II)

Ongoing activities include *“Monthly Strategy Get-Together”*, which is an after-work visit to a business, public or parastatal organization. Most of the visits have been sold out. *“Round Table Teams”* hosted by activist SSJS-members as well as *“Strategy Incubators”* are more intimate idea x-fertilizing events offering ABC-networking possibilities. *“Lottery Luncheon”* is a monthly event where senior ABC-members host tables, share their strategy insights and spar with more junior people allotted to their tables. *“Strategy Sparring”* is a similar vehicle for junior members to pose questions or strategy themes to more senior SSJS-members with whom they want to spar with, face to face or via email.

Monthly Newsletters and occasional *webcasts* take care business as usual. Newsletters are complemented by *“Strategy Foresights”* that are collections of insightful articles, books or presentations that active SSJS-members take responsibility of publishing. *Strategy books written by members* are promoted, even by organizing mini-seminars on the theme of the book. In some case these books have given ideas for annual themes.

SSJS has organized *study tours to SMS Annual Conferences*, most often as a joint effort with another professional network like HRM Association. The usual concept during the study tour has been that there is one day seminar with local company (e.g. Intel) or university (e.g. Stanford, IESE) before SMS Conference and another day after for summarizing lessons learned. To maximize value capture joint workshops 1-2 months after SMS conferences have also been organized. Some C-members have invited their *consulting clients to SMS Conferences*. Conferences offer great opportunities for customized strategy sparring, too. For SMS this opens opportunity to attract new B-members.

In sum, how to rejuvenate ABC? There is no dearth of ideas, but how to make things happen? Why not to nominate *“Country ABC Ambassadors”*? Active SMS-members (seniors and juniors) would be one possibility. Country ABC Ambassadors should use their personal contact networks for actively finding prominent practitioners (business, politics, NGOs, arts, sports etc), and encourage them to become SMS members, and even encourage their (ABC) contributions in congresses. Bs and Cs can offer excellent cases that can be framed by A-concepts.

Strategy Practice IG could organize an *“Adopt-A-Member” Competition* by asking existing IG members to find 2-5 Bs and Cs in their contact network, and involve them (to become members, to attend conferences, to contribute). Best recruiters should be awarded. This idea works only if Annual Conferences are attractive enough to Bs and Cs. Strategy Practice IG has done a lot but there still is quite a job to be done.

Timo Santalainen

SMS Founding Member

Fmr. Chair of Strategy Practice IG

CALL FOR PROPOSALS: SMS 2021, TORONTO

Strategy Practice Track

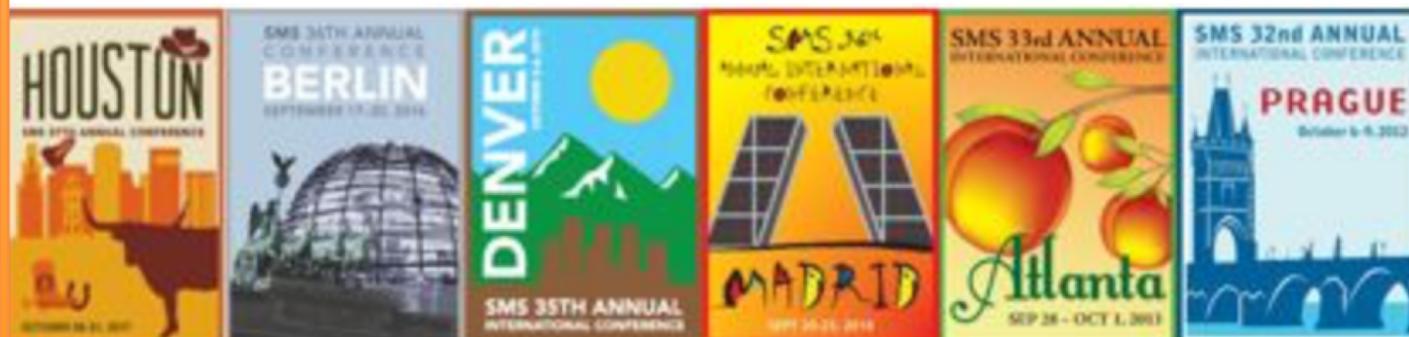
The Strategy Practice IG explores the doing of strategy and its link with the broader institutional and societal environment. The focus is on strategy actors, activities, and practices involved in formulating, implementing, and changing strategies. These interests resonate particularly well with the conference theme by building on social theory which acknowledges human creativeness. Actors may imaginatively engage in practices and form beliefs regarding an anticipated future.

While welcoming all contributions aligned with our general interests, we particularly seek empirical and conceptual papers from academics, practitioners and consultants that engage with questions related to the role of imagination and inspiration in strategy change.

We also welcome papers that critically examine the applicability of existing strategizing practices to tackle discordant challenges. It is inevitable that radical changes affect the content of strategy, yet it's less clear how it changes 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 issue that are discordant 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.

Deadline for proposals: February 24, 2021. The submission system opens in early December, 2020.



RECENT ACTIVITIES: STRATEGY PRACTICE AT EGOS

Reflections on the Virtual Strategy-as-Practice (SAP) Community Day 2020



The SAP Community Day is a full day 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 process and practice of strategizing and to inspire future (collaborative) research projects. This year's Community Day took place for the fifth time already, yet, for the first time in a virtual format (as did the entire conference). In this way the heading subject "Studying Grand Challenges through Practice-Based Methods" embraced the context of 2020 (i.e., the Covid-19 crisis).

Continuing in the reflexive tradition of the SAP Community Day, the program consisted of interactive sessions and workshops to maximize engagement and dialogue among scholars interested in the process and practice of strategizing with a particular focus on studying grand challenges and exploring the useful methods to conduct such research. The program of the workshop consisted of two parts. In Part I (open-access session) more than 70 participants followed an introductory session into SAP methods, whereas in Part II (application-only session) 27 participants had the chance to discuss their research in roundtable sessions with distinguished SAP scholars.

PART I included short presentations by experienced SAP scholars who presented their methodological approach to study phenomena from a SAP perspective. The speakers included Eric Knight ("Multi-Modal Data Analysis in Case Ethnographies"), Loizos Heracleous ("Discourse Analysis"), Matthias Wenzel ("Video Data and Video Analysis"), Mikko Vesa ("Netnography") and Tim Hannigan and Rodrigo Valado Alves ("Interpretive Data Science, Big Data, and Topic Modeling"). Afterwards each speaker offered two roundtable sessions to give participants the opportunity to directly discuss their questions related to methodology, data sources and data analysis with the expert panelists.

PART II featured two paper-development roundtable sessions. As a proven cornerstone from recent SAP Community Days, participants received feedback to improve their empirical or conceptual work from leading SAP scholars. As organizers, we were very grateful to have with us as roundtable hosts Jane Lê, Michael Smets, Violetta Splitter, Matthias Wenzel, Fleur Deken, and Basak Yakis-Douglas.

Despite the challenges to organize and run a fully virtual SAP Community Day, we received a lot of positive feedback and enthusiasm. With more than 70 participants it was even the most attended SAP Community Day so far. Its success is however dependent on the goodwill of the broader

SAP community for which we continue to be grateful. We have also 'appointed' the new Committee for Amsterdam 2021 and we're looking forward to another inspirational day – maybe as a new „blended“ format that combines virtual and face-to-face interaction among our members from all over the world.

Stefanie Habersang, Maximilian Heimstädt, Renate Kratochvil, Madalina Pop & Benjamin Scher (Organizers)



Matthias Wenzel @matth... · 01.07.20 ...
Antwort an @stefhabersang @fleurdeken und 6 weitere

Thank you for organizing the @Strategizers Community so well under these difficult conditions! Your efforts have demonstrated how pleasant a virtual workshop can be—an outstanding service to the development of our community! I was very happy to be part of it.





Strategy Practice Interest Group

Newsletter Fall 2020

Please contact us, if you have any questions or feedback!

Shenghui Ma, Chair (shenghuima@fudan.edu.cn)

Eric Knight, Program Chair (eric.knight@mq.edu.au)

Julia Hautz, Associate Program Chair (julia.hautz@uibk.ac.at)

Tania Weinfurtner, Engagement Officer (tania.weinfurtner@business.uzh.ch)

Luz Rivas, Rep-at-Large (lrivasm@eafit.edu.co)

Madeleine Rauch, Rep-at-Large (mra.si@cbs.dk)

Torsten Schmid, Rep-at-Large (torsten.schmid@unisg.ch)

Christina Wawarta, Rep-at-Large (christina.wawarta.15@mail.wbs.ac.uk)

Matthias Wenzel, Rep-at-Large (matthias.wenzel@leuphana.de)

Basak Yakis-Douglas, Rep-at-Large (Basak.Yakis-Douglas@sbs.ox.ac.uk)