



Strategy Practice Interest Group Newsletter Winter 2021

Dear Strategy Practice IG members,

As we approach the end of 2021, I'd like to take the opportunity in this newsletter to reflect on the past year and start thinking about plans for 2022. The pandemic has continued on throughout this year, making it particularly challenging for all of us. It added to the challenges of 2021, meaning we were less connected than before and perhaps even more exhausted!

To keep our members engaged we took on new initiatives including virtual mentoring, virtual social hour, and joint activities with the strategy-as-practice communities outside the SMS. Thanks to the great effort of the entire leadership team, we managed to deliver an exciting program for this year's virtual conference. Well done too do those who won various prizes in the Interest Group. It was great to meet many new and old colleagues at the online sessions. We also took the opportunity to record many sessions that could be of broad interest and planned to make the recordings available on our IG website.

In 2022 we hope for new developments as well to continue previous successful practices in our IG. A very committed team of Julia Rapp-Hautz (Chair), Matthias Wenzel (Program Chair), Ignacio Canales (Associate Program Chair). Also, Anna Plotnikova, Violetta Splitter and Tania Weinfurter (our ongoing Reps-at-Large) will be joined by Madeleine Rauch, Renate Kratochvil, and Theresa Langenmayr as our new Reps at Large, as well as Sarah Stanske, our Engagement Officer. They join the existing experienced

leadership team to bring fresh ideas. As lots of our activities go online, we see an ongoing necessity to collaborate with the strategy-as-practice communities at the AOM and EGOS who share our interests. In this regard it's a benefit that our leadership team is well connected with those communities. We will also continue to cater to the needs of different members with various forums, such as using the flexible pre-conference programs to engage with our early-career scholars and to link the management academics with practitioners.

The 2022 annual conference will be held in London and will offer a great platform for our members to showcase their imaginative and impactful research.

As the outgoing Chair, I am honored to have worked closely with many amazing colleagues, particularly those who are or were on our leadership team. Thank you everyone for your great collaboration and support in the last three years. I wish you a very happy New Year and I look forward to seeing you in London.

With best regards,

Eric Knight (outgoing Chair) and the Strategy Practice
IG leadership team

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NEWLY ELECTED LEADERSHIP TEAM MEMBERS

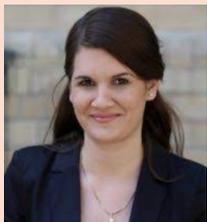
We are very happy to congratulate the new Strategy Practice IG leadership team members:

New Associate Program Chair



Ignacio Canales from the University of Aberdeen (Scotland) is the incoming Associate Program Chair. In addition to assisting the Program Chair, Ignacio will be responsible for coordinating conference sessions which bridge between research and practice.

New Reps-at-Large



Madeleine Rauch from the Copenhagen Business School (Denmark).

Renate Kratochvil from the Norwegian Business School (Norway) and



Theresa Langenmayr from the University of Zurich (Switzerland)



are the new Representatives-at-Large who will represent our diverse membership base and assist the Executive Officers in their roles.

Welcome on board - we look forward to working with you!

Thank you to all candidates for your participation in the election – it is thanks to your commitment that our IG can continue to develop and prosper.

CALL FOR PROPOSALS: SMS 2022, London

Strategy Practice Track

In 2022, the annual SMS conference will be held in London on September 17-20. We look forward to receiving your submissions!

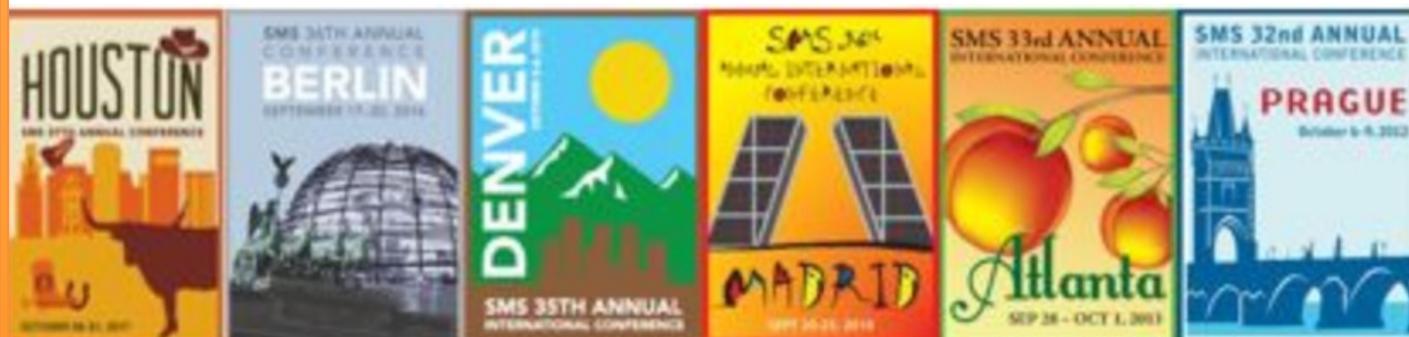
The Strategy Practice Interest Group explores the activities through which actors make strategy. Thus, the interest group is interested in the myriad of activities, methods, and tools that actors perform in the doing of strategy-making, and how such “strategy work” contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. Over the years, strategy practice has increasingly become more transparent and inclusive. Among others, this manifests in the growing use of digital tools for sharing information about the firm’s strategy more openly, and the more widespread adoption of agile methods for enabling stakeholders outside the circle of corporate elites to contribute to strategy-making. Despite the ever-growing prevalence of transparency and inclusion in strategy-making, the tools and methods for enabling transparency and inclusion in the

strategy process as well as their outcomes remain poorly understood. Therefore, while embracing all contributions that are aligned within the Strategy Practice Interest Group’s interests, we particularly seek conceptual and empirical submissions from academics, executives, and consultants that engage with questions related to “open” tools, methods, and practices in strategy-making; ones that enable, produce, and recreate transparency and inclusion in the strategy process.

Note: In addition to **paper proposals**, you are also welcome to submit **panel proposals** for the main program (Monday/Tuesday). In case you have any questions, please contact me (Matthias.wenzel@leuphana.de).

Deadline for proposals: **February 21, 2022**

Matthias Wenzel, Leuphana University Lüneburg, Program Chair for Strategy Practice IG at SMS



SMS 2022, LONDON

CALL FOR PROPOSALS: WORKSHOPS AND PANEL SESSIONS



The SMS **Strategy Practice Interest Group** (IG) invites colleagues across all career stages to propose **professional development workshops** and **panel sessions** taking place in September 2022, at the SMS 42nd Annual International Conference in London. The Strategy Practice IG is an inclusive and vibrant community that is interested in the **practice, praxis, practitioners, and profession of strategy-making**. Therefore, the workshops and panel sessions may foster debates about strategic practices from different angles, how such practices can be best examined and understood, and how such work can be published in top journals, among others.

Workshops. The three-hour workshops will take place on September 17, 2022. The workshops are meant to be developmental in nature. Potential topics for workshops include, but are not limited to methods, publication strategies, PhD/early-career programs, and impact.

Panel sessions. The 75-minute panel sessions will take place on September 18, 2022. Such sessions foster understanding and engagement through dialogical interactions between panelists as well as the audience. Potential topics for panel sessions include, but are not limited to open strategy, academic–practitioner relationships, strategy tools, digital strategizing, crises, and time.

For either format, please submit your 500-word proposal to Ignacio Canales, Associate Program Chair, via email (Ignacio.Canales@abdn.ac.uk) by **February 25, 2022** with the following information:

- Proposed Title
- Names and affiliations of the organizers
- Names and affiliations of the proposed speakers or discussants
- Short overview of the theme and motivation
- Short description of the proposed format
- Requirements for the workshop
- Potential co-sponsoring SMS IGs



We look forward to working with you to make SMS 2022 in general and the program of the Strategy Practice IG particular an attractive destination! Please feel free reach out to me if you would like to discuss your proposal ideas.

Ignacio (Nacho) Canales

SMS Strategy Practice IG Associate Program Chair
University of Aberdeen, School of Business

REFLECTION ON OUR 2021 IG PROGRAM

Julia Hautz, Program Chair

We would like to thank the many authors and reviewers involved in creating a great program for our IG in this year's SMS.

It was another year where our interactions, meetings and events were shaped by the global pandemic still preventing us from meeting together in person. I hope that we will get the chance to finally meet in person in London in 2022 but regardless, the IG presented an excellent pre-conference program with 6 amazing panels and 2 workshops and a great conference program with 7 paper sessions which featured 27 excellent submissions.

We would like to thank everyone who contributed to this program through submitting and/or reviewing proposals and through engaging in high-quality conversations and discussions during the conference.

Thank you to all session chairs and presenters who did an amazing job in once again adapting their approach for the constraints we faced and who contributed to interactive, lively and focused presentations and discussions. This was a tremendous amount of work and the effort inputted here is greatly appreciated.

We were also delighted to continue with our awards, newly introduced in 2019, to recognize outstanding submissions: In addition to awarding Best Reviewer Awards, a Best Paper and a Best Impact Paper award, we also awarded a Best PhD Paper award. Please continue reading the newsletter: One of the following pages reveals, which papers were recognized. Thank you to the panel who reviewed and assessed all full papers submitted for these awards.

We hope you were able to enjoy this year's program and we look forward to seeing you next year in London.

Best wishes,
Julia



Reflections on the Strategy Practice Mentoring Program I

Swati Bhargava

My experience with the SMS SAP mentoring programme was amazing. I had the opportunity to choose my mentor and then share my research proposal idea with him before our meeting. My mentor was Professor Matthias Wenzel, whose work has really inspired me as a researcher. I have read many of his papers and therefore, just the opportunity of getting my research proposal read and get critiqued by him with feedback was a dream come true. I was amazed to find him very candid, and constructive in helping me on how to improve my research project. Prof Mathias was also welcoming of some career-growth related questions that I had, given I'm an early stage Scholar and still understanding the nuances of how Academia works compared to the industry.

The discussion happened online on zoom but it did not feel as if we were sitting in two different locations. He was also kind enough to suggest that I could get help on my theoretical framework selection from Professor Eero Vaara. He advised me to write to him, which I did. Again, I got good feedback on my research project from Prof Vaara via a Zoom meeting. I definitely recommend to use this program to all early-stage scholars who like to ask the 'why' and 'how' questions and want to use the processual or practice lens to study organisations' strategy. This is a great learning opportunity, as you get to connect to the scholars whose work is brilliant, and influential.



Swati Bhargava (Second-year PhD Student in Management at the University of Sussex Business School, Brighton, UK)

Reflections on the Strategy Practice Mentoring Program II

David Vander

I was fortunate enough to have an opportunity to have a mentoring session with Richard Whittington as part of the community engagement process of the Strategy Practice IG. I am in the final stages of my PhD thesis “Strategic Planning in the Digital Economy: A case study in digital banking” at Macquarie University in Australia and wanted to get some input, validation and thoughts on some key themes. Richard was very gracious with his time and made himself readily available for a 45min session. I provided an overview of my thesis, an abstract and key findings. Richard was able to provide a great deal of advice pertaining to key thinkers and articles, logic construction and perspectives on research underway globally not yet published. My research is at a rich intersection of several topics and so we are able to enter into a very rich two way dialog which I think was also helpful to Richard and some of the work he is engaged in. It was terrific to be able to test some ideas with one of the best thinkers in the strategy as practice realm and provided me with a great deal of confidence and direction to ensure my research will have the best possible impact. I look forward to being able to connect more with great thinkers in this space in the future and truly appreciate the opportunity.



David Vander (PhD Candidate; Macquarie University, Australia)

Reflections on the Strategy Practice Mentoring Program III

Yanis Hamdali

It was an exciting experience to participate as a mentee in the 2021 Strategy Practice Mentoring Program.

The organizers curated a great line-up of senior SAP scholars with diverse backgrounds and research agendas. As an early-career scholar, I was given the chance to indicate preferences and the organizing team then matched mentors and mentees. Upon that, virtual mentoring sessions could be arranged individually.

The first mentoring session took place together with another mentee. This was a great first opportunity to discuss rather general developments in the SAP field among like-minded scholars. As both mentees had prepared individual questions, it was also an inspiring occasion to learn about what others in our field are currently dealing with.

My mentor then offered a second, individual one-on-one session to deepen specific questions. I appreciated how my mentor took their time to provide well-prepared, insightful, and personal advice related to specific research projects and professional development. This was a great opportunity to further engage in a personal conversation with a leading expert in our field.

Overall, I recommend the Strategy Practice Mentoring Program for everyone, who wants to grow their network in the SAP community and to grow personally as well professionally.



Yanis Hamdali (PhD Candidate; European University Viadrina, Germany)

Insights from the Strategy Practice Best Paper 2021

Lydia Schuster, Stephanie Schrage, Pauline Reinecke, Thomas Wrona
Hamburg University of Technology

Strategizing in the Virtual Age:

An Ethnographic Study of Strategizing Practices in Digital Strategy Workshops

Over the past years, digital communication technologies – such as Skype-for-Business or Zoom – have influenced the way strategies are created (Haefliger et al., 2011; Whittington, 2014), shifting strategy work partially or completely into the virtual space and raising issues of ‘presence’, ‘spatial arrangements’ and ‘visibility’ as central and power-infused themes of discussion in the virtual space (e.g. de Vaujany et al., 2021; Hafermalz, 2020). Across disciplines, scholars have already conducted considerable research on technologies’ effects on power, resulting in a dichotomy between democratization effects and domination effects (Seibt et al., 2019).

Yet, current strategy research on technology holds quite a one-sided view of technology in the strategy process, highlighting its democratization effects. However, there is evidence in power-oriented technology research from other disciplines that digital communication technologies tend to emphasize new power relations, e.g. when teleworking entails forms of remote surveillance (Brocklehurst, 2001) or when the control of new technologies reproduces existing political structures (Nielsen et al., 2016).

In order to extend this view, we argue that until now our understanding as strategy researchers of digital communication technologies falls short in analyzing technologies’ complex role in the power-interwoven strategy process. Especially regarding strategizing in the virtual space, where technology is pervasive and practices are necessarily mediated by technology, a deeper understanding of the power effects of using communication technology in strategy processes is still lacking. To further shed light on this issue, we apply a practice lens (Reckwitz, 2002) that broadens our focus in understanding how power is enacted within strategizing practices and pose the research question of *how the entanglement of strategizing activities and the use of communication technology is related to power in strategy processes*.

We draw on a nine-month ethnographic single case study of episodes of the strategy process of a firm from the intralogistics sector during a time when due to the COVID-19 pandemic all meetings and workshops were held virtually. Our findings reveal a number of practices of strategists in virtual strategizing that had two power-related effects. First, we demonstrate how actors in the strategy process deliberately used technology to achieve their interests and outcomes in decision-making by reproducing hierarchies. Second, they applied practices actively bypassing the democratizing effects of technology by engaging in practices of ‘hidden coalition-forming’ and ‘hidden decision-making’ before and after the strategizing workshops. Our paper contributes to the literature on strategy and technology by (a) drawing a more holistic picture of the mediating effects of technology on power relations in the strategy process and (b) indicating that technology practices and strategy practices imbricate in the virtual space into new virtual strategizing practices.

Insights from the Strategy Practice Best Paper 2021

Lydia Schuster, Stephanie Schrage, Pauline Reinecke, Thomas Wrona
Hamburg University of Technology



We are very honored that our paper has been awarded the SMS Strategy Practice Best Paper Price 2021.

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- Whittington, R. (2014). Information systems strategy and strategy-as-practice: a joint agenda. *The Journal of Strategic Information Systems*, 23 (1), 87-91.



CURRENT SAP-RELATED PUBLICATIONS

Authors: Violetta Splitter, Paula Jarzabkowski, & David Seidl

Title:

Middle managers' struggle over their subject position in Open Strategy processes.

Outlet:

Journal of Management Studies

Link:

<https://onlinelibrary.wiley.com/doi/full/10.1111/joms.12776>

Abstract:

In this paper we examine middle managers' struggle over their subject position as strategists in the context of participative strategy processes. Based on a longitudinal case study of a company undertaking an Open Strategy process, we show how the wider inclusion of front-line employees in developing new strategy undermines the traditional subject position of middle managers. Based on these findings, we develop a process model depicting the recursive dynamics of middle managers' struggles to maintain their subject positions in the face of employee participation. With these findings we contribute to the literature on middle managers by advancing our understanding of the implications of employee participation for middle managers' subject position as strategists and their different ways of reclaiming their subject position. We also contribute to the literature on Open Strategy by revealing the implications for traditional strategy actors as well as by explaining the processual dynamics of participation over time.

Blog Post on the article:

<https://managementstudiesinsights.com/how-participation-in-strategy-making-undermines-participation-three-take-aways-on-widening-participation-in-strategy-making/>

CURRENT SAP-RELATED PUBLICATIONS

**Authors: Christian Stadler, Julia Hantz, Kurt Matzler,
Stephan Friedrich von den Eichen**

Title:

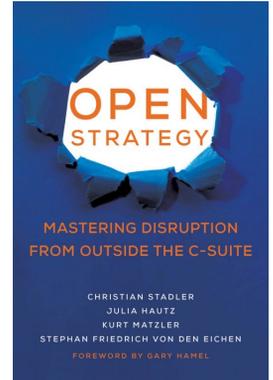
Open Strategy: Mastering Disruption from Outside the C-Suite

Outlet:

MIT Press, (Management on the Cutting Edge Serie)

Link:

<https://mitpress.mit.edu/books/open-strategy>, www.openstrategy.info



Abstract:

Why are some of the world's most successful companies able to stay ahead of disruption, adopting and implementing innovative strategies, while others struggle? It's not because they hire a new CEO or expensive consultants but rather because these pioneering companies have adopted a new way of strategizing. Instead of keeping strategic deliberations within the C-Suite, they open up strategic initiatives to a diverse group of stakeholders—front-line employees, experts, suppliers, customers, entrepreneurs, and even competitors. *Open Strategy* presents a new philosophy, key tools, step-by-step advice, and case studies to guide business leaders in this groundbreaking approach to strategy.

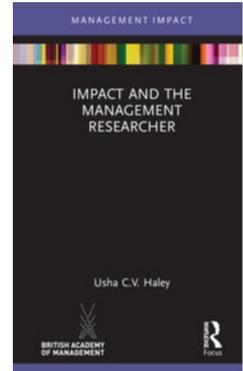
The book introduces tools for each of the three stages of strategy-making: idea generation, plan formulation, and implementation. Open strategy has an astonishing track record: a survey of 200 business leaders shows that although open-strategy techniques were deployed for only 30 percent of their initiatives, those same initiatives generated 50 percent of their revenues and profits. This book offers a roadmap for this kind of success

CURRENT SAP-RELATED PUBLICATIONS

Author: Usha C.V. Haley

Title:
Impact and the Management Researcher

Outlet:
British Academy of Management/Routledge series on Impact



Link:
<https://www.routledge.com/Impact-and-the-Management-Researcher/Haley/p/book/9780367278267>

Abstract:

Universities, governments, faculty-evaluation committees, grant-bestowing institutions, scholars, and accreditation organizations have increasingly insisted on identifying and placing value on research impact. Valuation of research and scholarly output predicts innovation, affects careers, and guides resource allocations worldwide.

This book joins the burgeoning conversation in management and the social sciences with theoretical and applied discussions of the concepts, measurements, costs and benefits that accrue to pursuing scholarly impact. The author draws on a pioneering study by the Academy of Management that asked its global membership of 20,000 how they assessed scholarly impact, including rankings and impact factors, and how institutions supported this pursuit. Through qualitative and quantitative cross-country analysis by professorial rank, geographical region and support for various metrics, as well as exploration of parallel discussions in the social and hard sciences, the author argues for an urgent re-examination of the visible and invisible hands of research evaluation that shape lives and global societies.

The book presents original data on the external impacts of management research on policy, through the media, and in interest displayed by constituencies, which will make the book of interest to researchers, academics and students in the fields of business and management. Recommendations from leading management scholars and from the data follow for more valid, more reliable and less cynical metrics of research impact.

CALL FOR Submissions

EGOS 2022

EGOS Colloquium Vienna (7th-9th July 2022)

Title of the Sub-theme	Digitalizing Strategy and Societal Challenges
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Convenor Names	Affiliation	Email
Thomas Gegenhuber	JKU Linz, AUT and Leuphana University Lüneburg, DE	thomas.gegenhuber@leuphana.de
Julia Hautz	University of Innsbruck, AUT	julia.hautz@uibk.ac.at
Krsto Pandza	University of Leeds, UK	K.Pandza@leeds.ac.uk

We envisage this sub-theme as a forum to explore the interplay between digitalization, grand societal challenges and strategy practice. We, therefore, call for empirical or conceptual papers addressing following research themes particularly:

- Digitally-enabled strategy processes and practices for addressing grand social challenges.
- Strategizing in digitally-enabled new organizational forms
- Role of digital technologies and practices such as AI or big data in strategizing processes
- Inter-organizational strategizing and collaborative processes of strategy formulation and implementation (characterized by organizational and institutional diversity)
- The effects of inhabiting digital technologies in actors' daily practices on underlying behavioral, political, discursive, and cultural foundations of strategy-making
- Comparison of 'traditional' and digitally-enabled, seemingly less hierarchic and open approaches of digital strategy-making as well as multi-level analysis of strategizing efforts
- The (un)-intended consequences of digital strategizing

For more information see: https://egos.org/2022_Vienna/General-Theme

Deadline for short papers: Tuesday, January 11, 2022, 23:59:59 CET

CALL FOR Submissions

6th International CSR Communication Conference (CSRCOM), September 13-16th 2022 @Leuphana University of Lüneburg, Germany I

General Theme: CSR Communication – New Challenges in the Age of Digitization and Disinformation

“We’re not just fighting an epidemic; we’re fighting an infodemic”, the UN’s secretary general Dr. Tedros Adhanom Ghebreyesus remarked in 2020 in response to the then emerging COVID 19 pandemic. The statement suggests that the communicative landscape in which contemporary firms operate has changed significantly over the past decade – and with this also the conditions under which firms and their constituents can engage in in Corporate Social Responsibility (CSR) communication. On the one hand, the rise of digital media, and especially social media such as Facebook or Twitter, have considerably expanded the range of possibilities for firms to engage in interactions and dialogue with their stakeholders (e.g., Glozer et al., 2019; Maltseva et al., 2019). On the other hand, digital media have also created problems of increasing loads of disinformation (Bennett & Livingston, 2020) and “fake news” (Tsoukas & Knight, 2019) that are shared on their platforms and that make it difficult for actors to differentiate between trustworthy and “real” news sources and dubious and deceptive ones. Some observers even go as far as to say we have entered the age of a “post-truth society” where traditional values of a fact-based in-formation provision are eroding and doubt, even regarding scientific knowledge is spreading (Meyer & Quattrone, 2021).

While the field of CSR communication in research and practice is traditionally concerned with how actors in and around organizations then negotiate meanings about these activities, both in interactions with external stakeholders (e.g., NGOs, the media) and/or with internal stakeholders (e.g., employees) (Schoeneborn, Morsing & Crane, 2020; Schoeneborn & Trittin, 2013), the age of digitalization and disinformation creates substantially new challenges for CSR communication (Glozer, Caruana & Hibbert, 2019; Verk, Golob & Podnar, 2021). How to legitimize a firm’s business activities with CSR communication that draws strongly on fact-based information (as recommended, e.g., by Morsing et al., 2008), if we live in a society where some actors do not care much about facts or easily dilute these them with “alternative facts” of dubious origin? How to handle stakeholder dialogue via digital media in an increasingly heated and polarized public dis-course? And how to prevent that more and more firms tend to go for the option of “greenhushing” (Font et al., 2017) or “strategic silence” (Carlos & Lewis, 2018), that is, to abstain from CSR communication whatsoever out of precaution to become harmed reputation-wise in the public discourse.

At the CSRCOM 2022 Conference at Leuphana University of Lüneburg (Germany), we aim to shed light on the challenges of CSR communication that arise in an age of digitization and disinformation. At the same time, and given the conference’s position as one of the main hubs for CSR/ sustainability communication scholarship, CSRCOM 2022 invites for submissions from a much broader spectrum of topics and issues (see non-exhaustive list below):

- Strategic CSR/sustainability communication
- CSR communication and its performativity
- CSR and sustainability re-reporting
- Stakeholder management and dialogue
- Different aspects of 'CSR washing' (incl. greenwashing & -hushing)
- Consumer, marketing and branding aspects of CSR
- CSR in digital contexts (e.g., social media, gamification)
- Relation between internal and external CSR communication
- CSR as corporate micropolitics and internal activism
- Gender, diversity, and CSR communication
- Entrepreneurship and CSR communication
- SME perspectives on CSR communication
- Social movements, cultural change, and CSR communication

CALL FOR Submissions

6th International CSR Communication Conference (CSRCOM), September 13-16th 2022 @Leuphana University of Lüneburg, Germany II

Submission Details

This Call for Papers encourages scholars to submit either a structured research summary (up to 2,500 words plus references) or a proposal for a special session (see requirements below) for review by **March 15, 2022**, via the [conference website](#).

Structured research summary

A structured research summary (up to 2,500 words without references) should present in a concise way the purpose of the paper, main theoretical framework/ assumptions and if applicable research methods and final or preliminary results. Submitted papers must NOT have been previously presented, scheduled for presentation, published, accepted for publication, and if under review, must NOT appear in print before the conference. Submitters must delete all identifying information before submitting their summary and provide the author details on a separate page.

Special session (panel or roundtable) The objective of special sessions is to acquaint educators and researchers with new perspectives, theories, and provocative ideas. In submitting special session proposals, the organizer and listed participants request that, if accepted, they all register and appear at the conference. Session proposals should include a short description of the session theme and its relevance (200 - 400 words), list of session participants and short abstracts (200- 300 words) of their contributions.

PhD workshop submissions Emerging scholars may submit an abstract of their research project via the conference webpage. The abstract (of up to 1,000 words plus references) should present in a concise way the purpose or aim of the project, main theoretical framework/assumptions and, if applicable, research methods and final or preliminary results. Please note that all submissions for the conference must conform to the format as indicated on the CSRCOM webpage (see a template [here](#)). In case the format of a submitted paper does not correspond with the CSRCOM 2022 format instructions, submitters receive a notification of format insufficiency and may be asked to send a renewed version of their paper that fulfils the conference criteria.

Authors will be notified of acceptance, rejection or suggested modifications as soon as the review processes have been completed (within April, 2022, prospectively). Acceptance of a submission means that the author (or one of the authors) will be expected to present the paper at the conference. **Please submit [here](#) your submission**

Reminder: THE SMS MEMBER CIRCLE

Strategy Practice as one of the first IGs to embrace the new virtual communication board

The SMS Member Circle is a new online community for SMS members to connect and communicate in a member exclusive setting. The Member Circle is only open to current members of the Strategic Management Society, and features groups of members and communication tools to help foster an atmosphere of collaboration and networking.

The Strategy Practice Group is one of the first IGs to embrace this new opportunity which allows its members to connect with fellow colleagues, exchange research articles, point to interesting initiative, and much more! While the circle will be used by the Strategy Practice Leadership to disseminate news, we also encourage members to share their thoughts and post actively about new developments, reflections, and thoughts related the Strategy Practice Community.

The SMS Member Circle is integrated with your current SMS website profile, requiring only one login for all your member benefits! Click below to log into your SMS profile and join the new SMS Member Circle!

The screenshot shows the SMS Member Circle dashboard. At the top, there is a navigation bar with the SMS logo, 'Dashboard', 'Circles', 'Members', 'Posts' (with a dropdown arrow), and 'Calendar'. On the right side of the navigation bar, there are icons for a bell, a speech bubble, a magnifying glass, and a 'Create +' button. Below the navigation bar is a large yellow banner with the word 'Dashboard' in a large font and the text 'Discover relevant content and start collaborating now!' below it. Underneath the banner, there are several sections: a text input field with the placeholder 'Click here to post a discussion...', a 'Posts' section, a 'Happening now!' section, and an 'Announcements' section. The 'Announcements' section contains the text: 'The SMS Member Circle is an online community forum for SMS Members. As we launch this new forum, we are excited to continue to grow the community. We have'.

STRATEGY PRACTICE ON SOCIAL MEDIA

New Linked In Page

Have you followed our new [LinkedIn Page](#)?

Follow us on



The LinkedIn page is created to increase engagement between SAP scholars but also with strategy practitioners. We believe that academic research can create impact and we want to engage in conversation with practitioners who will reflect on our findings/implications/recommendation, can share their burning questions that might require further research, or find relevant for practice insights through reading our publications or attending events and webinars. We welcome academics as well as practitioners to follow this page to keep the conversation on strategy as and in practice going.

Practitioners oriented insights

As SAP Community we would like to provide the practitioners community with practical and managerial implications coming out of our research. If you have working or a published paper that has valuable insights for practitioners, send us a short (5 sentences) summary of the managerial/practical implication. We will share this via our LinkedIn and Twitter channels.

If you have something to share, please send your summary to Anna Plotnikova (a.plotnikova@vu.nl)



Twitting during conferences

Are you planning on attending SAP events and paper sessions during the upcoming SMS conference? Do you want to share your impressions and insights? Then don't forget to use **@strategizers** in your Tweets.



Strategy Practice Interest Group

Newsletter Winter 2021

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

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

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