Dear Strategy Practice IG community,

welcome to the next edition of our newsletter. This newsletter provides an overview of recent and upcoming IG activities, and shares interesting news about our IG and their members. As every year, the fall newsletter is special, as it appears shortly before the annual SMS conference. Therefore, this edition also provides an outlook on, and excitement for IG sessions and socials at the SMS conference in Toronto, CA (see pp. 3-11). Indeed, we look forward to seeing many of you there!

The IG’s executive team in particular and, though less directly but irreducibly, the broader IG more generally have worked very hard on setting up an exciting program for the annual conference in Toronto. For the third year in a row, the Strategy Practice IG saw an all-time high of conference submissions – this time: 50 (up from 44 in 2022 and 43 in 2021) – and could rely on 54 dedicated reviewers to generate feedback. Some of our program highlights include two workshops on publishing as well as connecting “micro” and “macro” in qualitative research; three panel sessions on AI, experimentation, and incumbent responses to big tech; and six paper and common ground sessions that cut across our IG’s diversity of interests in the practice of strategy-making.

Evidently, thanks to a return to on-site conference activities after several years of online prevalence, excitement about the social side of the annual conference is no less important. Therefore, our IG offers manifold social events in Toronto as well, including a pre-social on Saturday (p. 10), lunch tables on Sunday and Monday, and a Jazz Social with live music and drinks on Sunday (p.11).
I thank the IG’s executive team and all people involved for the great work and collaboration in setting up this amazing program. There’s much to look forward to. We hope that you share this impression.

Furthermore, I would like to take this opportunity to draw your attention to the strategizing of the IG’s executive team (pp. 15-17) over the past year. Building on prior initiatives, we engaged in collaborative practices to develop focus areas for initiatives that aim at further cultivating our IG.

The strategic initiatives ensuring from this process are: (1) Engaging in activities with regional ambassadors in order to foster geographical diversity, (2) further developing our domain statements on the IG website and Member Circle to clarify our identity, and (3) engaging in joint activities with the AOM SAP IG. All of these initiatives have been started. While some of these initiatives have been successfully completed, others are longer-term projects that will require further activities and reinforcement in the future. Below, I will elaborate briefly on our ideas and hopes behind the establishment of regional ambassadors (p. 17).

It is fair to say that the Strategy Practice IG is doing well. With ever-increasing numbers of submissions as well as strategizing and community activities throughout the year, our IG is a vibrant and growing place for academics, business people, and consultants interested in the practice of strategy-making. There’s much to hope for the years to come!

All the best,

Matthias Wenzel (Chair)
Annual SMS Conference Activities
WORKSHOP: Connecting Micro-strategizing to Macro-phenomena – Challenges and Opportunities for Qualitative Research

Saturday, September 30th: 09:00 – 12:00
Chestnut West

In this workshop participants will learn about the challenges and opportunities in qualitative research for connecting micro-activities with current macro-level phenomena in strategic management research. Companies are confronted with strategizing for tackling grand challenges and wicked problems such as climate change, equality, peace, poverty, and digitalization. These macro-phenomena are often abstract and multi-faceted, with a multitudinous amount of interrelated variables. Despite the opportunities and relevance of addressing this topic for research and practice, connecting micro-activities to a macro-level phenomenon poses challenges for qualitative research in strategic management. This interactive workshop will address the challenges and opportunities as part of two parts: In the first half we ask panelists to share best practices and opportunities to tackle the challenge of case selection, collecting and analyzing data, and theorizing from findings. In the second half, each panelist will host a roundtable that allows participants in a "world cafe" format to gain in-depth insight and feedback on their related challenges from their ongoing work.

Organizers

Chair: Renate Kratochvil  
BI Norwegian Business School

Chair: Theresa Langenmayr  
University of Zurich

Chair: Jeanine P. Porck  
Oklahoma State University

Speakers and Panelists:

Laura Doering  
University of Toronto

Melissa Graebner  
University of Illinois at Urbana-Champaign

Ann Langley  
HEC Montréal and University of Warwick

Becky Reuber  
University of Toronto

Christine Shropshire  
Arizona State University
WORKSHOP: The Process of Publishing Strategy Research: Journeying Along the (sometimes bumpy but ultimately successful) Paths to Publication

Saturday, September 30th: 13:00 – 16:00
Chestnut West

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 research. We will have two sequential panels. The first panel consists of top journals’ editors who will discuss the publication process of strategy papers that represent a variety of content areas and methodologies. In the second panel, the author(s) of a recently published strategy process paper will briefly 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. At the end of the workshop, we will have time for Q&A with all panel participants to reflect on the publication process.

Organizers

Chair: Madeleine Rauch
Stanford University

Chair: Codou Samba
University of Tennessee-Knoxville

Panelists

Paolo Aversa
City, University of London

Charlotte Cloutier
HEC-Montréal

Melissa Graebner
University of Illinois at Urbana-Champaign

Ann Langley
HEC Montréal and University of Warwick

Krista Pettit
Ivey Business School

Richard Whittington
University of Oxford
Product-focused incumbents in established industries such as healthcare, publishing, and automotive increasingly face large platform-based challengers (Big Tech) such as Google and Apple. Big Tech firms often outperform incumbents when they leverage big data to develop superior products and services. A case in point are social media and digital content apps challenging publishers. Thus far, research on incumbent responses to Big Tech has mainly focused on make-or-buy dilemmas, capabilities, and coopetition dynamics. More recently, scholars began to explore how incumbents build and legitimize their own platforms and digital ecosystems, and which tensions they navigate during such transitions. However, there still is much to learn. To illuminate strategic options and tensions of incumbents in the face of Big Tech, this session assembles experts who will address the following questions: How can incumbents maintain their competitive edge after the entry of Big Tech? How can they convince stakeholders (especially shareholders, customers, and employees) that they will endure? How can incumbents digitize their products and services together with externals to prevent disruption by Big Tech?

**Organizers**

Alexander Engelmann  
*WU Vienna University of Economics and Business*

Georg Reischauer  
*WU Vienna University of Economics and Business*

**Panelists:**

Elizabeth Altman  
*University of Massachusetts Lowell*

Alessio Cozzolino  
*University College Dublin*

Annabelle Gawer  
*University of Surrey*
PRE-CONFERENCE PANEL SESSIONS OF THE STRATEGY PRACTICE IG (II)

Entrepreneurial strategies focused on experimentation in corporate firms
Sunday, October 1, 9.30–10.45, Pine East

Panelists

Gary Dushnitsky, London Business School
Alfonso Gambardella, Bocconi University
Jana Thiel, ETH Zurich

Chair: Nadine Scholz
King’s College London

Chair: Chiara Spina
INSEAD

Chair: Thomaz Teodorovicz
Copenhagen Business School

Background and purpose of session

Over the last two decades or so, corporate firms have established new approaches, such as corporate accelerators, idea challenges, or internal mission-based startups, to emulate independent entrepreneurship to stimulate intraorganizational innovation – with varying degrees of success. Such approaches often underlie activities for experimentation as a way to assess and resolve uncertainty about novel ideas by testing conjectures to generate validated insights. This panel will tackle how such approaches influence the generation of new (entrepreneurial) practices and strategy-making across the organization along different time dimensions. Building on this panel’s theme, the session invites an interactive discussion among all participants to identify opportunities for new theoretical and methodological work on this topic.

Artificial Intelligence in Strategy Processes and Practices [co-sponsored]
Sunday, October 1, 11.15–12.30, Chestnut East

Panelists

• Tero Ojanperä, Aalto yliopisto
• Callen Anthony, New York University
• Carmelo Cennamo, Copenhagen Business School
• Martin Reeves, Boston Consulting Group
• Christian Stadler, University of Warwick

Chair: Natalia Vuori
Aalto University

Chair: Ann-Kristin Weiser
ETH Zurich

Background and purpose of session

The past decade has seen artificial intelligence (AI) becoming increasingly pervasive across multiple areas of economic life. While prior research has identified different ways in which AI can contribute to strategic analysis, strategy formulation, and strategy implementation processes, the use of AI in these processes is still limited. In this session, we focus on different opportunities and challenges provided by the AI for the development of next generation strategy processes and practices. In this joint panel of the Strategy Process and Strategy Practice IGs, leading AI and strategy scholars discuss the use of AI in external analysis, internal analysis, strategic decision-making, and the monitoring of strategy implementation. Based on the discussion and assessment of the current state-of-the art, the panel concludes by putting forward directions for future research on the topic area.
IG PROGRAM OVERVIEW | Paper Sessions (I)

**Sunday, October 1**

17:00 - 18:15  
Session 2723  
Maple West

**Innovation and Technology Practices**  
*Chair: Yangyang Cheng*

- **Shaping Interdependence with Complementors under Regulations: Platform Governance in Nascent Industries** (Wei Chang, Haibo Zhou, Jin Chen)
- **Big Tech’s Impact on Innovation Trajectories: Dynamic Relation between Corporate Activities and Market Activities** (Yangyang Cheng, Carmelo Cennamo, Claudio Panico)
- **When Digitalization Hit the Court: Strategizing to Turn Turbulence into Opportunities** (Charlotta Kronblad, Johanna E. Pregmark)
- **Specializing in Generality? Technology and Market Strategy** (Anthi Kiouka, Christian Peukert)

**Monday, October 2**

11:00 - 12:15  
Session 2726  
Huron

**Practices Underpinning Competition**  
*Chair: Daniel Mack*

- **“In Medio Stat Virtus”: Targeted Advertising in Social Media Platforms with Heterogeneous Participants** (Pietro Morino, Claudio Panico, Carmelo Cennamo)
- **Becoming a Trusted Innovation Partner: Organizing for Framing** (Krsto Pandza)
- **Impact of Stakeholder Management on Competitive Strategy: A Competitive Dynamics Perspective** (Sascha Klein, Patrick Spieth)
- **Polymetal International: Sanctioned by Russia and the West** (William Andrews)
- **Strategy Restoration in Practice. Effective Traditions to Cope with Climate Change in South Morocco** (Laurent Béduneau-Wang, Majda Souman)
- **The “Multiple Submissions” of Chinese Patents: Patent Novelty and the Dual-Application Strategy** (Junhan Wang, Xibao Li)

13:30 - 14:45  
Session 2720  
Willow West

**Open Strategy Actors**  
*Chair: Sotirios Paroutis*

- **An Upper Echelons Theory Perspective on Open Strategy** (Julia Hautz, David Seidl)
- **Between Peace and War: Tradeoffs in Strategizing Openness to Mitigate Crises** (Joakim Netz, Patrick Reinmoeller, Mattias Axelson)
- **Diversity and Inclusion in Open Strategy - Towards a Critical Approach** (Theresa Langenmayr, Violetta Splitter, Janne Tienari, Mikko Vesa)
- **Open Co-strategizing with Grassroots-Level Employees** (Chun-Fang Yang, Sotirios Paroutis)
## IG PROGRAM OVERVIEW | Paper Sessions (II)

### Monday, October 2

16.30 – 17.45  
Session 2722  
Pine East  
Open Strategy and the Environment  
Chair: Lenis Araque  

- Open Strategy and Volunteering Practices in Non-Profit Organizations (NPOs)  
  (Lenis Araque, Martha Reyes-Sarmiento)  
- Open Strategy in Times of Crisis: An Agenda for Radical Change in Restructuring Practice  
  (Kristina Stoiber, Daniel Degischer)  
- Towards a Holistic Framework for Advancing Open Strategy Research: Recognizing Processes and Outcomes  
  (David Seidl, Richard Whittington)  
- Insider-Out Versus Outsider-In: Ascribed Political Connections and Firms’ Bribery in the Aftermath of Anticorruption Campaigns  
  (Han Jiang, Yi Peng)

### Tuesday, October 3

16.30 – 17.45  
Session 2721  
Cedar  
Attention Dynamics, Structures and Identity  
Chair: Jue Wang  

- Creating Order Where There is None: The Reconciliation of Fragmented Attention Structures through Framing Practices  
  (Christoph Brielmaier)  
- Experimenting with Data: How Data Shape, Direct and Sustain Attention across Managerial Levels  
  (Katharina Cepa, Fleur Deken, Dennis van Kampen)  
- Ritual and Attention Dynamics in Strategizing Episodes  
  (Shameen Prashantham)  
- Substitution, Complementation, and Incumbent Firms’ Identity Distinction from Exemplar Entrants  
  (Jue Wang, Wenpin Tsai)

11.00-12.15  
Session: 2725  
Cedar  
Entrepreneurial Practices  
Chair: Steven Maguire  

- Strategizing Science Commercialization: A Practice Perspective on Academic Entrepreneurial Strategy Formation  
  (Jed Austin, Eric Knight, Steven Maguire)  
- Microfoundations of Unfolding Hybrid Ambidexterity: Design Practices of Incubator-Parent Company Collaboration  
  (Pauline Charlotte Reinecke, Alexander Ricardo Beyer, Svenja Damberg, Thomas Wrona)  
- Practices of Place Work in the Legitimation of Entrepreneurial Ecosystems  
  (Boukje Cnossen, Sarah Stanske, Matthias Wenzel)  
- Venture Proofing: How Entrepreneurs Develop Arguments to Persuade Investors of the Viability of Innovations  
  (Vern Glaser, Matthew Grimes, Joel Gehman)
Also in this year, we offer our well-known mentoring program to our community members. Interested IG members are paired with more experienced members of the community for a fruitful networking exchange.

Mentors include Ignacio Canales, Saouré Kouamé, Sotirios Paroutis, Laura Poppo and Richard Whittington.

**Mentors**

- **J. Ignacio Canales**
  University of Aberdeen

- **Saouré Kouamé**
  University of Ottawa

- **Sotirios Paroutis**
  University of Warwick

- **Laura Poppo**
  University of Nebraska

- **Richard Whittington**
  University of Oxford
Strategy Practice Pregaming Social

Annual SMS Conference

Please feel free to join us in the Craft Beer Market (1 Adelaide St E, Toronto, ON M5C 2V9) for some drinks and food! We will be there from 17:00 on Saturday September 30 and will head to the SMS Opening Reception afterwards.
Social: Live jazz, drinks, and more!

Annual SMS Conference

Join us for some drinks and jazz music! We are looking forward to seeing you on Sunday October 1 at 18.30 in Birchwood.
IG AWARDS AT THE CONFERENCE 2023

Winner for “Best Paper Award”

Open Co-strategizing with Grassroots-Level Employees
Chun-Fang Yang and Sotirios Paroutis

Finalists:
• Creating Order Where There is None: The Reconciliation of Fragmented Attention Structures through Framing Practices
  Christoph Brielmaier
• Microfoundations of Unfolding Hybrid Ambidexterity: Design Practices of Incubator-Parent Company Collaboration
  Pauline Charlotte Reinecke, Alexander Ricardo Beyer, Svenja Damberg, and Thomas Wrona

Winner for “Best Impact Paper”

Big Tech’s Impact on Innovation Trajectories: Dynamic Relation between Corporate Activities and Market Activities
Yangyang Chen, Carmelo Cennamo, and Claudio Panico

Finalists:
• Strategizing Science Commercialization: A Practice Perspective on Academic Entrepreneurial Strategy Formation
  Jed Austin, Eric Knight, and Steven Maguire
• Towards a Holistic Framework for Advancing Open Strategy Research: Recognizing Processes and Outcomes
  David Seidl and Richard Whittington
Creating Order Where There is None: The Reconciliation of Fragmented Attention Structures through Framing Practices
Christoph Brielmaier

Finalists:

• Open Co-strategizing with Grassroots-Level Employees
  Chun-Fang Yang and Sotirios Paroutis
• Microfoundations of Unfolding Hybrid Ambidexterity: Design Practices of Incubator-Parent Company Collaboration
Webinar SAP@SMS meets SAP@AOM

Milena Leybold

July 12th, 2023, members from the SAP@SMS and SAP@AOM met for the first SAP community dialogue event. You can watch the recording of the panel here. The aim of the event was to more closely connect the SAP communities, shed light on the commonalities and differences among both communities (incl. the conferences as such), and discuss how the communities can support each other.

The event was moderated by Matthias Wenzel. Madalina Pop (Rep-at-Large, AOM), Tania Räcker (Membership Chair, AOM and previous Community Officer and Rep-at-Large, SMS), and Sarah Stanske (Community Officer, SMS) acted as panelists to discuss three questions:

**What connects both communities?**

- **People:** many people actively participate in both communities
- **Journals:** both communities support scholars in publishing in top-tier journals
- **Research and community identity:** identities are driven by similar research elements like taking a practice-based approach to strategy, focusing on qualitative methods, etc., but also how people engage in the communities – senior scholars very actively help juniors and juniors are encouraged to take a very active role in supporting the community.
- **Strong members:** strong membership base in both

**How do they differ?**

- **Conference affiliation:** two different conferences – AOM and SMS
- **Number of Interest Group members:** SAP@SMS around 250 incl. also practitioners, SAP@AOM around 650 scholars
- **Conference focus:** SMS about strategy, AOM about management more broadly
- **Scope:** SAP@AOM community potentially becomes broader (Management-as-Practice) soon, SAP@SMS remains focused on strategizing
- **Prize tag:** SMS more expansive than AOM, but SMS in Europe every second year, coming with financial and ecological advantages for European scholars
- **Beyond-conference engagement:** SAP@AOM community a bit more engaged beyond AOM conference, for example, offering coffee circles, reading clubs, webinars – however, while organizing these events happens in the context of AOM, SAP@AOM does this for **everyone** in the wider SAP community!
How can we support each other?

- Do less in parallel and do more together, for example by leveraging social media channels for more cross-advertisement.
- Combining SAP@AOM Global Citizen Program with the SAP@SMS Global Ambassador Program to further foster inclusion globally.
- Offering a shared mentoring program to bring members closely together.
- Doing joint events, such as mini-workshops (more sustainable, cheaper, globally more inclusive) or meet-ups at conferences.

Taken together, both communities could rather be seen as one wider SAP community! However, it is important that this SAP community is present at both conferences to (1) discuss the community’s broader focus on practices at AOM and (2) continuously (re-)negotiate the definition of ‘strategy’ at SMS.
Toward Greater Geographical Representation at the Strategy Practice IG – with our Regional Ambassadors

The SMS Strategy Practice IG is a global community. In fact, academics, business people, and consultants interested in the practice of strategy-making can be found all over the world. Equally so, our IG is a home for strategy practice scholars and practitioners around the world. However, this diversity is not always visible. For example, in spite of recent improvements, the vast majority of submissions to the conference program of our IG comes from Europe.

Geographical Representation on the Program, by Affiliation

In order to connect with, learn from, and support strategy practice communities around the world, our IG has appointed “regional ambassadors”. These ambassadors are situated outside of Europe and contribute to fostering strategy practice scholarship in their vicinities based on the needs at hand. Among others, such activities can include online or on-site PDWs around the globe; newsletter contributions that provide visibility to a regional community's activities; special issues, e.g., on “strategy-making in emerging markets”; networking activities so as to create greater interconnectedness, etc.

Our current regional ambassadors are: Laurent Béduneau-Wang (Africa Business School), Annemarie Davis (University of South Africa), Maria de Villa (EAFIT University), Eric Knight (Macquarie Business School), Paul Knott (University of Canterbury), Shenghui Ma (Fudan University), Luciano Oviedo (LearnHouse and Warwick Business School), Shameen Prashantam (CEIBS), Luz Rivas (EAFIT University), and Charmaine Williamson (University of South Africa).

Some activities have already taken place, such as visits in PhD classes and the provision of newsletter contributions. More activities are coming up, such as planned PDWs, workshops, and gatherings around the world as well as, potentially, a special issue that does justice to needs for diverse perspectives on the practice of strategy-making.

A big THANK YOU to our regional ambassadors for enriching our IG!
SAP AROUND THE WORLD

“Strategy as Practice: Blossoming the Glocal”
Charmaine Williamson and Annemarie Davis (University of South Africa)

Alongside many trends that will not easily be forgotten, the years 2020-2021 distinguished themselves for ‘all things virtual’: education, conferences, travel, music and art, to name a few. A scan of travel trends for 2023 shows that the slower and tentative resumption of travel for 2022 has been outpaced by a ‘deep dive head first’ in 2023. Travel is back, with a strong focus on the experience economy, encompassing both global and local destinations. This shift entails appreciating discerningly-selected environments where context-rich detail replaces the ‘whistle-stop’ tours spanning multiple cities and even continents. This also means getting to know the people on your travels in a more connected way.

This analogy serves this newsletter submission well in a number of ways. Firstly, it is important to acknowledge that while for some, going global through actual travel is indeed an experience of 2023; other communities are still grappling with the aftermath of the pandemic, which continues to stretch already depleted resources. Consequently, the benefits of the virtual space may still be leveraged for connecting and networking. So too, we can still follow a ‘travel trend’ and offer a selected environment while providing some context-rich local detail, using ‘glocal’ online media.

Strategy as Practice (SAP), as localized in South Africa, enjoys a focused and loyal following. Early contributions were through offering SAP as an optional perspective for honors levels research projects. It was also a prescribed text on Strategic Management, namely Practicing Strategy published by Juta, and Strategic Management published by Oxford University Press, where chapters written by South African scholars, were dedicated to an orientation to SAP. In 2012, the SAP research focus area was introduced for graduate studies at Africa’s mega distance education university, while concurrently being embraced by other South African universities. A SAP forum, spanning different South African universities, was also introduced and subsequently continued. A number of graduates have utilized SAP as their theoretical field (Jarzabkowski, Seidl and Balogun, 2022) in both their PhD and Masters studies — an interest that persists. To date, amongst a compiled database for South Africa, 10 PhDs and 12 Masters have contributed to advancing knowledge on SAP. From our own university, there have been 6 PhDs and 10 Masters with 13 publications in a variety of journals.

Of course, these scholars anchored their work within international scholarship, following Whittington’s integration, or respective distinction, of the three concepts of: strategy praxis, strategy practice, and strategy practitioners (Whittington, 2006) as well as Jarzabkowski and Spee’s (2009) typology of SAP research by type of practitioner and level of praxis. Many were also guided by the Balogun, Huff and Johnson’s (2003) article on methodological alignment within strategizing. Thinking of how we pored over these early texts, along with many others, invokes a sense of nostalgia, as well as affirmation, as we contemplate the “two decades of SAP research” (Jarzabkowski, Seidl and Balogun, 2022: 1533). While SAP was initially Eurocentric, it was also portable, spreading to the South (thinking of, amongst others, Paul Spee, Eric Knight, David Oliver, Stephen Cummings and Jane Lê) and “across the Atlantic” (Jarzabkowski and Kaplan, 2010). These glocal shifts were cited and followed with interest. Yet, these trends got us thinking: So where is South really?
SAP AROUND THE WORLD

As South African academics, we realized that we need to expand the definitions around glocal SAP as well as affirm our own processes of amplifying South African voices. Within another like-minded, and equally receptive SAP community, we promoted the idea of an inaugural write-up of ‘SAP around the Globe’ in April 2018, where we reflected on both South Africa’s and Africa’s SAP developments - and again, in April 2019. India and Columbia joined in on the global tour. This initiative morphed into different SAP regional hubs which are still in existence today. Following Jarzabkowski, Seidl and Balogun’s (2022) germination to propagation metaphor, we would perhaps place these extra-scholarly places in the “blossoming phase” that intended to “establish...a community of scholars and papers that identified as SAP by referencing and building upon each other...”

Once again, we find ourselves in a different glocal network, but with the same 'best of intentions' to promote the work being done on the African continent. As researchers, we cannot speak on behalf of Africa as a whole, but we do feel that we may report on a sample of work done in South Africa. We do this, in the hope, that it helps to consolidate the SAP field and open up new or renewed conversations, wider than the remit we offer in this article. Once again, we offer a “blossoming” within a different glocal network to promote this sample of scholarship from the African continent.

Our scholarship in South Africa benefitted from the “germination” of the global SAP scholars, while we would venture to identify ourselves also with the “blossoming” phase. Of course, South African blossoms, like travel destinations (mixed metaphor happily combined in this article), have their own distinctiveness. A core area of this distinctiveness is that within African scholarship, there are repeated calls for decolonization and Africanisation of knowledge creation, traction, and diffusions of that knowledge, as well as creating, hopefully with fewer elitist overtones, a robust African “establishment” (see, for instance, Special Edition Vol 15.1 (2020) International Journal of African Renaissance Studies). This means those of us who have written, or are writing about SAP within South African contexts, must thoughtfully probe what this position means and also how we might reduct (as in Lewis-Becket et al., 2004) of “going back from, below, or behind observed patterns or regularities to discover what produces them”). This means interrogating what we claim as our points of departure, convening philosophies, and (systematised) conceptual spaces.

As a starting point, we must own to eclecticism, which is fairly consistent with our 20-something democracy of “let’s try this and see what works on the ground”. Within the afore-cited 3-concept framework, as well as the research typology, we have: the contexts of the public sector (international, national to local government with a pleasing spread of higher education institutions); private sector (SMMEs and multinationals); third sector (NGOs) as well as the open networked sector (technologies). We have the units of analysis of leadership through executive, middle management and management consultant levels. There is also a questioning of what it means for beneficiaries to receive strategy, rather than to craft and formulate it. We have the complementary theories of paradox, complexity, and hyper turbulence alongside slowed-down pausing and intuitive intelligence, as well as longer-term
SAP AROUND THE WORLD

sustainability studies. Added to these are sense-making, competitive intelligence, and change management. To the best of our knowledge, we have only one paper that integrates the field through positing “[t]he next step in the strategy-as-practice evolution: a comparative typology matrix” (Stander and Pretorius, 2016). In appreciating this one paper, we also need to own that, on our watch, we have not moved above our localised preoccupations and entered into more strategic agenda-setting works.

We therefore have allowed for, if not a thousand, a good hundred South African floral varietals to bloom in many different scholarly destination ecologies. Our next steps, and in appreciation of these collegial opportunities to which we have been invited, is to move into a glocal harvesting and propagation phases, for us, ourselves, to make sense of our unique “sub-communities” (Jarzabkowski, Seidl and Balogun, 2022: 1545) and to claim that which we may claim in terms of our achieved scholarship. This we may do through working collaboratively within the strengths of these offered global networks, as well as consolidating locally what we have achieved, while critically interrogating where our onward destinations lie and land.

References:
Selection of CURRENT SAP-RELATED PUBLICATIONS


**Research summary**
An increasing body of work investigates the participation of a diverse set of actors in strategy making. We argue that extant research tends to gloss over a fundamental condition underpinning such participation: while participation may reflect a hierarchical mandate, insofar as it relates to the actual involvement of employees, it is the result of a process of self-selection. From this perspective, forms of participative strategizing are neither fully the outcome of deliberate top-down choice, nor do they form a random pattern that is subject to the whims of individual employees. Such forms of strategizing are rather, as we argue in this paper, based on an endogenous logic of whether and how an individual self-selects, and in turn involves her/himself in the process, or not. To conceptualize the broader phenomenon of strategy participation, we draw on practice theory to conceptualize how individuals knowingly choose to involve themselves in strategizing events and we develop in turn a process model of self-selection as an ongoing social accomplishment. This model elaborates different patterns of participation in strategy making (stabilizing and shifting trajectories) with variable emergent outcomes. We end the paper by discussing the implications of our theorizing for ongoing research on open and participatory strategizing, and for the body of work on strategy as practice.


**Research summary**
The role structure of a top management team (TMT)—the roles of TMT members and the relationships among those roles—has important implications for how TMT members work together as a group in directing an organization and shaping its strategy. Although the importance of TMT role structure has long been noted, it has received scant attention until recently when upper-echelons scholars started examining its formation and influence. To stimulate a concerted effort in studying TMT role structure, we develop a framework elaborating its main themes, draw out key contributions from extant research (see the SMS Collection), and outline promising future directions. In particular, we highlight important dynamics of how formal and informal structures complement or compete with each other in the strategic leadership of an organization.
Selection of CURRENT SAP-RELATED PUBLICATIONS


In this Dialog, seven scholars consider the theoretical implications and research opportunities a changing environment presents for the Attention-Based View (ABV). With its roots in the 1950s Carnegie School, ABV is expanding and evolving in ways that accommodate the changes in the corporate context characterized by distributed, porous structures of organizational networks such as ecosystems and platforms. The authors emphasize a shift toward a more dynamic orientation of this research, one that addresses the challenges of sustaining coherent attention and sensemaking, a shift from quantity to quality of attention, and how corporate communications ranging from formalized strategy presentations to less formal social media communications can spin attention in ways that lead to intended as well as unintended outcomes. Emerging organizational trends open up radically different perspectives on attention: today's superstar firms draw new kinds of attention and many new business models are based upon the attraction and selling of customer attention.


**Research summary**

This paper builds theory on the process of open-strategy infiltration through an ethnographic study investigating how open strategy entered a financial services firm's strategy process behind the backs of top managers. Based on our analysis, we show how open strategy infiltrates the strategy process through a ‘strategic practice drift’, i.e., a gradual and partly unnoticed shift towards open strategy that occurs through ‘accommodating’ and ‘legitimizing’ the performance of transparency and inclusion in the strategy process. We show how the ‘goal-based ambiguity’ and ‘procedural certainty’ of initiatives that latently imply the performance of transparency and inclusion in the strategy process enable open-strategy infiltration. Furthermore, we show how top managers' ‘goal-based rationalization’ and ‘procedural renegotiation’ of practising transparency and inclusion contribute to the eventual reproduction of open strategy in the strategy process. Our model generates an understanding of how and why open strategy can enter the strategy process behind the backs of top managers and adds nuance to extant understandings of the role of top managers in this process. In addition, our findings contribute to research on strategy as practice by theorizing ‘strategic practice drifts’ and extending our understanding of the role of ambiguity therein.
CALL FOR PROPOSALS:  
SMS 2024, Istanbul

Strategy Practice Track

SMS 2024: Strategic Management Of Fault Lines, Contradictions, And Divergences

The Strategy Practice IG is interested in what strategists do, rather than focusing exclusively on what firms have. Thus, we are interested in the myriad of activities, methods, and tools that actors employ in the doing of strategy, and how such “strategy work” contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. With this interest, the Strategy Practice IG is uniquely positioned to address important questions regarding the fault lines, contradictions, and divergences of strategic management. For example, submissions to the Strategy Practice IG could cover questions such as: How do strategy practitioners respond to the rapidly polarized and conflict-prone world? In what way do they adapt their established strategy practices? How do managers respond in contexts with different geopolitical forces that increasingly affect organizations from all types and industries? How do strategy practitioners manage their relationships with governments as customers? How can more inclusive and ‘open’ strategy practices help to deal with geopolitical forces and the related contradictions and divergences for strategy making? If AI is used to deal with the geopolitical forces but adoption substitutes for people in organizations, who owns and controls AI and who is accountable for its mistakes (e.g., early, late, wrong responses, misdiagnosis of problems), or is AI infallible? What are the characteristics of a quality control system for AI? How does the widespread use of AI impact an organization’s other resources and capabilities to respond to the geopolitical forces? How can the inclusion of stakeholders in strategy making mitigate such resource scarcity?
University of Oxford & University of Zurich

Open Strategy: Taking stock and moving forward
01-02 July, 2024

Call for extended abstracts


Overview:
This workshop aims to bring together Open Strategy scholars and practitioners to discuss ongoing and future research projects. Its program includes keynote speeches, presentations, and panel discussions. The goal of the organizers is to provide a platform to jointly discuss the future of Open Strategy research.

Workshop theme:
Recent years have seen increasing initiatives involving more open strategizing. These initiatives, referred to as Open Strategy, imply greater transparency and/or inclusiveness in strategy processes. As such, Open Strategy forms part of a larger societal trend towards greater degrees of openness in all domains of life – such as
Open Innovation, Open Source Software, Open Government and Open Science. By comparison with some of these domains, research on Open Strategy is still nascent. While substantial theoretical groundwork has been laid, and both qualitative and quantitative studies are appearing on an increasing basis, there remain significant opportunities for more research on what is a fast-developing and wide-ranging set of initiatives.

Submissions of extended abstract:
We call for extended abstracts (about 2000 words) that fit within the general theme of the workshop. Submissions should not be previously published.

Key dates:
January 25, 2024 Submission deadline
Mid March, 2024 Decision (Accept/Reject)
Late April, 2024 Final program available
01-02 July, 2024 Workshop (+ joint travel to EGOS)
Please submit your extended abstract by January 25, 2024: os@business.uzh.ch

Fee:
No registration fee

Catering:
There will be a welcome lunch/meet & greet on the first day of the workshop. Other than that meal, participants will have to cover their own dining costs (e.g., breakfasts, evening meal).

Contact:
Any questions about the workshop can be sent to: os@business.uzh.ch
EGOS 2024 CALL FOR PROPOSALS:
Diversity and Inclusion in Strategizing – Integrating TMT and Participation Research

Traditionally, strategy making is associated with organizational elites, including selected strategy professionals who tend to be white men in senior management positions. In line with wider societal demands towards more democratization, accountability, and equal opportunities in the Global North, there are demands for more inclusion and greater diversity in strategy making. Two separate streams of research have examined organizational responses to these demands: Research on top management teams (TMT) and research on participation in strategy making (also known as “Open Strategy”). The aim of this sub-theme is to bring together scholars who conduct research on diversity and inclusion in both fields to exchange different perspectives, stimulate integrative insights, and jointly discuss avenues for future research.

We welcome studies that explore diversity and inclusion in top management teams (TMT) and in participation in strategy making. Some indicative themes include:

- What do diversity and inclusion mean in strategy making?
- What are different effects of increased diversity and inclusion in strategy making?
- How can actors deal with challenges associated with increased diversity and inclusion in strategy making?
- How can we embrace a broader variety of dimensions of diversity and inclusion in strategy making? How can intersectionalities of gender, race / ethnicity and social class be introduced into the research?
- How and by whom can diversity and inclusion in strategy making be managed and controlled? Why so? In what way does managing diversity and inclusion imply domination by corporate elites?
- What are the power effects of increased diversity and inclusion in strategy making? Do power relations shift? How are shifts resisted? Why?
- What normalizing effects does the increase in diversity and inclusion in strategy making have? Why?

Convenors:

Theresa Langenmayr
University of Zurich

Violetta Splitter
University of the Arts Berlin

Janne Tienari
Hanken School of Economics
**EGOS 2024 CALL FOR PROPOSALS:**
Strategy as Practice at the crossroads: Where to next?

Strategy-as-practice (SAP) is at a crossroads in what is studied, how it is studied, and by whom. Thus fast, SAP has viewed strategy as a social practice, with an emphasis on what members of an organization 'do' (Whittington, 2006) in enacting strategy. In the last two decades, SAP has successfully established itself as a distinctive approach to strategy research with over 500 published papers. As a research field, it has come from a phase of ‘germination’, and ‘blossoming’ into a phase of ‘harvesting’, where scholars can build on a large existing body of research to further investigate their questions without needing to justify the use of SAP as a theoretical lens (Jarzabkowski, et al., 2022). In recent years SAP scholars have increasingly grown interest in topics beyond strategizing activities and actors, extending to phenomena such as diversity, inequality, sustainability, ethics, digitalization, openness, extreme contexts, and climate change.

However, this broadening of scope and blurring of boundaries raises critical questions for SAP researchers about which paths to embark on and where to set boundaries as the next phase of SAP research emerges. As several scholars have stressed, SAP is at a critical juncture in its development (Jarzabkowski, et al., 2021, 2022; Kohtamäki et al. 2021; Prashantham & Healey, 2022; Rouleau & Cloutier, 2022). In particular, we are keen to receive papers that provoke and extend what phenomena are studied in SAP research, by whom, and how these phenomena are theorized.

Possible topics for contributions include, but are not restricted to the following themes and questions:

- What is strategic?
- What is practice?
- What are the challenges of producing knowledge in SAP?
- How is SAP research relevant? To whom?
- What are the new phenomena and contexts that SAP research should attend to?

Convenors:

Paula Jarzabkowski
Queensland University

Renate Kratochvil
BI Norwegian Business School

Shenghui Ma
Fudan University
Practioners-oriented insights wanted!

The social media team has relaunched the Strategic Management Society blog with the goal to disseminate practioners’ insights. This is in line with the Strategic Management Society's mission to bringing together the worlds of reflective practice and thoughtful scholarship. In this vein, SMS has always focused on the development and dissemination of insights on the strategic management process, as well as on fostering contacts and interchange around the world. In that spirit, SMS is proud to debut its first organization-wide, content-oriented monthly newsletter to help highlight the ground-breaking research and programs SMS members create and contribute to the practice of strategic management.

The blog is open to submissions from all IGs as long as the content is published in an SMS outlet. Thus, if you are interested in gaining a wider reach with your research, do not hesitate to contact the members of the social media team:

Matthias Wenzel (matthias.wenzel@leuphana.de)
Niloofar Abolfathi (bizna@nus.edu.sg)
Jarryd Daymond (jarryd.daymond@sydney.edu.au)
Stefanie Habersang (stefanie.habersang@leuphana.de)
Sarah Stanske (sarah.stanske@leuphana.de)

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

Matthias Wenzel, Chair (matthias.wenzel@leuphana.de)
Ignacio Canales, Program Program Chair (ignacio.canales@abdn.ac.uk)
Violetta Splitter, Associate Chair (violetta.splitter@business.uzh.ch)
Sarah Stanske, Engagement Officer (sarah.stanske@leuphana.de)
Renate Kratochvil, Rep-at-Large (renate.kratochvil@bi.no)
Theresa Langenmayr, Rep-at-Large (theresa.langenmayr@business.uzh.ch)
Madeleine Rauch, Rep-at-Large (mra.si@cbs.dk)
Georg Reischauer, Rep-at-Large (Georg.Reischauer@wu.ac.at)
Nadine Scholz, Rep-at-Large (nadine.scholz@kcl.ac.uk)
Ann-Kristin Weiser, Rep-at-Large (aweiser@ethz.ch)