

TO: Leonhard Dobusch, University of Innsbruck, Chair, SAP Interest Group

FROM: Keld Laursen, Copenhagen Business School
Chair, Division and Interest Group Relations (DIGR) Committee
BOG Representative at Large

CC: DIGR Committee Members:
Sharon Alvarez, University of Pittsburgh (BOG President-Elect)
Sabine Hoidn, University of St. Gallen (BOG Representative at Large)
Sarah Jack, Stockholm School of Economics (Past Division Chair, Entrepreneurship
Division)
Peer Fiss, University of Southern California (Past Division Chair, Organization and
Management Theory Division)
Ingrid Fulmer, University of Illinois Urbana-Champaign

DATE: May 10, 2023

RE: Strategizing Activities and Practices (SAP) Interest Group's 3 Year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Strategizing Activities and Practices (SAP) Interest Group has been renewed for another three years. The Division and Interest Group Relations (DIGR) Committee found your report to be thorough and well-developed; the committee also appreciated the interest group's specific goals and initiatives. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the interest group's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the interest group's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for interest group and division leaders to share the report and review results in an open letter to their membership, via the website or email.

In addition, if you are interested, we would welcome the opportunity to meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

Academy of Management

***Vision:** We inspire and enable a better world through our scholarship and teaching about management and organizations.
Mission: To build a vibrant and supportive community of scholars by markedly expanding opportunities to connect and explore ideas.*

Thank you again for the effort you invested in the 3-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services that the SAP Interest Group provides for the Academy of Management and its members. We look forward to the interest group's continued development.

2023 Review of the Strategizing Activities and Practices (SAP) Interest Group

STRENGTHS

The overall sentiment of the Division and Interest Group Relations (DIGR) Committee is that the SAP Interest Group is a healthy community that is doing many things well. Their report is well organized. Specific strengths include:

Strength #1 Membership and member participation

- Relative to the AOM overall, the SAP Interest Group is good at attracting new members.
- Members seem to identify strongly with SAP as about 85% of survey respondents reported SAP as their primary interest group/division or on a par with another division. Survey responses also suggest a strong sense of community within the interest group.
- The SAP Early Career Program, SAPience Virtual Coffee Chats and Travel Grants.

Strength #2 Partnerships

- Partnerships with other divisions and organizations outside of AOM to pursue mission and goals.

Strength #3 Communication

- 90% of the survey respondents were satisfied with the interest group's communication, and more than 80% were satisfied with the quality of the newsletter. These are impressive numbers.
- Advancing communication and highlighting members, particularly through social media outlets particular to their audience (i.e. Twitter).

Strength #4 Finances

- The Interest Group has very solid financials when looking at total operating funds available per member.

CHALLENGES

A few challenges and concerns were noted by members of the DIGR Committee, most of which were also identified in the interest group report. They are:

Challenge #1 Membership and member participation on some metrics

- Over the past five years, membership has decreased by 5% compared to a decrease of 2% for the AOM as a whole.
- Paper submissions to SAP has decreased markedly compared to the AOM as a whole (-19% vs. -9%).
- Only 16% of the membership act as reviewers (34% for the AOM as a whole).



Challenge #2 Sponsorship

- Somewhat declining sponsorship activity (also prior to 2020/2021).

OBSERVATIONS

Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

Observation #1 Membership

- Many strong and doable goals activities to expand membership both at the annual conference and in-between.
- Plans are in place to cater more to ties with practice scholars in other fields than strategy (such as entrepreneurship of HR).

Observation #2 Funding

- The interest group is committed to the issue of getting sponsorships.

RECOMMENDATIONS

The DIGR Committee supports the strategic goals suggested by the interest group leadership in their report. In an effort to help the SAP interest group, we also offer these additional thoughts and recommendations for consideration:

Recommendation #1 Membership and member participation

- Continue the efforts to engage the members more through activities aiming at retaining and getting new members.
- Continue the efforts to broaden the membership-base beyond strategy.

Recommendation #2 Sponsorships

- Aim at recovering sponsorships after COVID and identify the most likely type of sponsors.
- Consider forming a sponsorship committee dedicated to the issue.

