



# STRATEGIZING, ACTIVITIES & PRACTICES INTEREST GROUP

## MAY 2020 NEWSLETTER

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Dear SAP Members

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

This time the newsletter preparation took a bit longer as we wanted to give you as much information on the upcoming first virtual AOM conference and our plans for the SAP IG's program as possible. Thus, looking ahead, we already provide you with some **information on our program by the program and PDW chairs** (p. 6 and 7) and **sneak preview** what you can expect from the **SAP Doctoral and early career program** (p. 8) and from the main **PDWs** (from p. 9 on) at the virtual AOM conference 2020.

While we are working hard to offer you an exciting conference program online (the full program will be announced in the next newsletter), you can check out our **new service, the SAPIence Circle** (p. 2). This new service provides great possibilities for connecting and networking between newcomers and established scholars—certainly an opportunity that you need to check out! Moreover, our new social media team (p. 3) set up **various additional services, such as upcoming webinar sessions and VLOGs** (p. 4) that you shouldn't miss! Please also don't miss to share with us your opinion on your preferred social media channels (p. 5) so that we know how to deliver our news to you in the most convenient way.

You might also be curious which candidates run for a post at this year's **elections of the leadership team** (from p. 13 on). Of course, we will inform you about the results in the next newsletter. If you like to recall some of the highlights from the AOM 2019, you can **check out our video material** of last year's keynote (p. 16) and the symposium on 'Expanding social theory' (p. 17).

Besides our **recent publications** (p. 22), we are proud to announce the first virtual **Community Day at EGOS** (p. 18). Finally, we are very pleased to feature the **SAP group in Australia** in our SAP around the globe section (from p. 20 on).

We hope you enjoy reading the May edition of our newsletter!

**Violetta Splitter**

Membership Chair

# NEW SERVICE: SAPIENCE CIRCLE

Madalina Pop, Renate Kratochvil, Qian Li

## JOIN THE **SAPIENCE** CIRCLE OVER COFFEE

The virtual world invokes endless possibilities for connecting, sharing and networking. The SAP IG at AOM is cordially inviting SAP scholars to join us at SAPIence Circle for coffee (over zoom), discussing any theoretical lens (take your fancy) or get advice on any practical issue (pick an expert's brain).

We provide matching service between young and established scholars to converse and connect, or simply a cosy space for intellectual exchange. Take the opportunity to meet these and many more scholars at the SAPIence Circle!



Rebecca Bednarek



Paula Jarzabkowski



David Seidl



Sotirios Paroutis



Paul Spee

**Who:** Doctoral students, post-doctoral researchers, and early career scholars

**What:** 30-minute conversations with a senior scholar

**When:** Weekly

**Where:** Online

Sounds interesting? Keep an eye on your AOM SAP Digest. Still need to know more?  
Contact Madalina Pop at [madast@btech.au.dk](mailto:madast@btech.au.dk).

# INTRODUCING THE NEW SOCIAL MEDIA TEAM

## CHAIR OF THE SOCIAL MEDIA COMMITTEE

**Georg Reischauer** is a postdoctoral researcher at WU Vienna University of Economics and Business as well as at Johannes Kepler University Linz. His research focuses on digital innovation and digital organization.

Contact: [georg.reischauer@wu.ac.at](mailto:georg.reischauer@wu.ac.at); [twitter.com/greischauer](https://twitter.com/greischauer)



## MEMBERS OF THE SOCIAL MEDIA COMMITTEE



**Anna Plotnikova** is finalizing her PhD at Leeds University Business School (UK). Her research interest lays on the intersection of strategizing processes and practices with a particular focus on understanding open strategy organizing.

Contact: [bnapl@leeds.ac.uk](mailto:bnapl@leeds.ac.uk)

**Maximilian Heimstädt** heads the research group “Reorganizing Knowledge Practices” at Weizenbaum Institute in Berlin and is an affiliated postdoctoral researcher (“Habilitation”) at Witten/Herdecke University. He studies new forms of organizing in digitally-networked environments.

Contact: [m.heimstaedt@udk-berlin.de](mailto:m.heimstaedt@udk-berlin.de); [twitter.com/heimstaedt](https://twitter.com/heimstaedt)



**Milena Leybold** is a PhD fellow at the department for Organization and Learning at the University of Innsbruck. In her dissertation, Milena takes a communication perspective, rooted in the ‘communicative constitution of organization (CCO)’ perspective, to study phenomena of organizational openness inside and outside organizational boundaries. Her research interests include inter-organizational organizing, organizational inclusion and exclusion, membership negotiation, and strategic change.

Contact: [milena.leybold@uibk.ac.at](mailto:milena.leybold@uibk.ac.at)



# UPDATES ON WEBINAR SERIES AND VLOGS

## NEW WEBINAR SESSIONS

In our successful webinar series, leading SAP scholars introduce SAP newcomers to the foundations of SAP research and provide more advanced participants with added clarity around core issues related to strategizing activities and practices, allowing for hands-on learning. We are very happy to announce two new webinars, which will be held soon.

**Simply click on the respective link to join!**



*Paul Spee*

**June 04, 10 am UTC**

„Strategy-as-practice and the Tocus on Sociomateriality”

[Link to join this webinar](#)



*Leonhard Dobusch*

**June 18, 2 pm UTC**

“Open Strategy as a Practice”

[Link to join this webinar](#)

## SAP VLOG UPDATES

We continue our successful series of vlogs. The SAP Vlog publishes 5–10 min interviews with authors of work that has extended our understanding of the practice of strategy making. Such interviews provide viewers with behind-the-scenes insights into the origins and developments of the ideas that these works advance, as well as retrospective reflections on the timeliness and reception of these ideas in contemporary discourses.

Vlog posts are published on <https://sap.aom.org/communityblogs> as well as on the SAP Youtube channel.

### Vlog #3: Lorenzo Skade interviews Paula Jarzabkowski

This time Lorenzo Skade (European University Viadrina) talks to Paul Jarzabkowski (Cass Business School, City University London) about her and her colleagues’ 2007 paper “Strategizing: The challenges of a practice perspective”. The interview includes topics such as: *How did the idea of this Special Issue emerge? In which ways have scholars built on the article to push the boundaries of the field since then?*



Lorenzo Skade



Paula Jarzabkowski

Previous vlogs:

**SAP Vlog 1: Richard Whittington on "Completing the Practice Turn in Strategy Research"**

**SAP Vlog 2: Julia Hautz on "Open strategy: Dimensions, dilemmas, dynamics"**

### Call-for-Vlogs: Contribute to the SAP Vlog!

While posts will hopefully be of interest to all members of our community, we imagine the SAP Vlog as a way for early career scholars to engage in dialogue with more established scholars. Is there a paper you draw on in your own work or that you struggle with in your teaching? Reach out to its author and share your discussion with other SAPers! If you are interested, please have a look at the Vlog instructions on **Connect@AOM** and get in touch with Anna Plotnikova ([bnapl@leeds.ac.uk](mailto:bnapl@leeds.ac.uk)).

***SURVEY ON SAP COMMUNICATION:  
WE WANT YOUR OPINION!***

“The Times They Are Changing” – and so is the communication behavior in the emerging digital age! We thus want to hear from YOU which digital channels you use and what ideas you have on communicating SAP insights in the near future!

Share your thoughts here:

<https://de.surveymonkey.com/r/XCCNBCR>

With only 2 minutes you will help us to improve and sharpen SAP Communications!



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***SHARE AMAZING PROJECTS: PROMOTE YOUR WORK THROUGH TWITTER !***

Do you have an upcoming publication, a working paper, or a new research initiative that might be of interest to SAP scholars? Share your amazing project with the growing SAP community on Twitter.



There are two ways in which you can share your work with other SAP scholars on Twitter:

- 1) When you are active on Twitter yourself, just add include the official SAP account (**@Strategizers**) when you tweet about your project. The SAP Social Media team will then retweet your project.
- 2) When you are not active on Twitter yourself, send a link to your project to Maximilian Heimstädt ([m.heimstaedt@udk-berlin.de](mailto:m.heimstaedt@udk-berlin.de)) and he will share your content through the SAP Twitter account. In the email, you can also include any photos or Twitter accounts (e.g. of your university) which you would like to see linked in your project tweet.



**Let's spread the word!**

# UPDATE FROM THE PROGRAM AND PDW CHAIRS— ENROUTE TO A VIRTUAL AOM 2020

Katharina Dittrich and Leonhard Dobusch

For the first time in history, the AoM conference will be delivered online in a virtual conference environment. As we are all learning to live more online, managing teaching, family reunions, shopping and many other of our daily activities online, you are probably wondering what the virtual AoM will look like.

We have been in direct contact with the AoM Board through various Zoom calls in the past weeks in trying to navigate the challenge of developing a virtual AoM program. The exchange with the AoM Board has been very open and cooperative – one of the many advantages of our new online interactions. Rest assured that the AoM team is working hard to deliver a virtual event that responds to the needs of our members, such as being able to present work (as it is essential for promotions), being able to network (especially for early-career scholars) and being able to participate in the highlights of the program. We don't have all the details yet, but we want to give you a glimpse of what the virtual event might look like:



- ◆ The virtual event platform will enable a number of **networking and socialising opportunities**, such as a registrar hub where members can create a profile and be automatically matched with other members that share similar interests. There will be possibilities to tag others, get in contact with them and arrange short 1:1 interactions. “Virtual cafes” and “zoom hallways” will allow people to “run into each other” and create serendipitous encounters.
- ◆ The actual program will be delivered as a **mix of asynchronous and synchronous LiveSessions**. Due to the challenge of a global community being spread across all time zones, the LiveSessions will be limited to the highlights of the program and those that translate well into the live format. All LiveSessions will be recorded so that even those who cannot attend can watch them later. The LiveSessions will be enabled by Zoom, with which most of us are familiar by now. The asynchronous parts of the program will allow presenters and organizers to upload pre-recorded videos and PDF slides and engage in asynchronous discussion and feedback.
- ◆ The virtual event platform will be available beginning of August so that you can start to familiarize yourself with it and start interacting. All its content will also be available after the conference for a certain time.
- ◆ If you are part of the program as a PDW organizer, symposium organizer or presenter **we will be in touch in the coming weeks** about the possibilities for you to participate in the virtual event. At this point, please be patient until we have worked out all the details.
- ◆ We have created a **digital taskforce** to support the transition to the virtual conference. **If you are interested in supporting the virtual conference come to live, please get in touch with [Katharina.dittrich@wbs.ac.uk](mailto:Katharina.dittrich@wbs.ac.uk)**

**Thank you** for all those of you who have submitted their work and who have worked hard as reviewers to lay the foundations for the program. **Congratulations** for all of those who have been accepted as part of the SAP program this year! The quality of your work is impressive and merits recognition.

# UPDATE FROM THE PROGRAM AND PDW CHAIRS— ENROUTE TO A VIRTUAL AOM 2020...CONTINUED

The program includes a range of interesting themes and works. In particular, in line with this year's AoM theme "Broadening our sight," there are a number of works related to **grand challenges** and how understanding and exploring strategizing activities and practices can help tackle these, including **climate change, health care** in developing countries, **water resources, urbanization, and renewable energies**. In addition, the program features insightful works on **open strategy, emotions and affect** in strategizing activities, **strategizing roles** and **the strategy profession, materiality, strategic change, and Strategy-as-Practice as a body of literature**. Our Interest Group will also co-sponsor a variety of high-quality symposia that will be of great interest to our members, including "Interdisciplinary Dialogues on Organizational Paradox," "Templates in Qualitative Research Methods," and "Routines and Sensemaking." We hope that you will explore these themes in both the asynchronous and synchronous sessions and take inspiration and insights from these for your own work.

A highlight of this year's program will be the **Virtual Keynote** of one of the founders of the Strategy-as-Practice perspective, **Professor Richard Whittington**. He will share his latest thinking on strategizing and the strategy profession. **Dan Simpson**, former head of strategy at Clorox and now a practice professor at the University of California in Berkeley, will be his discussant. The keynote will be delivered in a synchronous LiveSession, so watch out for this.

With regard to the SAP Professional Development Workshops, we will give priority to our **Early Career Program**. In addition to the traditional "Qualitative Analysis Bootcamp", spearheaded by Professor **Jane Lê**, we will have a session on "Authentic Networking and Relationship Building" co-organized by Lisa Day and Fannie Couture and a panel on "Digital Strategizing". The latter is co-organized by Georg Reischauer and features distinguished scholars such as Professors **Stefan Haefliger, Julia Hautz** and **Ann Majchrzak**. It is not clear yet, which parts of the Early Career Program will be delivered as synchronous LiveSessions – so please stay tuned for updates in this regard.

Please look out for further updates on the program for our virtual AoM 2020.

All the best,

Katharina Dittrich (Program Chair) and Leonhard Dobusch (PDW Chair)



Katharina Dittrich Leonhard Dobusch

## CALL FOR DIGITAL VOLUNTEERS AND CURATORS

In order to create the best virtual conference experience possible, we are looking for volunteers to help with curating content on the virtual conference platform and supporting the LiveSessions. If you are interested in becoming part of our digital taskforce, please get in touch with [Katharina.dittrich@wbs.ac.uk](mailto:Katharina.dittrich@wbs.ac.uk).



# AOM 2020: SAP DOCTORAL AND EARLY CAREER PROGRAM

Seray Ergene, Katelynn Sell, Renate Kratochvil and Madalina Pop

For the 5th time in a row, the Strategy-as-Practice Interest Group (SAP) is inviting scholars to the SAP Doctoral and Early Career Program (ECP). While AOM will be going virtual this year, that doesn't mean that we are not committed to assuring participants a compelling one-day event specially tailored to guide doctoral and early career scholars who are interested in researching SAP-related topics and methods..

The ECP is expected to be held on Friday, August 7th, and is planned to consist of virtual panels, workshops, roundtables and networking opportunities.

### Preliminary program:

This year's program will include three carefully chosen Professional Development Workshops (PDWs) to enhance participants' SAP-related knowledge and provide opportunities for engaging similar minds. Additionally, it will include private mentor-mentee feedback sessions with assigned mentors, creating an invaluable networking opportunity for junior scholars. In this way, the day provides multiple opportunities both for networking and for professional development despite being virtual.

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

### This year's program:

- ◆ Welcome to the ECP
- ◆ PDW: Digital strategizing
- ◆ PDW: International Early Academic Careers
- ◆ PDW: Qualitative Analysis Boot Camp
- ◆ Remarks of the patron (Professor Eero Vaara)
- ◆ Mentor—mentee feedback session



ECP 2019

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

**Where:** Annual Meeting of the Academy of Management 2020

**When:** Scheduled to be on Friday, August 7, 2020

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

### Application:

Deadline for the application is July 1<sup>st</sup>.

To apply, please send your application to [sapdocandearlycareer@gmail.com](mailto:sapdocandearlycareer@gmail.com) and include information on yourself, your career stage, your research project and its fit with SAP (if applicable), and why you want to take part in the program.

The space is limited to 20 participants.



# AOM 2020: PDW ON INTERNATIONAL EARLY ACADEMIC CAREERS: AUTHENTIC NETWORKING AND RELATIONSHIP BUILDING

## ORGANIZERS

Fannie Couture, University of Sydney  
Lisa Day, University of Liverpool  
Priya Kannan, University of San Diego



Here is a great opportunity for PhD students and early career scholars to learn more about academic careers - particularly networking and relationship building. This Professional Development Workshop (PDW) will focus on the importance of authentic networking and relationship building for early career academics working in an international context. It is tailored to PhD students and early career scholars in the Strategizing Activities and Practices (SAP) Interest Group and is designed to be part of the SAP Doctoral & Early Career Program 2020. The first part of the PDW is a facilitated panel discussion between six experts with a range of experience, including early to mid-career academics and leading researchers from the SAP and qualitative research community. The second part of the PDW provides an opportunity to delve more deeply into specific questions and for participants to share their own insights. Overall, this PDW will provide you with practical advice on how to network authentically and build relationships as you develop your academic career as well as the opportunity to reflect on your own experiences. More information on the how to join this PDW will be provided soon.

## PANELISTS & ROUND TABLE FACILITATORS

**Stephanie Bertels**, Simon Fraser University, Canada

**Catherine Cassell**, University of Birmingham, UK

**Rangapriya (Priya) Kannan**, University of San Diego, US

**Paula Jarzabkowski**, Cass Business School, UK

**Shenghui Ma**, Fudan University, China

**Eero Vaara**, Aalto University, Finland

# AOM 2020: PDW ON PROCESS & PRACTICES OF DIGITAL STRATEGIZING: PERSPECTIVES & AVENUES FOR FUTURE RESEARCH

## ORGANIZERS

Georg Reischauer, WU Vienna & Johannes Kepler  
University Linz

Giulia Solina, Ludwig-Maximilians University Munich

Christina Wawarta, Warwick Business School



Digital technologies such as platforms, big data analytics, and algorithms are reshaping how firms strategize. They are altering the strategy-making processes by rendering them less exclusive and secret and by making them more flexible. Digital technologies are also redefining practices of strategy-making, allowing actors to participate from afar or to utilize the wisdom of the crowd. Building on the panel symposium on Digital Strategizing organized at the AOM 2019, this PDW aims to (1) give an overview of recent theoretical and empirical advancements in process and practice studies on digital strategizing; (2) discuss the suitability, advantages and disadvantages of selected theoretical perspectives and methods to further advance corresponding research; and (3) synthesize and share with the scholarly community the PDW outcomes to sharpen the future research agenda on the processes and practices of digital strategizing.

This PDW consists of two parts. In part 1, a panel of distinguished process and practice scholars will outline and discuss different theoretical perspectives on digital strategizing. In part 2, pre-registered participants have the opportunity to jointly advance the corresponding research agenda with the previously presented theoretical perspectives in mind. For this purpose, each panel speaker will facilitate a roundtable discussion before a synthesis across all perspectives is attempted at the end of the PDW. While part 1 is open to everyone, part 2 has limited capacity and requires registration. Please note that the above may be subject to changes due to the virtual delivery of AOM this year.

## PANELISTS & ROUND TABLE FACILITATORS

**Stefan Haefliger**, Cass Business School

**Julia Hautz**, University of Innsbruck

**Ann Majchrzak**, University of Southern California

**Stella Pachidi**, University of Cambridge

**Sotirios Paroutis**, Warwick Business School

**Richard Whittington**, University of Oxford

# AOM 2020: PDW ON QUALITATIVE ANALYSIS BOOT CAMP V: THEORETICAL HUNCHES AND HOW TO THEORIZE FROM DATA

## ORGANIZERS

Jane Lê, Otto Beisheim School of Management

Tine Köhler, University of Melbourne

Anne Smith, University of Tennessee

Paula O'Kane, University of Otago



This PDW will help researchers develop and expand their qualitative data analysis skills, specifically in relation to building the link between data coding, analysis and theorizing. This session focuses specifically on working with analytical and theoretical 'hunches' that emerge as you work with and code data. A panel of leading qualitative scholars will discuss different practices of undertaking qualitative data analysis aimed at theory building. The panel will pay specific attention to the role of 'theoretical hunches' in interpretive data coding and analysis. In the second part of the PDW, we plan to work with real (anonymized) data, moving through various 'bits' of data to develop 'theoretical hunches' and look at various ways in which we can theorize from the data. Overall, this PDW will help researchers identify practical ways to improve their analytical strategies when working with qualitative interpretive data. More information on the how to join this PDW will be provided soon.

## PANELISTS & ROUND TABLE FACILITATORS

**Rebecca Bednarek**, Multi-award winning researcher

**Catherine Cassell**, inaugural co-editor of *Qualitative Research in Organizations and Management: an international journal*; past Associate Editor of *British Journal of Management*.

**Paula Jarzabkowski**, Co-Editor *Strategic Organization*

**Tine Köhler**, Associate Editor at *Organizational Research Methods*, past Associate Editor at *Academy of Management Learning and Education*

**Jane Lê**, Associate Editor at *Organizational Research Methods* and Co-Editor at *Research Methodology in Strategy and Management*

**Paula O'Kane**, Associate Editor *Journal of Management and Organization*; *Leadership and Organization Development Journal*

**Anne Smith**, past Associate Editor at *Organizational Research Methods* and past Co-Editor at *Research Methodology in Strategy and Management*

# WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR CONTINUOUS SUPPORT!



WARWICK BUSINESS SCHOOL  
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University of  
Zurich<sup>UZH</sup>



Strategy as Practice  
Study Group



UNIVERSITY OF  
LIVERPOOL

Management  
School

# SAP IG'S ELECTIONS 2020

Sotirios Paroutis

Thanks for your votes on our new leadership team. We are very happy that we have almost 30% of voting membership! Below we have listed all candidates. We are very excited to inform you about the results in the next newsletter!

## **SAP PDW CHAIR CANDIDATE**



Eric Knight

Eric Knight is Professor of Strategic Management at the University of Sydney Business School. His research examines how organizational actors use discursive, visual and material practices to manage strategic tensions, with a particular interest in paradoxical tensions. He deploys ethnographic and visual methodologies, and his research has appear in journals such as Strategic Management Journal, Academy of Management Review, Organization Studies, and Human Relations. His service to the community includes as Program Chair of the Strategy Practice track at Strategic Management Society, an EGOS sub-theme co-convenor, as a PDW organizer at the Academy of Management.

## **SAP ELECTED REPRESENTATIVE: 2 YEARS**



Roberto M. Gamarra

Dr. Roberto M. Gamarra is the recipient of the Best Paper Award at Oxford University's Global Business and Economics Conference in the United Kingdom, and the "Excellence in Adult Learning Award." This award is given to the faculty that best exemplify exceptional mentorship for MBA and EMBA students' career success. Dr. Gamarra was Director of the Peruvian Commercial Office in New York, Post-Doctoral Research Scholar at the Management Department at Columbia Business School at Columbia University, International Research Consultant at the prestigious Earth Institute at Columbia University, Adjunct Associate Professor of International Business at Stern School of Business at New York University, Research Advisor to leading Asian MNCs, and Chief Economic Adviser at the Peruvian Senate. Dr. Gamarra is SAP-DAS strategy designer consultant to University of Texas, Franklin University, Urbana University, University of Maryland, Ohio National University, and American International College. Dr. Gamarra is a pioneer in the development of Strategy-As-Practice (SAP) and Designing-As-Strategy (DAS) in creative deciding. This new paradigm on individual and team deciding opens the door to strategy practitioners and scholars, and students and educators, to explore new ways of strategic decision-making in local and global contexts. Dr. Gamarra holds MA and Ph.D. degrees in Economics of Strategy from the New School University in New York and Post -Doc in Management from Columbia Business School at Columbia University in New York. Currently, Dr. Gamarra is Associate Professor of Strategy & Global Business at the Department of Business at Gallaudet University in Washington, DC. He serves as Faculty Leader for Management courses in the accounting, risk management & insurance, and business administration programs.

## ELECTIONS 2020...CONTINUED



Christina Angelika  
Wawarta

Christina recently successfully completed her PhD in the field of Strategy-as-Practice at the Warwick Business School on open, temporal, and cultural practices in new ways of strategizing. Previous to pursuing her doctoral degree, she worked as a consultant in the area of Strategy & Innovation at Capgemini Invent in Germany for 7 years. Due to her dual background in academia and industry, she has always been interested in the field of SAP and its vibrant community. Christina already served as a PhD Rep and Doctoral & Early Career Coordinator for the AoM SAP Interest Group from 2016 until 2019. In this capacity she created the inaugural SAP Doctoral & Early Career Program together with Katharina Dittrich and thereafter continually improved the program for the last 4 years. Additionally, she organized the SAP-ENT Meet & Greet for last year's annual meeting in Chicago and has regularly contributed to the SAP newsletter in the past. Going forward, Christina would like to tackle new, exciting tasks in her continuous support of the AoM SAP community by serving as a Rep-at-Large.



Anna Plotnikova

Anna Plotnikova is currently finishing her PhD at Leeds University Business School (UK) on open strategy organizing in large organizations. [She also shortly will join Vrije Universiteit (the Netherlands) in the role of Assistant Professor of Strategic Change]. Her research interest lays on the intersection of strategy processes and practices with a particular focus on their changes in the context of digital transformation. In the framework of her Industrial PhD project she was actively engaging with strategy practitioners within a large telecommunication corporation. Besides that, she also worked as a project manager within a consulting organization before starting her academic career. Hence, her experiences further enhanced her interest in the field of SAP. Going forward, Anna would like to become more active in the Strategy Practice Interest Group.



Renate Kratochvil

In my research, I apply a strategy-as-practice perspective to increase our understanding of how managers are solving problems and capturing opportunities in complex organizational structures. To this end, I conduct qualitative process research and I use longitudinal data that I collect through field observations and interviews with executives, managers and external collaborators of large (international) companies. I hold a PhD in economics and social sciences from WU Vienna University of Economics and Business, Austria (2014-2018). Since 2019, I am a Postdoctoral Research Fellow at BI Norwegian Business School in Oslo. Currently, I am a member of the SAP Interest Group's Extended Officer Team, which coordinates the Doctoral & Early Career Program taking place during the Annual Meetings of the Academy of Management.

# ELECTIONS 2020...CONTINUED

## SAP SECRETARY



David Oliver

I am an Associate Professor in the Discipline of Strategy, Innovation and Entrepreneurship at the University of Sydney Business School. My research focuses on strategizing and its connections to organizational identity, innovation, and openness. My publications have appeared in *Strategic Management Journal*, *Strategic Organization*, *Organization Studies*, *British Journal of Management*, *Human Relations*, and *Journal of Business Ethics*. I am a member of the *Organisational Discourse, Strategy and Change Group* at the University of Sydney and the *Strategy as Practice Research Group* at HEC Montréal. I have been a member of the SAP Interest Group since its inception and served as its General Secretary since 2017. With the major challenges we will all face over the coming three years, my objective would be to ensure our Interest Group remains a vibrant, innovative, and member-focused space within the Academy of Management.



Krista Pettit

I am currently an Assistant Professor in Strategy and General Management at the Ivey Business School in London, Ontario. My research focuses on understanding strategic change from a variety of actor perspectives including middle managers and occupational members. I am excited by the opportunity to strengthen my commitment to the S-A-P Interest Group in the role of Secretary. Previously, I've participated in and co-organized the SAP Doctoral and Early Career Program at AOM. I have also been involved in other SAP sponsored activities at AOM through organizing and participating in PDWs. I'm interested in contributing and becoming more involved in supporting this ongoing vibrant community which has been pivotal to helping me navigate the early stages of my academic career.

## SAP MEMBERSHIP CHAIR



Madalina Stoicovici Pop

Madalina Pop is a post-doctoral fellow at BSS, Aarhus University, Denmark. Her research centers on inter-organizational strategizing for tackling grand challenges. She also serves as representative and coordinator of the Doctoral & Early-Career Program of the Strategizing Activities & Practices Interest Group.



Tania Ulrike Weinfurter

Tania Weinfurter is research associate in David Seidl's team at the University of Zurich, where she is about to finish a PhD in Organization Studies. As long-time member of the Strategy-as-Practice (SAP) community, Tania's research focuses primarily on SAP. On the basis of a one-year+ ethnographic study of strategy work in a large firm, she currently explores mechanisms of making practices strategic and analyzes the development of strategic issues. In her recent paper published in the *Scandinavian Journal of Management* Tania provides a systematic review on organizational-space research to advance a spatial perspective in organization studies. Tania has actively taken part in the SAP community since the beginning of her doctoral studies. She forms part of the founding committee of the SAP Research Community Platform and has co-organized the SAP Community Day twice. As an early-career scholar, and Engagement Officer for the Strategy Practice IG at the Strategic Management Society, Tania is sensitive to the different concerns and needs of the community members. Tania is also actively committed to enhance gender equality.

# REFLECTIONS ON SAP KEYNOTE 2019

Paul Spee

Drawing on research endeavors stretching back some 50 years, John shared something of a confessional tale mixed with notes on how ethnography has shifted over time as the main tenets of ethnography have become increasingly popular beyond their roots in anthropology and sociology. John emphasized certain social practices which define (and confine) ethnography, including both those enacted in the field and at the writing desk. John provided several tales illuminating that ethnography is primarily a craft, full of choices and not subject to recipe or formula. John shared a relatively overlooked or unmarked stage of his ethnographic work, pulling back from the field and taking stock of what he has been learning, ending with a personal reflection on the role chance and contingency in his research career.



Please enjoy John's keynote, available on SAP's youtube channel, [https://youtu.be/kj\\_pZ8mYs7c](https://youtu.be/kj_pZ8mYs7c)



Professor Anne Smith (University of Tennessee, Knoxville) provided a very personal and engaging commentary on John's achievement elevating ethnography as an accepted method.

For the full video and discussion with Anne, check out the SAP youtube channel, <https://youtu.be/NnVpjpX5H64>

A full version of John's talk is going to be available in the 2021 issue of Research Methodology in Strategy and Management (volume 13).

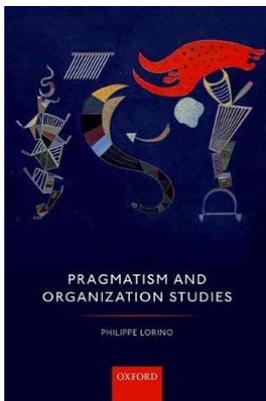
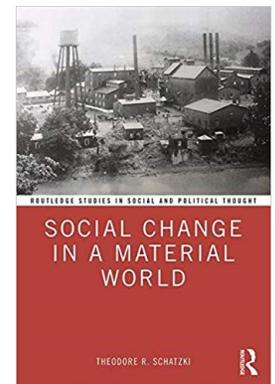
# REFLECTIONS ON THE AOM 2019 SYMPOSIUM ON EXPANDING SOCIAL THEORY

Paul Spee

We pleased to share a video of the symposium “**Expanding social theory**” held at the Academy of Management 2019.

For access to the video please follow the link to the Strategizing, Activities and Practices youtube channel, <https://youtu.be/DbEGaq3BChI>.

It featured latest books on social theory recently published or in the works, including Ted Schatzki’s latest work ‘**Social change in a material world**’ (Routledge)



and Philippe Lorino’s latest book on ‘**Pragmatism and Organization Studies**’ (Oxford University Press), which received the 2019 EGOS book award. In addition to the SAP IG, it was also sponsored by the Organization and Management Theory Division, recognised as showcase symposium.

In addition, it featured books in ‘**The Poverty of Strategy**’ by Robin Holt and Mike Zundel (Cambridge University Press, forthcoming)



and ‘**Social Practice Theory: Elgar Introduction to Theories of Social Practice**’ by Paul Spee (Edgar Elgar, forthcoming).

# THE VIRTUAL EGOS SAP COMMUNITY DAY

Stefanie Habersang, Maximilian Heimstädt, Renate Kratochvil, Madalina Pop, Benjamin N. Scher

Given the global COVID-19 outbreak, EGOS 2020 will be held as a virtual Colloquium. Therefore, the annual SAP Community Day, which will be held on **1st July**, has taken this as an opportunity to create a bigger and more inclusive day for all SAP scholars globally.

We have created an interesting program, highlighting various methods to engage in SAP research. The thematic focus of the SAP community day is on Grand Challenges, a nowadays highly relevant topic.

The program will feature a virtual panel discussion and presentations from:

- ◆ **Loizos Heracleous** – Discourse Analysis
- ◆ **Matthias Wenzel** – Video Analysis
- ◆ **Mikko Vesa** – Netnography
- ◆ **Tim Hannigan/Rodrigo Valadao Alves** – Interpretive Data Science & Topic Modelling
- ◆ **Eric Knight** – Multi-modal data analysis in case ethnographies

Due to the special circumstances, EGOS has announced that only a symbolic fee will be charged for participating in the virtual colloquium. The reduced conference fee and the absence of costs for travelling should allow more SAP scholars to apply and participate.

**While registration for the entire day have closed, we still accept registrations for the morning part of the program:** To register or if you have any questions, please contact Madalina Pop at [madast@btech.au.dk](mailto:madast@btech.au.dk).

You find out more about the program here:

[https://www.egosnet.org/2020/hamburg/Pre-Colloquium\\_Workshops\\_SAP\\_Community-Day](https://www.egosnet.org/2020/hamburg/Pre-Colloquium_Workshops_SAP_Community-Day).

**Registrations still open for the morning session!**



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



Norwegian  
Business School

# CALL FOR PAPERS — ADVANCING SOCIAL PURPOSE IN ORGANIZATIONS: AN INTERDISCIPLINARY PERSPECTIVE

On August 19, 2019, 181 Top CEOs from the Business Roundtable pledged a purpose statement beyond a focus on profits, counterposing Friedman's (1970) argument that the main purpose and social responsibility of businesses is to maximize profits for its owners. The Business Roundtable campaign urges companies to issue a purpose statement to ensure better, and more transparent socially responsible corporate governance that delivers value for all stakeholders' future success in business, communities and country. However, what does it mean to have a social purpose in the business ecosystem, local community and national interests? Is a social purpose necessary in lieu of the United Nations Sustainable Development Goals? The challenge of transforming an organization, community and a country generates contradictory stakeholder demands that are persistent and may not be adequately addressed through a social purpose.



Therefore, this Research Topic seeks to better understand potential limitations and opportunities to advance social purpose in organizations by integrating profits with other business purposes, which have often been accomplished through blurred sectors. Contributors are encouraged to explore the nested tensions, interwoven contradictions, limitations and opportunities of defining and developing a social purpose in organizations for social progress in communities and countries.

The guest editors welcome manuscripts that address social purpose broadly and contextually within specific industries, organizational types and environments, as well as across different sectors. We are particularly interested in interdisciplinary and transdisciplinary approaches for advancing social purpose globally and nationally within the firm's social license to operate. In addition, the guest editors encourage manuscript submissions that address the ambiguity of 'social purpose' within societal change and transformation across disciplines such as responsible investments, medicine, sustainable engineering, corporate governance, leadership, organizational performance, global value chains, supply chain management, environmental management, strategic management, public policy, responsible management, technology, bioethics, economics, trade, partnerships, and corporate responsibility.

#### Editors:

- ◆ **Monica Thiel**, University of International Business & Economics, P.R. China
- ◆ **Gabriele Giorgi**, University Europea di Roma, Italy
- ◆ **Antonio Ariza-Montes**, Universidad Loyola Andalucia, Spain
- ◆ **Nicola Mucci**, University of Florence, Italy

**Submission Deadline (extended): 02 July 2020**

<https://www.frontiersin.org/research-topics/11642/advancing-social-purpose-in-organizations-an-interdisciplinary-perspective>

For more information, please contact Monica Thiel at [mt9872@outlook.com](mailto:mt9872@outlook.com)

# SAP AROUND THE GLOBE: THE STRATEGY-AS-PRACTICE GROUP IN AUSTRALIA

David Oliver



**Eric Knight**



**Rebecca Bednarek**



**Paula Jarzabkowski**



**Steve Maguire**



**David Oliver**



**Fannie Couture**



**Jane Lê**



**Sam Macaulay**



**Paul Spee**



**Jorgen Sandberg**

Australia has had a longstanding connection to the SAP field, with scholarship particularly active at the University of Sydney (USyd) and University of Queensland (UQ). In November 2019, the inaugural SAP Australasia workshop was held at USyd, organised by Eric Knight (USyd) and Rebecca Bednarek (Victoria University). Over 40 participants listened to keynotes from Paula Jarzabkowski (Cass & UQ) on crafting vignettes from mundane practices, and Steve Maguire (USyd) on bridging practice and process methods when studying strategy (see photo). At this highly collaborative event, two other authors presented and received feedback on current R&Rs, followed by three roundtables where nine other authors received detailed comments on their papers. Many participants gathered for an enjoyable dinner after the hard work in the sessions. Sponsored by USyd's Organizational Discourse, Strategy and Change Group, the workshop was the first of what we anticipate will be a regular event (the planned November 2020 edition has had to be postponed due to Covid-19). Unfortunately, an AMJ paper and idea workshop at UQ by Paula Jarzabkowski, planned for April 2020, was similarly postponed.



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OF QUEENSLAND  
AUSTRALIA

# SAP AROUND THE GLOBE: THE STRATEGY-AS-PRACTICE GROUP IN AUSTRALIA...CONTINUED

David Oliver

On a brighter note, the new Discipline of Strategy, Innovation and Entrepreneurship (SIE) was created at USyd in 2019. SIE brings together academia, business, government and civil society organizations to catalyze and research innovation and strategy-making for a sustainable future (see: <https://www.sydney.edu.au/business/our-research/research-areas/strategy-innovation-and-entrepreneurship.html>). The new group includes two SAP-active scholars (Eric Knight and David Oliver) and several current and incoming PhD students working on SAP-related topics, including Fannie Couture, winner of the 2019 AOM Carolyn Dexter award (with Jane Le, WHU and honorary USyd).



SIE Session at University of Sydney

On a more informal level, the Strategically Innovative & Entrepreneurial Organization (SIEO) drinks and seminar series draws scholars and visitors from across all Sydney universities to its regular events. Initiated by Sam Macaulay (UTS) and David Oliver (USyd), this group has created a great opportunity for networking and building research collaborations across the Sydney area.

In other exciting developments at UQ, past SAP-IG President Paul Spee (UQ), Jorgen Sandberg (UQ) and Paula Jarzabkowski are creating an interdisciplinary research platform focused on Practice & Process Studies (PPS), to be officially launched later in 2020. PPS brings together faculty with demonstrated track records in publishing, high impact on scholarly fields, strong industry collaboration, and experience with international interdisciplinary collaboration. The theme is underpinned by four interconnected areas of research:

1. PPS in Strategy
2. PPS in Competence and Learning
3. PPS in Entrepreneurship
4. Advancing Practice and Process Theory

For further information, see the PPS website at: <https://business.uq.edu.au/practice-and-process-studies>.

# RECENT SAP PUBLICATIONS & PUBLICATIONS OF INTEREST TO THE SAP COMMUNITY

## SAP publications

Author(s)	Title	Journal	Link
Azad, Bijan; Zablith, Fouaf	How digital visualizations shape strategy work on the frontlines	Longe Range Planning	<a href="#">Full paper</a>
Burke, Gary T.; Wolf, Carola	The Process Affordances of Strategy Toolmaking when Addressing Wicked Problems	Journal of Management Studies	<a href="#">Full paper</a>
Heimstädt, Maximilian	Book Review: Richard Whittington's Opening Strategy	Oxford University Press	<a href="#">Full paper</a>
Mount, Matthew P.; Clegg, Stewart R.; Pitsis, Tyrone S.	Conceptualizing the 'de'-materializing characteristics of internal inclusion in crowd-sourced open strategy	Longe Range Planning	<a href="#">Abstract</a>
Wenzel, Mathias; Danner-Schröder, Anja; Spee, Paul A.	Dynamic Capabilities? Unleashing Their Dynamics through a Practice Perspective on Organizational Routines	Journal of Management Inquiry	<a href="#">Full paper</a>
Wenzel, Mathias; Stanske, Sarah; Lieberman, Marvin B.	Strategic responses to crisis	Strategic Management Journal	<a href="#">Full paper</a>

## SAP related publications

Author(s)	Title	Journal	Link
Campell, Betsy	Entrepreneurial uncertainty in context: an ethnomethodological perspective	International Journal of Entrepreneurial Behavior & Research.	<a href="#">Abstract</a>
Nayak, Ayit; Chia, Robert; Canales, Ignacio J.	Non-cognitive microfoundations: understanding dynamic capabilities as idiosyncratically refined sensitivities and predispositions	Academy of Management Review	<a href="#">Full paper</a>
Wenzel, Mathias; Krämer, Hannes; Reckwitz, Andreas	Future and Organization Studies: On the rediscovery of a problematic temporal category in organizations	Organization Studies	<a href="#">Full paper</a>



## Strategizing Activities & Practices

**Outgoing IG Chair:** Sotirios Paroutis – Warwick Business School (sotirios.paroutis@wbs.ac.uk)

**IG Chair:** Rajiv Nag – Drexel University (rn362@drexel.edu)

**IG Chair Elect:** Virpi Sorsa – Hanken School of Economics (virpi.sorsa@hanken.fi)

**Program Chair:** Katharina Dittrich– Warwick Business School (Katharina.Dittrich@wbs.ac.uk)

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

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

**Membership Chair:** Violetta Splitter – University of Zurich (violetta.splitter@uzh.ch)

**Treasurer:** Carola Wolf – University of Liverpool Management School (c.wolf@liverpool.ac.uk )

**Social Media Chair:** Georg Reischauer—Vienna University (Georg.Reischauer@wu.ac.at)

**Representative-at-Large:** Vern Glaser—Alberta School of Business (vglaser@ualberta.ca)

**Representative-at-Large:** Lisa Day—University of Liverpool (Lisa.Day@liverpool.ac.uk)

**Representative-at-Large:** Fleur Deken—VU Amsterdam (f.deken@vu.nl)

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