

Strategy Process IG News

Issue 1 | September 2021



Dear members of the Strategy Process IG,

2021 will be the second virtual conference for SMS, and we worked hard to design an exciting and diverse program for you. In this newsletter, Murat Tarakci, our Program Chair, provides you with an overview of this year's conference program and our Associate Program Chair Koen Heimeriks summarizes our weekend program, which several of our Reps-at-large co-organized.

Thank you for being a member of the Strategy Process IG and we look forward to seeing you at this year's conference!

Patricia Klarner, IG Chair

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WELCOME FROM OUR CHAIR

Dear members of the Strategy Process IG,

We are very excited to share with you some updates and new initiatives in our IG and to provide you with an outlook of our 2021 SMS Conference program and activities.

Over the past year, we launched several new initiatives:

- The *Strategy Process virtual engagement activities*, including webinars that address latest topics in Strategy Process research and practice as well as virtual events for PhD students.
- The *Strategy Process IG Advisory board*, composed of our former IG leaders. We are very grateful that they joined the board to share their ideas and offer advice on our IG activities.
- Our new *IG Engagement Officer*, Jeanine Porck, took office. Jeanine does a great job setting up several member engagement initiatives for our IG.

We congratulate the winners and finalists of the Best Proposal Award, as well as the winners of the Best Reviewer Award and the Outstanding Service Award. We are grateful for their contributions to our IG.

Thank you for being a member of the Strategy Process IG and we look forward to seeing you at this year's conference! You can read more about it in this newsletter.



Patricia Klarner
IG Chair



OUR SATURDAY WORKSHOP

The Process of Publishing Strategy Research: Journeying Along the (sometimes bumpy but ultimately successful) Paths to Publication

Saturday, September 18 10AM-1PM

The Strategy Process Interest Group is co-sponsoring a publication-oriented Saturday workshop, which focuses on the challenges involved in publishing process research in top journals in our field. Two Reps-at-Large, Magdalena Dobrajaska and Madeleine Reich, of the Strategy Process and Strategy Practice IGs join forces to co-organize this workshop.

The objective of this workshop is to offer an interactive session that provides insights that engage scholars throughout SMS who are (or may be) interested in publishing rigorous and impactful strategy process research. We will have two sequential panels, each with a Q&A session with the participants. The first panel consists of top journal editors who will discuss how to successfully publish process research. In the second panel, the author(s) of a strategy process paper which was recently published in a top journal will walk through their journey from submission to acceptance. Then the editor will share his or her perspective on the process from 'the other side' as well as reflect on how this paper is distinctive or similar to others they know based on their considerable editorial and publishing experience.

Panelists and Editors

Cathy Martin, Editor Strategic Management Journal, Whitman School of Management

Melissa Graebner, Co-Editor Strategic Entrepreneurship Journal, Gies College of Business

Ann Langley, Editor in Chief, Strategic Organization, HEC Montréal

Rouvan Kanitz, Munich School of Management

Eero Vaara, Oxford University

Workshop Organizers

Magdalena Dobrajaska, Carlos III Uni of Madrid

Madeleine Reich, Copenhagen Business School



OUR PANELS AT SMS 2021

At the Intersection of Micro Foundations and Strategy Process

Sunday September 19 10:00-11.15AM

The intersection of micro foundations of strategy and strategy process research is a promising and current domain in our field. This session seeks to navigate the link between different types of process theory building efforts and various behavioral theories explored by strategy scholars, such as social and cognitive psychology. Our panelists share a common interest in understanding how strategies emerge, change or terminate over time, but have approached this interest in different ways – often using a behavioral lens. Their combined experiences encompass a variety of theoretical perspectives. Our session will ask our panelists to build on their own research trajectories, discuss their different experiences with developing theory, and to share their perspective on overlaps (and mismatches) between these two strategic domains (strategy process and behavioral strategy). The session is intended to discuss the state of science, offer future research opportunities, and provide collective insights from a discussion among the panelists, with sufficient time allocated for Q&A.

Tracks H and P

Panelists

Christine Fang, NYU Stern
Rhonda Reger, Uni of North Texax
Koen Heimeriks, WBS
Willie Ocasio, Urbana-Champaign

Workshop Organizers

Jeanine Porck, Oklahoma State University
Songcui Hu, The University of Arizona
Derek Harmon, University of Michigan



OUR PANELS AT SMS 2021

Digital Technologies and Environmental Shocks: The Impact of Novel Changes on Corporate Transformation Processes

Monday, September 20, 2:30-3:45PM

Novel environmental changes induced by emerging technologies and pandemics present opportunities and challenges for organizations undergoing corporate transformation. The rise of digital technologies like artificial intelligence, data analytics and machine learning techniques has radically increased the pace of transformation across different businesses and industries. This session will shed new light on how corporate transformation activities, e.g., acquisition, divestiture and post-merger integration processes, are affected by these trends. Important questions and insights will be shared regarding two key questions. First, how digital technology, e.g., AI, data analytics, and machine learning, impact the need for companies to redefine their competitive advantage? Second, what role does corporate transformation play in reconfiguring the firm's corporate portfolio and how are those activities, e.g., M&A and alliances, similar or different post-pandemic?

Tracks F and H

Panelists and Editors

Kristina Elheran, University of Toronto

John Haleblian, University of California, Riverside

Ari Salonen, CEO Midaxo

Workshop Organizers

Kenneth Goh, Singapore Management University

Daniel Mack, Singapore Management University

Koen Heimeriks, Warwick Business School



OUR PANELS AT SMS 2021

Strategic decision-making in crises contexts

Tuesday, September 21, 9:00-10:15AM

When confronted with exogenous shocks, such as the current pandemic, many organizations recognize the shortcomings of their established strategic decision-making processes. With experts from different theoretical angles, this panel session explores how strategy processes and practices have to evolve to cope with such an environment, and what that means for research in the field. The combined experiences of our panelists encompass a variety of theoretical perspectives, allowing us to discuss the role of uncertainty and ambiguity, attention and cognition, heuristics, and strategic practices in relation to strategic decision-making in crises situations. Co-sponsored with the Strategy Practice IG, this session will offer new and promising avenues for research.

Tracks H and J

Panelists

Nathan Furr, INSEAD

Vibha Gaba, INSEAD

Melissa Graebner, University of Illinois Urbana Champaign

Sotirios Paroutis, Warwick Business School

David Seidl, University of Zürich

Workshop Organizers

Jochem Stonig, University of St. Gallen

Jeanine Porck, Oklahoma State University



OUR SESSIONS AT SMS 2021

Social-mission Driven Strategy

Sunday: 11:30 - 12:45 h | Session 2107

Session Leader:

Bertrand, Quelin, HEC Paris

Strategic Renewal Versus Restoration

Sunday: 13:00 - 14:15 h | Session 2109

Session Leader:

Mariano Heyden, Monash University

Strategic Decision-Making

Sunday: 14:30 - 15:45 h | Session 2110

Session Leader:

Jeffrey Lovelace, University of Virginia

Strategy During the COVID-19 Pandemic

Monday: 10:00 - 11:15 h | Session 2108

Session Leader:

Jonathan Doh, Villanova University

Socio-cognitive Approaches in Strategy Process

Monday: 13:00 - 14:15 h | Session 2111

Session Leader:

Livia Markoczy, Uni of Texas at Dallas

Temporal Drivers of Strategic Change and Resilience

Tuesday: 13:00 - 14:15 h | Session 2135

Session Leader:

Jennifer Lee, Michigan State Uni



OUR AWARD WINNERS

We congratulate Stavros Vourloumis and Ioannis Thanos from Athens University of Economics and Business for their paper ‘Beyond the Possible: How Foresight and Imagination Shape Corporate Climate Change Mitigation Strategies.’ We received 33 proposals for the conference, and our IG leadership team and Representatives at large assessed the five papers nominated by the conference reviewers. We want to congratulate our outgoing chair Patricia Klarner and Representatives-at-large Jeanine Porck and Jennifer Sexton for their outstanding service award. We are grateful for their contributions to our IG.

Murat Tarakci
IG Program Chair

Winner Best Proposal:

Beyond the Possible: How Foresight and Imagination Shape Corporate Climate Change Mitigation Strategies (Session 2107)

By: Stavros Vourloumis and Ioannis Thanos

Finalists Best Proposal:

Practice the Purpose Preach: Experimental Evidence on Workers’ Willingness to Go the Extra Mile (Session 2107)

By: Nikolai Brosch

The Role of Temporal Attitude in Strategic Decision-Making (Session 2135)

By: Alexander Janotte and Tomi Laamanen

The Sky is the Limit: The Bias against Large Projects (Session 2110)

By: Johanna Schnier, Christina Raasch and Ferdinando Patat

Outstanding Service Award:

Patricia Klarner
Jennifer Sexton
Jeanine Porck

Best Reviewer Award:

Kerrigan Marie Machado Unter
Rhonda Reger
Dmitry Sharapov



UPCOMING PHD PDW OCTOBER 29

Designing strategic decision-making studies: From idea generation to execution

Many dissertations aim for a deeper understanding of the strategic decision-making process and the psychological, social, and political factors behind strategic decisions. One of the critical issues that we grapple with is analyzing constructs that are challenging to measure, such as attention, cognition, emotions, sensemaking, routines, learning, motivation, and cognitive biases. Robust attainment of this goal depends on a carefully planned research design that involves a highly-relevant contextual setting and compatible mixed methods.

This PDW offers participants the opportunity to hear advice from scholars who have successfully implemented research designs that capture the strategic decision-making nuances. We also cover topics related to publishing your dissertation from managing the review process to dealing with a manuscript rejection based on our panelists' own experiences. This session features an interactive format that provides individual feedback on current ideas and large-group discussions. The session is divided into 3 parts.

Part 1: Moderated panel discussion with senior scholars

Part 2: Networking event

Part 3: Breakout group roundtables

Participants will submit a 1-page idea and preliminary research design (deadline: Sept. 14, 2021). Prior to the session, participants will receive 1-2 paragraphs of feedback from the panelists.

We encourage all PhD students with an interest in strategic decision-making to consider attending this PDW. Any questions can be sent to David (david.souder@uconn.edu) or Jen (jennifer.sexton@msstate.edu).

Panelists:

Melissa Graebner, Gerry McNamara, Cathy Maritan, Ann Langley

Workshop Organizers:

David Souder, U of Connecticut

Jennifer Sexton, Mississippi State U

