STRATEGIZING, ACTIVITIES & PRACTICES INTEREST GROUP

JULY 2019 NEWSLETTER

Inside this Issue

New services

Dear SAP Members —

First of all, we would like to introduce to you our new communication platform, **AOM connect** with its new design (thanks to the University of Zurich) and its many new features (p. 2). We also adapted the design of this newsletter accordingly and hope that you like it! Also, we proudly present the **new addition to the SAP exec team and our new social media committee** (p. 3 and 4). Thank you for your support of the SAP IG!

P**reparations for a fantastic Academy meeting in Boston** are in full swing: All the sessions are planned, presenters are preparing their talks, and our executive committee and many volunteers are working to organize a fantastic array of SAP scholarship and activities that will make the AOM in Boston meaningful and memorable for all involved.

To plan your schedule, we provide an **overview of all SAP session** (p. 5 and 6), and give more detailed descriptions of our SAP-**sponsored program highlights** (p. 13 on). Even if you cannot make all the many great SAP sessions, please plan to join us for the **business and social meetings** (p. 8), the **Friday Dinner** (p. 8 —**there are still some spots left**!) as well as the **meet and greet —** this time in collaboration with the entrepreneurship-as-practice community (p. 9). These are great ways to catch up with one another!

There is also other important news that might be of interest to our SAP members, such as the program of the **upcoming SMS conference** (p. 20) or the many initiatives and news resulting from the emerging **open strategy** trend (p. 22).

We are very proud to also announce a **new edition of the successful, new webinar series** (p. 25) as well as an entirely new service, **the VLOG**. If you have never heard about VLOGs, check out page 26 to know more about this fancy new service for you, our members!

We hope you enjoy this summer edition of our newsletter and we look forward to seeing and meeting all of you in Boston!

Violetta Splitter

- SAP IG Membership Secretary

THE SAP IG ON CONNECT@AOM

Matthias Wenzel, Social Media Chair

As part of the Academy of Management's digital strategy, **the SAP IG's website and Listserv have been shifted to sap.aom.org**. All SAP members had immediate access to this site when it was launched; anyone with a free AOM account was, and still is, able to subscribe to the site to get full access. Here are some of the site's **new features** and some ways in which you may **participate**.
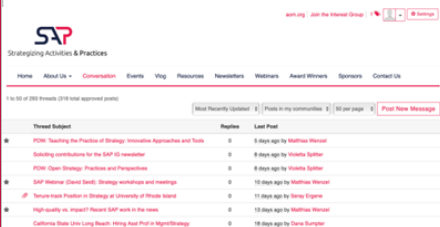
Comprehensive Information—At One Place

Sap.aom.org delivers relevant information on the SAP IG at one place: Who we are, who is in charge, newsletters, governing documents, important announcements, and so on. These contents come along with a **brand-new design**. A big **thank you to David Seidl**'s Chair of Organization and Management at the University of Zurich for generously sponsoring the design work!

"Conversation"

"Conversation" has replaced the SAP Listserv. You can **browse the** SAP **Listserv history** and you can post new announcements that you would like to share with the SAP community by clicking on "**Post New Message**".
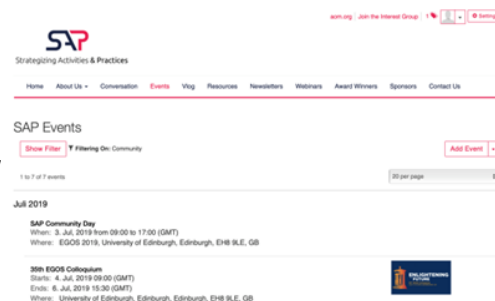
"Events"

"Events" is a calendar that displays relevant SAP events of different types, such as **meetings, calls for papers,** and **workshops**. If you would like to inform the SAP community about such events, you can post these there by clicking on "**Add Event**"

Original Content

Thanks to new initiatives, sap.aom.org also hosts and features original content that you don't find anywhere else. Among others, such initiatives include the **SAP Webinar** series (see p. 28) and the **SAP Vlog** (see p. 29), which are designed to let you **participate**—either by interacting with leading SAP scholars in one-hour webinars or by producing vlog posts yourselves. You find more information on how to do so on the respective sites.

Customize Your Notification Settings!

You may choose between "real time", "daily digest", "weekly digest", and "no email notifications":

1. Go to http://connect.aom.org/, click on your profile picture and select "Profile"

2. Click on "My Account" and select "Community Notifications"

3. Scroll down and select your notification preferences from the drop-down menu next to "Strategizing Activities & Practices (SAP)"

For further inquiries, please contact Matthias Wenzel (mwenzel@europa-uni.de).

RESULTS OF 2019 ELECTIONS
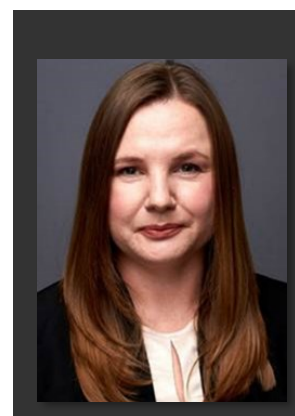
Paul Spee, Outgoing Chair, SAP IG

We proudly present the results of the SAP Elections 2019

Please join us in welcoming the following people to your SAP leadership group:
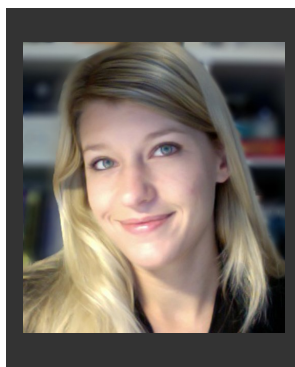

SAP PDW CHAIR

(5-year executive leadership track)

SAP TREASURER
Carola Wolf (University of Liverpool)

SAP ELECTED REPRESENTATIVE-AT-LARGE
Fleur Deken (VU Amsterdam)

I want to thank everyone who showed a willingness to serve the community by standing in the 2019 SAP elections. We had a very strong slate of candidates this year, which speaks volumes for us as an interest group and our trajectory going forward. However, this also means that some outstanding candidates – and people who are central contributors to our community – will need to wait a little longer to serve. I would particularly like to acknowledge Krist Pettit, Farzad Alvi and Patia McGrath for the commitment they have shown SAP. I am confident that they will join our leadership team in future years.

Last but not least, I want to thank our members for taking the time to vote in the elections. We once again managed to beat the AOM average for participation. Thank you for this great result!

THE SAP IG'S SOCIAL MEDIA COMMITTEE: AN INTRODUCTION

Along with the transition of the SAP IG's website and listserv to Connect@AOM, the IG has transformed and extended the former "IT Officer" role into a Social Media Committee. This committee supports the membership secretary by **performing the IG's communications** through various social media platforms: **Connect@AOM, Facebook, Twitter, and YouTube**.

SOCIAL MEDIA CHAIR

Matthias Wenzel is a post-doctoral researcher at the European University Viadrina and incoming Professor of Organization Studies at the Leuphana University of Lüneburg. He conducts practice-based research at the intersection of strategy organization, and entrepreneurship. His recent work focuses on creativity, paradox, power, and strategic communication.

*Responsibilities:* Coordination and development of the SAP IG's social media activities
Contact: mwenzel@europa-uni.de; twitter.com/matthias_wenzel

MEMBERS OF THE SOCIAL MEDIA COMMITTEE

Maximilian Heimstädt is a postdoctoral researcher at the Reinhard Mohn Institute of Management at Witten/Herdecke University. His research aims to understand the role of "openness" for organizations – as a principle, practice and resource in digitally networked environments.

Responsibilities: SAP Twitter, Multimodal Community Building
Contact: maximilian.heimstaedt@uni-wh.de; twitter.com/heimstaedt
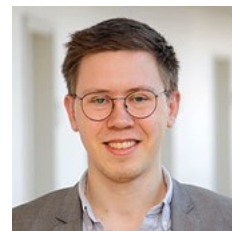
Rangapriya (Priya) Kannan is an associate professor at the University of San Diego School of Business. She also holds a joint appointment as a professor of entrepreneurship at the University of Exeter Business School in the UK. Her research and teaching covers strategic management, sustainable business models, and innovation management.

Responsibilities: SAP Vlog and Webinars, Multimodal Community Building
Contact: priya@sandiego.edu

Georg Reischauer is a post-doctoral researcher at the Department of Strategy and Innovation at WU Vienna University of Economics and Business as well as at Johannes Kepler University Linz. His research focuses on collaborative innovation and collaborative organization.

Responsibilities: Connect@AOM Moderation, Multimodal Community Building
Contact: georg.reischauer@wu.ac.at; twitter.com/greischauer
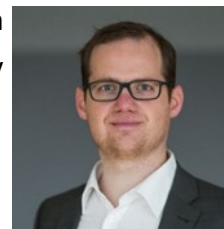
Join In and Participate!

Feel free to **contact** the Social Media Committee **for inquiries and support** related to the SAP IG's social media communication. If you would like to **get involved**, please contact Matthias Wenzel (contact details above).

SAP AOM PROGRAM 2019

Day	Start	#	Session Title	Location
Fri	10:45am	120	Designing Practice Research in Strategic Change	Boston Park Plaza, Berkeley & Calendon
	1:00pm	164	Succeeding in the International Academic Job Market	Boston Park Plaza, Berkeley & Clarendon
	3:15pm	204	Qualitative Analysis Boot Camp IV: Working with different types of data	The Fairmont Copley Plaza Hotel Room: State Suite AB
	7:00pm		SAP Dinner	Offsite, Cinquecento
Sat	8:00am	303	Using Topic Modeling Visual Artefacts, and Ethnography to Understand Strategic Concepts	Boston Park Plaza, White Hill
	10:15am	370	Visualization Tools and Techniques in Strategy Research	Boston Park Plaza, White Hill
	11:15	384	Teaching the Practice of Strategy: Innovative Approaches and Tools	Boston Park Plaza, Grand Ballroom B
	3:45pm	483	Open Strategy: Practices and Perspectives	Boston Park Plaza, White Hill
Sun	8:00am	562	SAP Meet & Greet Breakfast	Offsite, Joe's American Bar & Grill
	4:00pm	786	SAP Discussion Paper Session	Boston Park Plaza, Cambridge
	5:00pm	807	Strategizing Activities and Practices Executive Meeting	Boston Park Plaza, Franklin
Mon	08:00am	928	Strategy Tools at Work: Exploring the Enabling and Prohibiting Aspects of Materiality	Boston Park Plaza, Holmes
	08:00am	930	Emotions in Strategy Work: On Innovations, Decision Making, and Implementation	Park Plaza, Whittier
	08:00am	927	Templates in Qualitative Research Methods: How Have We Got Here and How Do We Get Out?	Boston Hynes Convention Center, 210
	08:00am	929	Space in Strategy Making: From Board Room to Inter— Organizational Collaboratios	Boston Park Plaza, Terrace

SAP AOM PROGRAM 2019 — CONTINUED

Day	Start	#	Session Title	Location
Mon	9:45am	1032	Challenging the Conventional Views in Strategy as Practice Research	Boston Park Plaza, Holmes
	9:45am	1033	Inclusive Strategy: Opening Strategy to the Middle, Below and Beyond	Boston Park Plaza, Terrace
	9:45am	1021	A Place for Space: Exploring Space as Constituted and Constituting Organizations	Boston Hynes Convention Center, 210
	11:30am	1163	Empowering Strategic Actors: Social Position, Belonging, and Flexibility in Strategy Making	Boston Park Plaza, Holmes
	11:30am	1164	Strategy as Practice in Public Organizations: Experiments, Paradoxes, and Politics	Boston Park Plaza, Newbury
	11:30am	1120	Institution in Organizations: Making Sense of Intuition	Westin Copley Place Boston, St. George C
	1:15pm	1290	Distinguished Keynote SAP Keynote: John van Maanen; Discussant: Anne Smith	Boston Park Plaza, Grand Ball-room B
	3:00pm	1410	Expanding social theory: implications for management, strategy, and organization studies	Boston Park Plaza, Bolyston
	4:45pm	1527	Exploring World's Problems from the Strategy as Practice Perspective	Boston Park Plaza, Newbury
	4:45pm	1516	Towards A Practice-Driven Institutionalism: Exploring Institutional Change in Praxis	Boston Hynes Convention Center, 306
	6:30-9pm	157	SAP Business Meeting and Social	Boston Park Plaza, Bolyston
Tue	08:00am	1694	Understanding Participation and Inclusion in Strategy Making	Boston Park Plaza, Newbury
	08:00am	1693	When Things Go Wrong...Understanding Hiring and Revealing in Organizations	Boston Park Plaza, Holmes
	08:00am	1683	Finance in Organization theory: state of the art and future research agenda	Boston Hynes Convention Center, 306
	09:45am		Strategy as Practice in Birth, Growth, and Stabilisation of Business	
	09:45am	1819	Middle Managers in Strategy Work: Projects, Practices, and Identities	Boston Park Plaza, Holmes
	09:45am	1792	Leadership-as-Practice-Where Do We Go From Here?	Sheraton Boston Hotel, Back Bay Ballroom C
	11:30am	1941	Digital Strategizing: Crafting Strategy in the Age of Platforms, Ecosystems, and Online Communities	Boston Park Plaza, Newbury
	1:15pm	2055	Organizational Strategizing for an Inclusive Planet Earth	Copley Place Boston, Defender

WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR SUPPORT OF THE SAP AOM PROGRAM 2019

INVITATION: SAP FRIDAY DINNER &
SAP BUSINESS & SOCIAL

Sotirios Paroutis, SAP Chair

Friday Dinner
Date: August 9th, 7 to 10pm
Location: Conquecento Boston, 500 Harrison Ave, Boston, MA 02118

Over the years, AOM participants passionate about Strategizing, Activities and Practices have met for dinner on Friday night of the AOM Meeting. We have been having these dinners for at least seven years, going back to the AOM meeting in San Antonio (2011)! We are continuing the tradition of a Friday dinner in Boston.

In Conquecento Boston the massive Roman trattoria inhabits a unique architectural space with a curvy, glass-walled entrance set in a courtyard, way back from the street. In warmer weather, there will be patio seats outside. With exposed brick, reclaimed wood tables, a classy marble bar, and endless bottles of Campari, the space has a **subtle Italian feel and an upscale coziness.**

The restaurant is less than a mile away from Fairmont/Park Plaza or a 19min walk. This event is open to SAP veterans, newcomers, partners, and doctoral students alike. There are only **VERY FEW spaces left**, so please register as soon as possible, if you are interested.

REGISTRATION: Go to the PDW Registration website and search for the SAP events, you will find the dinner as: SAP Division Dinner (ID: 19915). Once you chose the event, you will be asked for your details and payment (the cost is $60). We will then be in touch nearer the event to register your meal choicest. The registration will be open until all places are filled in.

SAP Business & Social

Date: August 12th, 6.30-7.00 (Business Meeting) and 7.00-9.00PM (Social)
Location: Boston Park Plaza, Room: Boylston
Please join us at the Business Meeting where we will review current initiatives of the Interest Group, and also present our conference awards.
Join us afterwards at the Social to celebrate our Interest Group, meet the SAP Executive Team, mingle with old friends and meet our newest members.

Food and drinks will be available so make sure to stop by!

SAP – EAP MEET & GREET

Christina Wawarta, Vern Glaser (SAP), Anna Jenkins, Neil Thompson (EAP)

The SAP – EAP Meet & Greet is an **informal opportunity to meet** and engage in discussions with **scholars at the intersection of SAP and EAP.**

So, join us for a **free breakfast** to explore **how both fields have employed practice theory**, what s**imilarities and differences** exist, and what **future opportunities for research** could be.

When: Sunday 11, 2019
8 – 9:30 am

Where: **Westin** Copley Place Boston,
Room **Newbury**

Who: **SAP & EAP** scholars that actively use practice theory

Featured SAP scholars:

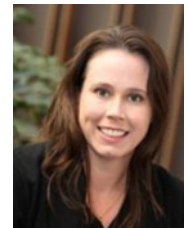**Paul Spee**   **David Seidl**   **Curtis LeBaron**

Featured EAP scholars:

Bill Gartner   **Neil Thompson**   **Anna Jerkins**

How to participate:
The session is limited to 40 participants. Please send an email to Christina (christina.wawarta.15@mail.wbs.ac.uk) or Neil (n.a.thompson@vu.nl) to register.

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KEYNOTE BY JOHN VAN MAANEN: ETHNOGRAPHY AS CRAFT: OBSERVATION ON A FORTUNATE CAREER

Paul Spee, Outgoing Chair, SAP IG

The SAP Distinguished Keynote features the prominent and highly distinguished scholar **Professor John Van Maanen** (MIT Sloan School of Management), a pioneer of ethnography as a research method and strong   advocate for scholarship of organisation theory. **Professor Anne Smith** (University of Tennessee, former Chair of the Strategizing, Activities & Practices Interest Group) provides a commentary on the influence of John's work on the development of research on strategy-as-practice. A brief precis of John's talk is provided below.

"This is a talk that draws on my research endeavors stretching back some 50 years. It is something of a confessional tale mixed with notes on how ethnography has shifted over time as the main tenets of ethnography have become in increasingly popular beyond their roots in anthropology and sociology. I emphasize certain social practices which, for me, define (and confine) ethnography, including both those enacted in the field and at the writing desk. I hold that ethnography is primarily a craft, full of choices and not subject to recipe or formula. Attention is given to a relatively overlooked or unmarked stage of my ethnographic work, pulling back from the field and taking stock of what I am learning. I end by considering the role chance and contingency has played in my research career."

Please join us for the SAP Distinguished keynote on Monday, August 12th from 1.15pm to 2.45pm at Boston Park Plaza (Grand Ballroom B).

A video-recording of John's keynote will be made available on the [dedicated SAP IG youtube channel](#) .

Professor John Van Maanen is the *Erwin H. Schell Professor of Management* and a Professor of Organization Studies at the MIT Sloan School of Management.

Professor Anne Smith is the King and Judy Rogers Professor in Business, Professor of Management and Head of the   Department of Management in the Haslam College of Business at the University of Tennessee, Knoxville.

SAP'S 2019 ANNUAL DOCTORAL AND EARLY CAREER PROGRAM AT AOM

Katelynn Sell, Seray Ergene, and Christina Wawarta

We are thrilled to announce that the 20 spaces for participation in the 4th Annual SAP Doctoral and Early Career Program at AOM have been filled by excellent and competitive applicants again this year! Since 2016 the SAP interest group has provided an intense, but rewarding, one day program for doctoral students and junior scholars, and we look forward to another successful event yet again in Boston. Since the program's initiation, it has earned a reputation for providing a fun and rewarding day. Due to the positive feedback and praise from past participants and the SAP community, the program has become more competitive and received an increasing amount of attention and impressive applications each year!

Katelynn Sell

The program will start Friday morning with an interactive Kickstarter Session which provides an opportunity for the group to becomes acquainted before an exciting day of specially selected PDWs commences. This year's PDWs include Designing Practice Research in Strategic Change, Succeeding in the International Academic Job Market, and Qualitative Analysis Bootcamp IV: Working with Different Types of Data. After the PDWs, theparticipants will partake in a Question and Answer Session with this year's patron, Richard Whittington. They will then join the larger SAP community at the SAP Dinner for a night of networking, food, and fun. Please note that the participants will be wearing an "SAP Doctoral & Earl Career Program" sticker on their name tags (pictured above). We encourage you to reach out to the participants and welcome them into our interest group!

Seray Ergene

We would like to extend our thanks to everyone in the SAP community for their continued support and assistance in creating such a successful program. We truly could not continue to produce such a rewarding program every year without you! This sentiment is echoed in many of our past participants feedback. Every year we have received numerous comments regarding the nature of our inclusive and friendly interest group as well as referencing the unique opportunity to network with and learn from the SAP scholars they have met through their involvement in the program.

Christina Wawarta

The Doctoral and Early Career Program would not be possible without the aid of the PDW organizers, the past and present mentors, the former and current patrons, our very generous sponsor, and this great community.
We look forward to another exciting program this year and to thanking you all in person in Boston!

Strategizing Activities & Practices

SAP Doctoral & Early Career Program 2019

(Patron: Richard Whittington)

Schedule 2019 (August 9th)

Time	Agenda item	Location
10:00 – 10:45	Registration & Program Kick-off (with morning coffee)	Boston Park Plaza Room: Berkeley & Clarendon
10:45 – 12:45	1st PDW: Designing Practice Research in Strategic Change	Boston Park Plaza Room: Berkeley & Clarendon
12:45 – 13:00	Distribution of box lunches	Boston Park Plaza Room: Berkeley & Clarendon
13:00 – 15:00	2nd PDW: Succeeding in the Int. Academic Job Market	Boston Park Plaza Room: Berkeley & Clarendon
15:00 – 15:15	Coffee break & transfer to other PDW room	7 min walk
15:15 – 17:45	3rd PDW: Qualitative Analysis Boot Camp	Fairmont Copley Plaza Hotel Room: State Suite AB
17:45 – 18:00	Transfer to the SAP Dinner location	15 min walk
18:00 – 19:00	SAP Q&A session with Richard Whittington (Patron 2019)	Cinquecento Roman Trattoria
19:00 – open end	Official SAP Dinner	Cinquecento Roman Trattoria

THE UNIVERSITY OF QUEENSLAND AUSTRALIA

UQ BUSINESS SCHOOL

GéPS HEC MONTRÉAL — Strategy as Practice Study Group

CASS BUSINESS SCHOOL CITY, UNIVERSITY OF LONDON — EST 1894 —

HANKEN

PDW: USING TOPIC MODELING, VISUAL ARTEFACTS, AND ETHNOGRAPHY TO UNDERSTAND STRATEGIC CONCEPTS

When: 10th of August 2019 (Saturday)
8:00AM - 10:00AM

Where: Boston Park Plaza, Room: **White Hill**

Registration: **NOT REQUIRED**

ORGANIZERS:

**Vern Glaser
(University of Alberta)**

**Anna Plotnikova
(University of Leeds)**

Scholars have recently demonstrated the centrality of strategic concepts in understanding the practices and praxis of strategy practitioners. In this PDW, we will provide participants with a forum to explore three different research methods that can be used to theorize the role of strategic concepts—topic modeling, analysis of visual artefacts, and ethnographic fieldwork. The three methodologies discussed in this workshop have great potential for studying strategic concepts and identifying new theoretical insights through close engagement with the research context. Besides that, ethnography, topic modeling and visual analysis approaches can be used in combination to create a deeper immersion inside the organization and provide a closer look at the process of concept construction through verbal and non-verbal communications. The formation of strategic concepts may be particularly relevant for SAP scholars interested in organizational strategic discourse and strategic change.

Kari Jalonen

(Aalto University, Stanford University)

Vern Glaser

(University of Alberta)

Henri Schildt

(Aalto University)

Sotirios Paroutis

(University of Warwick)

PDW: DIGITAL PRACTICES: UNPACKING THE NEW LOGICS OF ORGANIZING IN A DIGITAL AGE

Date and Venue: Boston Marriott Copley Place / Grand Ballroom Salon IJ on Saturday, Aug 10 2019, 8:00AM - 11:00AM.

Organizers:

Abayomi Baiyere, Copenhagen Business School, **Lauri Kristian Wessel**, Free U. Berlin, **Daniel Fürstenau**, Freie U. Berlin

Abayomi Baiyere

Participants:

Michel Avital, Copenhagen Business School , **Michael Barrett**, U. of Cambridge, **Nicholas Berente**, U. of Notre Dame , **Ioanna Constantiou**, Copenhagen Business School , **Raghu Garud**, Pennsylvania State U., **Ola Henfridsson**, Warwick Business School , **C. R. Hinings**, U. of Calgary , **Sirkka Jarvenpaa**, The U. of Texas at Austin , **Natalia Levina**, New York U., **Kalle Lyytinen**, Case Western Reserve U. , **Philipp Tuertscher**, Vrije U. Amsterdam, **Youngjin Yoo**, Case Western Reserve U.

Overview: This PDW session engages the workshop attendees to debate and get feedback on their research related to unpacking the essence and peculiarities of digital practices. In particular, the PDW is aimed at examining how the organizing logics in a digital age requires new theoretical viewpoints as well as expositions on how prior theories and assumptions may be used to unpack digital practices. Attention to digital practices is pertinent as digital is gradually becoming a sticker concept. In recent years, we have seen a growing trend in which the term digital is affixed to well-known management and IT concepts (Yoo et al. 2010; Bharadwaj et al. 2013; Baiyere et al. 2017; Tumbas et al. 2018; Hinings et al. 2018). One may be wary and skeptical about the ongoing digital relabeling considering there has been similar patterns with the rise and decline of trends such as mobile "x", "e-everything", to mention a few. Yet, there seem to be a sentiment in the community that digital is not necessarily another buzzword, but the emergence of a fundamental shift. A shift that may hold profound implications for extant management practices and assumptions. Specifically, we aim to engage in unpacking digital practices that we conceptualize as the logics of organizing in a digital age.

Lauri Kristian Wessel

Daniel Fürstenau

Format of the PDW: Participants are encouraged to submit extended abstracts of research papers or ideas they are working on that is related to the digital theme of the workshop. The idea is that these are abstracts the participants would like to discuss and receive constructive feedback on. Submitted abstracts would be carefully read and grouped into related themes. These groups will be paired with at least one of the listed renowned scholars who would have already read the abstracts. These papers are then discussed in roundtables along with other participants who would have received copies of the abstract prior to the workshop. Concluding reflections addressing the key question of the nature of digital practices as reflected in the papers are then presented in panel and open discussion format.

PDW: ADVANCING QUALITATIVE RESEARCH USING INTERVIEWS: BENEFITS, CHALLENGES, PITFALLS, AND TENSIONS

Organizers:

Sara R. S. T. A. Elias (University of Victoria)
Brett Crawford (Purdue University)
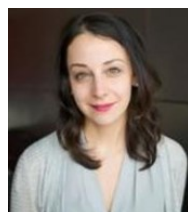**Amanda Peticca-Harris** (Grenoble Ecole de Management)
David Boje (New Mexico State University)
Anna Stevenson (Lund University)

When: 9th of August 2019 (Friday) **10:30AM – 12:30PM**

Where: Boston Hynes Convention Center, Room: **104**

Registration: **NOT REQUIRED**

Drawing on the experience of five internationally renowned scholars, as well as on the active participation of the audience, this PDW seeks to problematize some of the conventional ways of conducting interviews and to explore increasingly authentic interview approaches and techniques associated with the contemporary practice of interviewing. This PDW also aims to open a space for dialogue on how we may increase transparency on the interactive nature of the interview situation, while encouraging awareness of how the positions that we, as researchers, adopt shape the knowledge and reality representations that we produce. Collaboratively, we aim to create a space where we can problematize interviews, but also build on this popular form of qualitative data generation, rather than denounce it altogether. This workshop may benefit researchers who, regardless of career stage, wish to explore and engage with the complexities of interview research.

Panelists:

Anne Smith (University of Tennessee)
David Boje (New Mexico State University)
Hans Hansen (Texas Tech University)
Marcos Barros (Grenoble Ecole de Management)
Tina Dacin (Queens University)

PDW: UNDERSTANDING ANALYTICS: METHODS TO INVESTIGATE BIG DATA, ALGORITHMS AND CULTURE

Featured Presenters:

Laure Cabantous (City, University of London)
Esther Leibel (Boston University)
Maximiliano Santinelli (The Boston Consulting Group)

When: 09th of August 2019 (Friday) **8:00AM - 09:30AM**

Where: **Boston Hynes Convention Center**, Room: **204**

Registration: **NOT REQUIRED**

In this PDW, we will engage participants from OMT, STR, SAP and RM divisions in a discussion about the application of different methods and tools to investigate the intertwined relationships between big data, algorithms, and culture. While academic efforts have developed increasingly sophisticated algorithmic approaches for analyzing big data, less work has explored the cultural constitution of big data. To explore the ways in which culture can help reframe the discussion around analytics, this PDW will include (1) 3 presentations that highlight methodological approaches to study the underlying phenomenon of analytics (i.e., field-level ethnography, individual-level concepts of analytics, and a case study); (2) a presentation from a strategy consultant from The Boston Consulting Group articulating a practitioner's perspective on current tools utilized in data science routines; (3) reflections of a senior scholar about the theoretical possibilities afforded by the different research methodologies and tools described in the prior presentations; and (4) interactive participation from all participants in an open roundtable session with the speakers. Overall, this PDW will provide participants with an opportunity to tease out further insights into methods and tools to investigate the relationship between big data, algorithms, and culture.
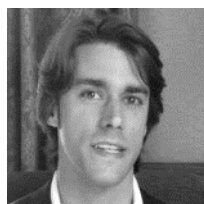
Organizers:

Rodrigo Valadao (University of Alberta)
Vern Glaser (University of Alberta)
Tim Hannigan (University of Alberta)
Chris Steele (University of Alberta)

SHOWCASE SYMPOSIUM:
INCLUSIVE STRATEGY: OPENING STRATEGY TO THE MIDDLE, BELOW AND BEYOND

Scheduled: **Monday, Aug 12 2019 9:45 AM – 11:15 AM** at **Boston Park Plaza** in **Terrace**

Panelists:

Leonhard Dobusch (*University of Innsbruck)*

Julia Hautz (*University of Cologne)*

Ann Majchrzak (*USC Marshall)*

Saku Mantere (*McGill University)*

Krsto Pandza (*University of Leeds)*

This Symposium will build on recent studies in order to develop the research agenda on inclusive forms of strategy-making. In particular, panelists will examine how contemporary strategy processes not only draw on middle managers, but increasingly enlist employees at lower levels of organizations and engage stakeholders beyond organizational boundaries. The Symposium will consider both forms of strategy inclusion, for instance through social media, crowdsourcing and artificial intelligence, and various challenges of inclusion, including skills, conflict, motivation and unintended exclusion. The Symposium will take the form of an interactive conversation in order to encourage dynamic, and inclusive, discussion.
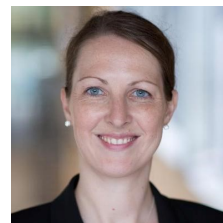
We look forward to seeing you in Boston!

Richard Whittington, David Seidl and Tanja Ohlson (Symposium Organizers)

Richard Whittington   **David Seidl**   **Tanja Ohlson**

SHOWCASE SYMPOSIUM:

EXPANDING SOCIAL THEORY: IMPLICATIONS FOR MANAGEMENT, STRATEGY, AND ORGANIZATION

Scheduled**: Monday, Aug 12 2019 3:00pm-4:30pm at Boston Park Plaza in Bolyston**

Management, strategy and organizational theory frequently draws from social theory. Social theory typically provides paradigmatic boundaries and charts central themes for studies of managers, organizations, institutions and other social forms, providing a vocabulary of analytical terms, concepts, and methodological blueprints, even affording new theoretical developments in areas that have already received much scholarly attention. The role of social theory for theories of strategizing, organizing and management may even be more significant in the future, in particular as technological developments are changing the core processes and forms of social and organized life. Robotics promise to radically alter the relationship of humans and work; artificial intelligence begins to substitute human decision-making; media interfaces replace analogue communication; family and community structures are supplanted by online networks which also alter our conception and relationship to truth and the jurisdiction of institutions. A growing genre of research combines the investigation and expansion of social theory with a focus on organizations, management and strategy issues. This symposium will present new works on organisation, management or strategy research with a strong social theory focus. Each scholarly contribution is based on a recent monograph published within the past 12-months or it features forthcoming work, strengthening the novelty of symposium.

I look forward to seeing you in Boston!
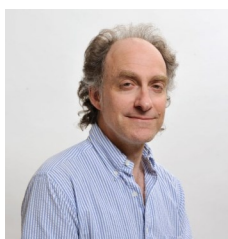
Organizer: Mike Zundel, *U. of Liverpool Management School*

Panelists:

A. Paul Spee, *U. of Queensland*
Philippe Lorino, *ESSEC Business School*
Theodore Schatzki, *U. of Kentucky*
Robin Holt, *Copenhagen Business School*

SYMPOSIUM: DIGITAL STRATEGIZING: CRAFTING STRATEGY IN THE AGE OF PLATFORMS, ECOSYSTEMS, AND ONLINE COMMUNITIES

Scheduled: **Tuesday, Aug 13 2019 11:30AM - 1:00PM** at **Boston Park Plaza** in **Newbury**
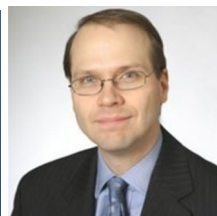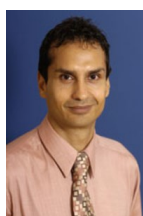
Panelists:

Shahzad Ansari, *Cambridge University*

Tomi Laamanen, *University of St. Gallen*

Ann Majchrzak, *University of Southern California*

Richard Whittington, *University of Oxford*

Discussant:

Werner H. Hoffmann, *WU Vienna University of Economics and Business*

Scholarship on value creation and capture on digital platforms, in ecosystems, and through online communities is growing rapidly. However, we still have a limited understanding of the implications of digital technologies for strategy making. To break new grounds in this direction, our symposium assembles distinguished scholars to discuss, across scholarly domains, the opportunities of digital technologies for strategy making; the challenges of digital technologies for strategy making; and the role of digitally-mediated actors (such as crowds and ecosystems participants) and of digital tools (such as idea platforms and big data analytics) for strategy making. Moreover, in line with the overall conference theme, the symposium reflects upon an integrated understanding of digital strategizing across different scholarly views and management domains.

We look forward to seeing you in Boston!

The organizers

Violetta Splitter (University of Zurich)

Georg Reischauer (WU Vienna University of Economics and Business)

Maximilian Heimstädt (Witten/Herdecke University)

Thomas Gegenhuber (Leuphana University Lüneburg)

SMS STRATEGY PRACTICE IG PROGRAM 2019

In line with this year's SMS conference theme "Out of the Spotlight Strategies," we have received a large number of submissions revealing strategy actors, activities, and practices that have largely been neglected by existing research. This has allowed us to establish an exciting program. While the main program focuses on paper discussions, the pre-conference program includes panels dedicated to important topics that our IG members care about. Several joint sessions with other IGs were built to encourage cross-IG conversations.

We look forward to seeing many of you in Minneapolis!

Program Chair: Shenghui Ma, University of Zurich

Associate Program Chair: Eric Knight, University of Sydney

Pre-conference Program (Oct 19-20, 2019)

Session (Paper, panel, and common ground)	Chair	Panelists
The Process of Publishing Strategy Research (Joint Saturday Workshop with Strategy Process and Entrepreneurship IGs)	Eric Knight, Patricia Klarner, Pinar Ozcan	Ann Langley: Strategic Organization, Richard Whittington: Strategic Management Journal, Melissa Graebner: Strategic Entrepreneurship Journal
Openness Vs. Secrecy: When Do Organizations Benefit from Being Open and When the Don't (Sunday Panel)	Julia Hautz	Julian Birkinshaw, Giada Di Stefano, Heraldo Sales Cavalcante, Christian Stadler, Richard Whittington
Entrepreneurial Strategy and Industry Emergence: Advances and Opportunities (Sunday Panel, joint session with Entrepreneurship IG)	Eric Knight	Kathleen Eisenhardt, J.P. Eggers, Rahul Kapoor, Mahka Moeen, Pinar Ozcan
Thinking and Doing: Toward a Broader Methodological Repertoire for Examining Strategic Practices and Behaviors (Sunday Panel, joint session with Behavioral Strategy IG)	Matthias Wenzel, Jeanine Porck	Stefano Brusoni, Giada Di Stefano, Ann Langley, Sotirios Paroutis

SMS STRATEGY PRACTICE IG PROGRAM 2019

Main program (Oct 21-22, 2019)

| Session (Paper, panel, and common ground)	Chair
Strategies for Scholarly Impact	Usha Haley
Strategy-making Revisited: New Practices, Concepts, and Perspectives	Richard Whittington
Participation in Strategy Making: Practices, Tools, and Competence	Eric Knight
Strategic Change and Adaptation: Struggles for Identity, Temporality, and Competence	Martin Friesl
Dynamics of Practice Innovation and Institutionalization in Strategy Making	Stephanie Darmeron
Dynamics of Cognition, Attention, and Politics in Strategy Making	Madeleine Rauch
Dynamics of Family Firms (Joint session with Strategy Process IG)	Paul Hughes
Algorithms and Heuristics (Joint session with Behavioral Strategy IG)	Anja Tuschke
Behavioral Perspectives on Stakeholder Management (Joint session with Behavioral Strategy (IG)	Pinar Ozcan
Stakeholder Alignment (Joint session with Stakeholder IG)	Rodolphe Durand

New feature: We are initiating a **mentoring initiative for new members** at the Annual Conference in Minneapolis. The idea is to pair new members of the Interest Group with experienced Interest-Group members to facilitate conference orientation. If you are interested in being allocated a mentor or if you are a recurring Interest-Group member and would like to take on a mentee, please contact Tania Weinfurtner (tania.weinfurtner@business.uzh.ch) accordingly.

OPEN STRATEGY@ THE ACADEMY OF MANAGEMENT MEETING IN BOSTON

Open strategy has found its way into many formats at the AoM Meeting in Boston, below we present a selection of sessions that can be of interest to scholars interested in more inclusive and transparent forms of strategy-making:
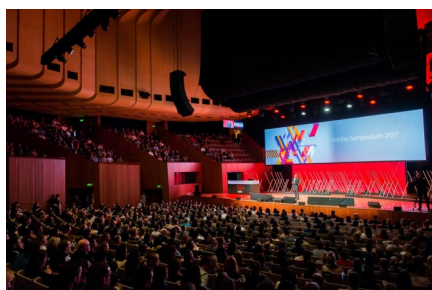
Inclusive Strategy: Opening Strategy to the Middle, Below and Beyond (see also page 18)

Scheduled: Monday, Aug 12 2019 9:45AM - 11:15AM at Boston Park Plaza in Terrace

Presenters: David Seidl (U. of Zurich), Leonhard Dobusch (U. of Innsbruck), Julia Hautz (U. of Innsbruck), Saku Mantere (McGill U.), Krsto Pandza (U. of Leeds), Ann Majchrzak (U. of Southern California)

Open Strategy: Practices and Perspectives
Scheduled: Saturday, Aug 10 2019 3:45PM - 6:15PM at Boston Park Plaza in White Hill

Presenters: Leonhard Dobusch (U. of Innsbruck), Julia Hautz (U. of Innsbruck), Loizos Heracleous (U. of Warwick), Eric Knight (U. of Sydney), Linda Rouleau (HEC Montréal), Daniel Schlagwein (U. of New South Wales), Basak Yakis-Douglas (U. of Oxford)

Digital Strategizing: Crafting Strategy in the Age of Platforms, Ecosystems, and Online Communities
Scheduled: Tuesday, Aug 13 2019 11:30AM - 1:00PM at Boston Park Plaza in Newbury

Presenters: Shahzad Ansari (Cambridge U), Tomi Laamanen (U. of St. Gallen) Ann Majchrzak (U. of Southern California), Richard Whittington (U. of Oxford), Werner Hoffmann (WU Vienna U. of Economics and Business)

Understanding Participation and Inclusion in Strategy Making
Scheduled: Tuesday, Aug 13 2019 8:00AM - 9:30AM at Boston Park Plaza in Newbury

Presenters: Eric Knight (U. of Sydney), Matthias Wenzel (European U. Viadrina), Violetta Splitter (U. of Zurich), Richard Whittington (U. of Oxford), Elena Tavella (Roskilde U.)

Empowering Strategic Actors: Social Position, Belonging, and Flexibility in Strategy Making
Scheduled: Monday, Aug 12 2019 11:30AM - 1:00PM at Boston Park Plaza in Holmes

Presenters: Su Hua Ou (Soochow U.), Renee Rotmans (Erasmus U.), Rick Hollen (Erasmus U.), Anna Plotnikova (U. of Leeds), Saeed Khanagha (Vrije U. Amsterdam), Krsto Pandza (U. of Leeds), Corinna Galliano (U. of Sydney), Jane Lê (WHU)

OPEN STRATEGY: BOOK LAUNCHES

Handbook of Open Strategy

In June 2019, David Seidl, Georg von Krogh and Richard Whittington published the first edition of the

[Cambridge Handbook of Open Strategy](#).

Book description: "The first of its kind, this Handbook mobilizes research on an emerging phenomenon, Open Strategy. As new technologies and societal pressures have precipitated employees, business partners, shareholder groups and other stakeholders into deeper involvement in strategy, various Open Strategy initiatives now promise greater transparency and inclusion in the strategy process. Providing a wide-ranging introduction to the concept of Open Strategy and its various dimensions, the chapters of this Handbook detail key practices, discuss the roles of technology, and propose various theoretical perspectives for researching Open Strategy."

Access: Pre-print versions of the chapters can be accessed through the Open Strategy Network (OSN) bibliography:

Chapter 1: [Defining Open Strategy](#)
Chapter 2: [Participation Research and Open Strategy](#)
Chapter 3: [Open Innovation and Open Strategy](#)
Chapter 4: [Strategic Openness and Open Strategy](#)
Chapter 5: [Practices of Inclusion in Open Strategy](#)
Chapter 6: [Inter-organizational strategizing](#)
Chapter 7: [Crowdsourcing in Open Strategy](#)
Chapter 8: [Practices of transparency in Open Strategy](#)
Chapter 9: [Orientations of Open Strategy](#)
Chapter 10: [Open Strategy and Information Technology](#)
Chapter 11: [Social Media in Open Strategy](#)
Chapter 12: [Visuals in Open Strategy](#)
Chapter 13: [Practice-Theoretical Perspectives on OS](#)
Chapter 14: [A Sensemaking Perspective on OS](#)
Chapter 15: [A Dialogic Perspective on Open Strategy](#)
Chapter 16: [A social network perspective on OS](#)
Chapter 17: [An institutional perspective on OS](#)
Chapter 18: [The politics of openness](#)
Chapter 19: [The Relation btw Openness and Closure](#)

"Opening Strategy" by Richard Whittington

In March 2019, Richard Whittington published his new book ["Opening Strategy: Professional Strategists and Practice Change, 1960 to Today"](#) with Oxford University Press.

Book description: "Strategy is becoming more 'open' - more transparent and more inclusive. *Opening Strategy* tells the story of how corporate strategists and strategy consultants have worked since the middle of the last century to open up the strategy process. First strategic planning, then strategic management, and now 'open strategy' have all brought more people into the strategy process and provided more strategic information, for the benefit of both business and society at large.

Informed by interviews with corporate strategists and consultants at leading firms such as General Electric and McKinsey & Co, and drawing on the historical archives of strategy's pioneers, this book provides vivid insights into the trials and tribulations of practice change in the strategy profession. Above all, it stresses the hard work of the little recognized and sometimes eccentric individuals who have been leaders in practice change."

Access: A preliminary version of the first chapter ["Opening Strategy: Practices and Professionals"](#) can be downloaded from the Open Strategy Network bibliography.
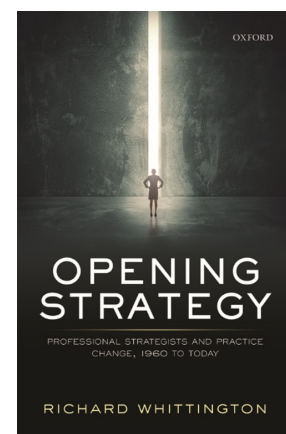
OPEN STRATEGY: FUTURE AND PAST EVENTS

Open Strategy Paper Development Workshop in Bern

On October 11, 2019, the University of Bern will host its first Open Strategy Paper Development Work-shop.

The submission deadline for abstracts (max 500 words) is **July 31st.**

There are **6 PhD stipends of CHF 500** (ca. GBP 400/EUR 450) each!

Projects in early as well as advanced stages are welcome.

As a special guest, **Richard Whittington** will hold a keynote on "Open Strategy – and Why it Matters".
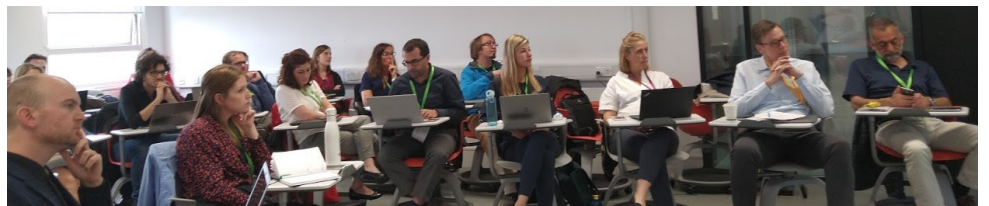
The workshop is free of charge, accommodation and travel expenses are not covered. More information on the workshop can be found [here](#).

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UNIVERSITÄT BERN

EGOS subtheme on Open Strategy

Looking back on a Trilogy of Openness at EGOS

This year's sub-theme on "Open Organizing for an Open Society?" at the annual Colloquium of EGOS in Edin-burgh was the final installment of a trilogy on openness. Previous EGOS sub-themes in Athens (2015) and Co-penhagen (2017) had also dealt with various forms of openness in organizational contexts. Convened by Leon-hard Dobusch (University of Innsbruck), Richard Whittington (University of Oxford) and Georg von Krogh (ETH Zurich), one of the goals of the trilogy had been to connect streams of research on open phenomena such as open innovation, open strategy or open government.

The sub-theme again assembled a broad variety of empirical cases, ranging from the German pirate party with its transparency ideology over commons-based labour in the mu-sic industry to cryptocurrencies and crowd science. Compared to the two previous sub-themes, however, the participants put more effort in conceptualizing "open organizing" in general and across various domains in particular. Partly, this increased inclination to theo-rizing might have built upon more phenomenon-driven studies in the previous parts of the EGOS trilogy. To some degree, however, this might also be in anticipation of the upcoming deadline (November 30, 2019) for a Special Issue in Organization Studies on "Open Organizing in an Open Society? co-edited by Leonhard Dobusch, Violetta Splitter, Peter Walgenbach, Richard Whittington, and Georg von Krogh. Check out the Call for Papers at the journal's [website](#)

WEBINARS

Matthias Wenzel, Social Media Chair

SAP Webinars is a new series in which leading SAP scholars introduce SAP newbies to the **foundations** of SAP research, and provide more advanced participants with **added clarity** around core issues related to strategizing activities and practices. The webinar series is **open** to anyone interested in SAP scholarship – without any paywalls or technological barriers.

Some Feedback

"thank you so much, it was amazing"

"it was super helpful. thank you!"

"Many insights […]! Appreciated a lot!"

"Very insightful"

Rewatch Past *SAP Webinars*

In the meanwhile, the first sessions in the *SAP Webinar* series have been **watched more than 600 times and across more than 20 countries**. These sessions can be rewatched anytime by clicking on the links below.

Paula Jarzabkowski

"What is strategy-as-practice as an approach to strategy research?"

[Webinar][Slides]

Richard Whittington

"Micro and macro in SAP research"

[Webinar][Slides]

David Seidl

"Strategy workshops and meetings

[Webinar][Slides]

Participate in Future *SAP Webinars*

Given the positive feedback received, the *SAP Webinar* series will be **continued in Fall 2019**, with new sessions to come on a (more or less) monthly basis until at least Spring 2020. The following speakers have already confirmed their contribution (as of July 18, in alphabetical order):

Leonhard Dobusch

"Open strategy as practice"

Tomi Laamanen

"Quantitative SAP research"

Ann Langley

"Strategizing in pluralistic contexts"

Jane Lê

"The science of flipping hamburgers: How frontline workers contribute to strategy"

Linda Rouleau

t.b.a.

**Paul Spee**

t.b.a.

Eero Vaara

"Discourse in strategy-making"

NEW COMMUNITY FORMAT: SAP VLOG

Maximilian Heimstädt

As part of the broader technological transition towards Connect@AOM, the Social Media Committee reflected on the SAP IG's outreach and community engagement formats. Inspired by the student-run ASQ Blog, we developed the **SAP Vlog** (Video + blog = Vlog). The SAP Vlog will publish 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-scences 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 will be published on sap.aom.org as well as on the SAP Youtube channel.

Vlog #1: Maximilian Heimstädt interviews Richard Whittington
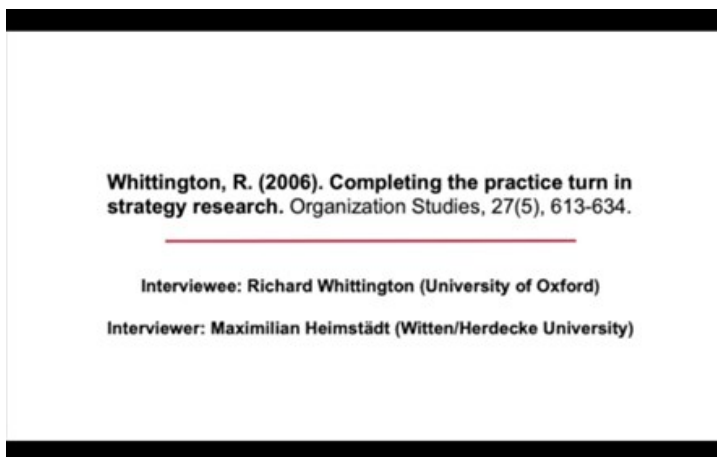
For the pilot vlog post, I (Maximilian) choose Richard Whittington's paper "Completing the Practice Turn in Strategy Research" from 2006. As a new doctoral student, Richard's paper had been my very first contact with the Strategy-as-Practice community. What back then started as utter confusion has turned into appreciation over the years. Today, I revisit the paper regularly when writing or teaching on strategy. In other words: My ideal match for the SAP Vlog. I was delighted when Richard agreed to join this experiment and together, we developed the questions and answers that you find in our final interview.

To record the video, I used my MacBook Air and its free video capture feature (newly introduced in macOS Mojave). However, you find free tools for all operating systems online. Both Richard and I used the internal microphones of our computers, though headsets might deliver a better audio quality. For the post-production, I used Apple's iMovie software. Although this was the first time I used the software for video editing, post-production (cutting, inserting banners and figures) took me less than an hour.

Call-for-Posts: 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 Rangapriya (Priya) Kannan (priya@sandiego.edu).

PHD SCHOLARSHIP — HIGH-IMPACT ENTREPRENEURSHIP: PROCESS AND OUTCOMES

We seek a PhD candidate interested in joining a stream of research which focuses on gaining in-depth knowledge of what entrepreneurs actually do in the process of creating high impact new ventures. Ideally the applicant will have a strong interest in entrepreneurship, qualitative research and/or practice-based approaches evidenced through previous studies and/or work experience.

The successful PhD candidate will be co-supervised by Ass. Prof. Paul Spee and Dr Jenkins at the University of Queensland Business School (Brisbane, Australia), and supported by Prof. Paula Jarzabkowski (UQ Business School and CASS Business School), and funded by the Australian Research Council Discovery scheme. The successful candidate forms part of an ongoing stream of research in entrepreneurship, and benefits from the vibrant research environment including the Interdisciplinary Research Theme on Practice and Process Studies, one of five research themes across the Business School.

The University of Queensland (UQ) Business School is independently ranked as one of the top business schools in Australia and among the leading institutions worldwide. UQ Business School benefits from the strong reputation of UQ which ranks in the world's top universities, as measured by several key independent ranking, including the Performance Ranking of Scientific Papers for World Universities (43), the US News Best Global Universities Rankings (45), QS World University Rankings (48), Academic Ranking of World Universities (55), and the Times Higher Education World University Rankings (69).

Appropriate links provide you with specific details on the scholarship and project and links to the online application process. **Applications are open until 31 December 2019**, unless a suitable candidate is found prior.

> For further information, please reach out to Paul Spee, p.spee@business.uq.edu.au and Anna Jenkins, a.jenkins@business.uq.edu.au

Strategizing Activities & Practices

Outgoing IG Chair: Paul Spee – University of Queensland (p.spee@business.uq.edu.au)

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

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

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

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

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: Matthias Wenzel, Europa University (mwenzel@europa-uni.de)

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

Representative-at-Large: Paula Jarzabkowski – Cass Business School (paula.jarzabkowski.1@city.ac.uk)

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

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