



STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

NOVEMBER 2024 NEWSLETTER

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Dear SAP Friends,

I am thrilled to share the November 2024 SAP Newsletter, highlighting the achievements, events, and collaborations that characterize our vibrant community.

As we look forward, we are excited to unveil the AOM SAP Program Team 2025 and have already directed our efforts towards organizing our IG's program for the **AOM 2025 in Copenhagen**. We encourage you to enhance our program by submitting your papers, pdws, and symposium proposals for the upcoming annual meeting. Calls for submissions can be found beginning on page 4.

Our gratitude goes out to everyone who contributed to and participated in the exciting SAP activities at the **AOM 2024 in Chicago**, making it a remarkable community experience. In this newsletter, you will discover impressions from this year's conference activities (p. 8), reflections on our successful **SAP Doctoral & Early Career Program** (beginning on p. 9), as well as a celebration of **our award winners** (starting from p. 10) and **sponsors** (p. 11). Additionally, we extend our heartfelt thanks to our Outgoing Chair, **Eric Knight**, for his dedicated work for the community (p. 12)!

Looking ahead, we are thrilled to share several exciting updates concerning our community. We **invite SAP scholars to join our new Membership program** (p. 13). We are also excited to share a **new SAP framework** (p. 14) and announce the upcoming **Open Strategy Workshop** (p. 17), among many other initiatives. This issue also features recent **SAP publications** that may pique your interest (p. 18).

This newsletter offers a preview of upcoming SAP activities in 2025, along with a compilation of announcements relevant to the SAP community. Attached, you will find calls for proposals for the SAP-related tracks at **SMS 2025** (p. 19), **EURAM 2025** (p. 20), and calls for papers from SAP-related sub-themes at **EGOS 2025** in Athens (starting on p. 22).

I appreciate everyone who helped with this newsletter! If you'd like to contribute to upcoming editions, feel free to get in touch.

Warm regards,
Lorenzo Skade,
SAP Membership Chair
(skade@europa-uni.de)

INTRODUCING YOUR PROGRAM TEAM 2025



Chair: Fleur Deken



Chair-Elect: Mathias Wenzel



Program Chair: Krista Pettit



PDW Chair: Martin Friesl

SAP@AOM 2025

Dear SAP community,

We are heading into an exciting year for the SAP DIG. In 2025, we will be celebrating our 15th anniversary! You can look forward to an extraordinary AOM program that honors the energy and diversity of our vibrant community.

What more, 2025 marks the first time AOM will be hosted in Europe! This special occasion is also reflected in the conference theme “AOM in Copenhagen”. This is a special moment, as it highlights the growing strength of the AOM community in Europe. For our European and Asian members, it offers a nice opportunity to attend the conference closer to home. We also warmly encourage our colleagues from across the globe to seize this chance to experience AOM in Europe!

On that note, internationalization has remained a key focus for SAP. Our leadership team is proud to represent diverse regions around the world, and we continue to strengthen the SAP community across geographical boundaries. Under Birgit Renzl’s leadership, we have been deepening our support for international SAP hubs. A key milestone to look forward to is the [Latin American Practice and Process Gathering, held on 4-6 December in Medellín, Colombia](#). We thank the EAFIT team for organizing this great event.

What more can you expect for the coming year from the SAP executive committee? We are in the process of revisiting our domain statement and, refining the elected roles within the DIG, and reviving our strategy team. Over the years, the SAP DIG has increasingly attracted submissions that extend well beyond traditional boundaries of "strategy." With this in mind, we will reach out to you in early-2025-mid-January to seek your input on several strategic issues. This includes a potential application for division status and considering a name change to reflects the evolving and diverse nature of our community at AOM.

Thank you for being part of this journey, and we look forward to shaping the future of the SAP DIG together!

Warm regards,
The SAP Executive Committee

Fleur Deken, Matthias Wenzel, Krista Pettit, Martin Friesl, Benjamin Grossmann-Hensel, and Mustafa Kavas

SAP IG PROGRAM AT AOM 2025: CALL FOR SUBMISSIONS

Krista Pettit, Program Chair

The Strategizing Activities and Practices (SAP) Interest Group (IG) invites community-building, perspective-shifting and high-calibre submissions to the 85th Annual Meeting of the Academy of Management on 25-29 July 2025 in Copenhagen, Denmark. The SAP IG has established an inclusive and diverse community. This year marks an opportunity to celebrate our global membership by gathering, for the first time in its 88-year history, in a European location.

Shifting the conference location from North America to Copenhagen, housing most of the program in one location (90% of all sessions will be at the Bella Center) and including poster submissions (more below), illustrates how organizations and institutions **can** rethink and shift ways of organizing and managing. This invites a unique opportunity for our community to highlight emerging perspectives on strategizing practices that enable this rethinking and shifting. By putting day-to-day activities and practices at center stage, SAP research offers many avenues for exploration. Various strands of practice theory, tensions and paradoxes, future-making, sociomateriality, discourse and communication, temporality, space, and power are a few such examples.

We encourage scholars to submit **conceptual work and empirical studies as well as methodological papers** that focus on the specific conference theme, works that address other issues within the general domain of the SAP IG, and those that explore the intersections of the SAP IG with Divisions and Interest Groups such as STR, OMT, ODC, RM, TIM, CTO, ONE, SIM, and MOC. We also warmly invite **paper and panel symposia** that seek to change the conversation on established scholarly approaches and develop new questions and ways of looking at management research and impact from a practice perspective.

The SAP IG also invites **poster submissions**. A poster submission includes an extended abstract manuscript (more details forthcoming from AOM) that will be reviewed by the SAP IG. If accepted, submitters will be expected to create a poster presentation to be displayed visually that summarizes their research findings, methods, and conclusions. Poster presentations provide a platform for networking but also foster engagement and dialogue by using formats such as graphs, images, and text to make the information clear and engaging. In this format, presenters will have an opportunity to receive immediate feedback on their work. A poster submission (extended abstract) can only be submitted to one DIG. **Poster presentations will be scheduled in one-hour in-person poster sessions in a highly visible location at the Annual Meeting Friday, 25 July 2025 through Tuesday, 29 July 2025.**

Paper, symposia and poster submissions must be made through the AOM Submission System (opens early December 2024) **by January 7, 2025, at 5 pm ET**. Please carefully review all the submission information and formatting instructions, especially before submitting symposia. The scholarly program takes place from Friday, July 25 in the morning, through Tuesday, July 29 in the afternoon. Submitters are strongly encouraged to discuss potential symposia with Program Chair [Krista Pettit](#).

Strong scholarship requires good reviews. Reviewing peers' works is a fundamental process through which knowledge advances in a community. If submitting to the SAP Interest Group, please also consider reviewing for the IG!

For more information on Strategizing Activities and Practices, please visit the [SAP Interest Group website](#).

SAP 2025 Division PDW Program: Call for Submissions

Martin Friesl, PDW Chair

AOM in Copenhagen will mark the first AOM annual meeting outside of North America. It constitutes the unique opportunity to build bridges to different academic communities. In that spirit, we invite PDW proposals that connect SAP research across other practice- and process theoretical research streams including entrepreneurship-as-practice and leadership-as-practice and other related domains. We encourage PDW proposals that help build our community, enhance methodological skill and are aimed at shifting perspectives on how organizations strategize, innovate, compete, deal with societal challenges and transform.

In line with the thematically inclusive conference theme ‘AOM in Copenhagen’, we welcome diversity and encourage different approaches to PDWs. The below is offered to stimulate creative thought and is by no means complete:

- What are methodological frontiers that SAP scholars should engage in?
- What are emerging theoretical trends that have the potential to shape SAP research going forward?
- Are there important empirical phenomena in the realm of strategizing and organizing that warrant closer attention from a practice perspective? Such sessions could engage with technology (e.g. AI), inter-organizational organizing but also strategic conduct and organizing in different organizational forms as well as governance modes. This list is indicative and proposals are not limited to these themes.
- How can we support doctoral students and junior faculty in their career paths?
- Are there important innovations in teaching strategizing and organizing?

Please note that PDWs will take place any time between Friday, 25 July through to Sunday, 27 July 2025.

We strongly encourage PDWs that appeal to a wide range of audiences and themes beyond the SAP community by building linkages with other Divisions and Interest Groups. Please indicate potential cosponsors in the submission document (e.g., CTO, ENT, OMT, ODC, MC, RM, STR, TIM). For AOM in Copenhagen, the minimum duration of a PDW is 1 hour, but submitters are welcome to request different durations if they feel it would better serve the workshop, session flow, and attendee engagement. The duration request must be documented in the uploaded proposal document itself at the time of submission. The PDW Chair can adjust the session duration of any submitted PDW if they feel it would better serve the group’s member experience.

Submissions must be made through the AOM Submission System (opens early December 2024) **by January 7, 2025, at 5 pm ET**. Please keep an eye on aom.org for updates regarding the submission deadlines. Submitters are strongly encouraged to discuss potential PDWs with SAP PDW Chair [Martin Friesl](#). For more information on Strategizing Activities and Practices, please visit the [SAP Interest Group website](#).

SPONSORSHIP OPPORTUNITIES WITH THE SAP INTEREST GROUP - WE NEED YOUR HELP!

Mustafa Kavas, Treasurer

As a committed member of the Academy of Management (AOM), the SAP Interest Group champions Strategy-as-Practice, embodies a tradition of embracing diverse perspectives, and propels the boundaries of knowledge. We need your help! We invite institutions to align with our vision, supporting an academic initiative that prizes excellence and innovation. Through sponsorship, you're partnering with a community that cherishes collective achievements and mutual success.

Why Sponsor the SAP Interest Group?

- **Visibility and Recognition:** Your institution will gain notable visibility through our SAP AOM website, in all our quarterly Newsletters, and in all communications related to the annual AOM meeting.
- **Tailored Exposure:** With our flexible sponsorship packages, you can tailor which sub-audiences you want to target, ensuring a specific and valuable engagement.
- **Align with Excellence:** As a sponsor, your association with specific events or awards emphasizes your commitment to fostering quality research, academic collaboration, and intellectual discourse.

Flexible Sponsorship Bands

1) General Sponsors: Contribute under 1000 USD

- Benefits:
 - Visibility on our SAP AOM website
 - Mention in all Newsletters for the year
 - Recognition in the annual SAP program, slides, and oral shout-outs at social events

2) Event Sponsors: Contribute 1000+ USD

- All the benefits of General Sponsors, plus:
 - Exclusive association with a specific event
 - Opportunity to reach out to specific parts of our community
- Potential Event Sponsorship Opportunities Include:
 - Annual Keynote of Distinguished Scholar
 - SAP Social Party
 - Professional Development Workshop
 - Elements of our Doctoral Program
 - Special awards like the Best Practice-Oriented Paper Award

Let's Craft a Tailor-Made Solution for You!

With every partnership, the SAP Interest Group aims not just for sponsorship but for a shared vision of academic excellence across all our endeavors. If you're interested in joining us as a sponsor or need further details, please reach out to our Treasurer, Mustafa Kavas, at m.kavas@sheffield.ac.uk. We are excited about the prospect of collaborating with you to make our annual AOM conference an enriching experience for all.

TRAILBLAZER AWARD

Julia Balogun, Paula Jarzabkowski, David Seidl, and Richard Whittington

An exciting moment for Strategy-as-Practice, as our field receives Joanne Martin Trailblazer Award from OMT Division at the 2024 Academy of Management

At the 2024 Academy of Management Meeting in Chicago, four founders of the Strategy-as-Practice approach were awarded the Organization and Management Theory (OMT) Division Joanne Martin Trailblazer Award. The OMT Committee notes: “With this award, we recognize these award winners for their innovative, energetic and successful pioneering work in Strategy-as-Practice, which advanced insights, expanded theory, and built a community to develop a practice-theory approach to strategy and organization”. We regard this biannual prize, which recognizes scholars who have taken a leadership role in the field of Organization and Management by opening up new lines of thinking and inquiry, as an award for the Strategy-as-Practice (SAP) community. It recognizes the creative, intellectual, but also the mundane, hard, everyday work that all the many different people in our community have invested in developing SAP into one of the most vibrant and exciting approaches in organization and management studies at present. We are particularly delighted that this recognition by OMT provides a signal for junior SAP scholars that they can build successful careers, even as they further extend our field through their own Strategy-as-Practice research.



Announcement of the Trailblazer Award at the OMT Business Meeting

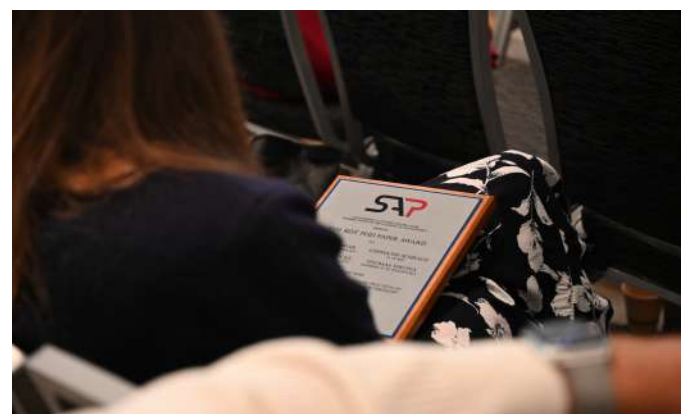


Winners of the Trailblazer Award – from left to right: David Seidl, Richard Whittington, Julia Balogun, Brent Ritchie (picking up the award on behalf of Paula Jarzabkowski) and Forrest Briscoe (president of the OMT Division)

IMPRESSIONS FROM AOM 2024



please [click here](#) to view the SAP Keynote



SAP ECP REFLECTIONS @ AOM2024

Ashley Hockensmith, Daniel Gäckle, Tyson Rallens, Jennifer Sloan, and Verena Timmer

The SAP Doctoral & Early Career Program (ECP) ran for the 9th time at this year's Academy of Management Annual Meeting. The ECP focuses on a day-long event that enables a meaningful engagement with leading scholars in the field. 20 junior scholars from six continents came together to engage in discussions, workshops, and peer group learning.

The program was opened by this year's ECP Patron: Professor Vern Glaser. In his keynote address, *Rethinking Strategy: Understanding How SAP Challenges Mainstream Strategy Research*, Vern challenged early career scholars to reconsider conventional approaches to strategy. He emphasized that Strategy-as-Practice (SAP) is not merely concerned with profitability or competitive advantage but with understanding how strategy is done in organizations. He invited participants to explore strategy through the lenses of practice, process, and agency, underscoring the need to engage in both inductive and abductive reasoning.

Vern's thought-provoking critique of mainstream strategy research called attention to its limitations in addressing complex, real-world organizational phenomena. He encouraged scholars to embrace a broader, more nuanced understanding of causality, beyond the "variables and outcomes" paradigm often seen in traditional research. His advice to early career researchers was clear: read deeply, think critically, and allow room for theoretical surprises to emerge through empirical work. Beyond the Patron's address, the ECP provided additional layers of value by attending several PDWs: One session advised the doctoral and early career scholars to craft their research identities deliberately over time. Another standing-room only session detailed cutting-edge approaches to qualitative research.

Lastly, a new ECP Forum event brought this year's participants into dialogue about how to address three scenarios based on common problems of early career researchers. The SAP ECP Day ended in Q&A with the ECP Patron at Tanta, a rooftop restaurant and bar in Chicago where the whole SAP IG later joined the ECP participants in warm socializing and celebration.

In addition to the events on Friday of the Annual Meeting, the ECP program also offers a unique mentoring program, tailored to the participants. The ECP mentoring program connects each participant to a senior SAP scholar for a one-hour meeting (sometimes virtual). In these meetings, mentors provide valuable guidance and tips on how to navigate AoM and the academic world.

We organizers would like to extend our thanks to our patron, Vern Glaser, all PDW organizers, the SAP mentors, our sponsors, and all participants for making the day a real highlight of this year's academy.

Quote Heiko:

"The SAP Doctoral & Early Career Program was very well designed, and I found the participation extremely valuable, especially since I was a first-time attendee at AoM. From the opening talk to the SAP social at Tanta, the conversations, mentorship, and workshops sparked insights, questions, and connections that have remained meaningful beyond AoM. I would not have had these takeaways without participation in the ECP - thank you, dear organizers, mentors, and helpful SAP community!"



OUR AWARD WINNERS – AOM 2024

2024 SAP Best Paper Award

“Bridging Expectations: Bidirectional Framing for Navigating Legitimacy Tension”

Anna Plotnikova & Krsto Pandza

2024 SAP Best Student Paper Award

“Digital Puppet-Mastery: Power Practices of Strategists in Digital Strategy Workshops”

Lydia Schuster, Stephanie Schrage, Pauline Reinecke, Thomas Wrona

2024 SAP Pushing the Boundary Award

“Accounts, Accountability and Remedial Work in Error Cascades”

Saheli Nath

Most Engaging Session 2024

“SAP Unconferencing PDW”

Anna Plotnikova, Eric Knight, and Madalina Pop

2024 SAP “Outstanding contributions to the SAP Community”

Christian Bruck, Alex Christian, Daniel Gäckle, Ashley Hockensmith, Renate Kratochvil, Christian Mahringer, Juliane Möllmann, Theresa Langenmayr, Elisabeth Lehrer, Milena Leybold, Qian Li, Omid Omidvar, Anna Plotnikova, Tyson Rallens, Pauline Reinecke, Georg Reischauer, Mehdi Safavi, Jennifer Sloan, Verena Timmer



Outstanding Reviewer Awards: Franziska Günzel-Jensen (Aarhus U), Nico Klenner (Australian National University), Vera Kralova (Prague University of Economics and Business), Sari Laari-Salmela (University of Oulu), Silvia Sanasi (Free University of Bozen-Bolzano), Charmaine Williamson (University of South Africa)

WE WOULD LIKE TO THANK OUR SPONSORS FOR THEIR CONTINUED SUPPORT!



**University of
Zurich^{UZH}**



**UNIVERSITY OF
LIVERPOOL**

**Management
School**



**THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA**



ORGANIZATION STUDIES

THANK YOU TO OUTGOING CHAIR, ERIC KNIGHT!

Fleur Deken, Chair

I am honored to extend my thanks to Eric Knight for his service as the Chair of the SAP DIG for 2024, and for all his leadership roles from 2020 to 2024. Under his highly professional and effective leadership, our DIG has thrived.

Your ability to balance the various demands of your life is truly admirable. As Chair of the SAP DIG, Dean of Macquarie University Business School, a father, an academic researcher who still manages to publish outstanding scholarly work, you've shown a level of commitment that is inspiring to us all.

We especially appreciate your leadership during your first AOM as part of the Executive Committee, which was fully online at the height of the COVID-19 pandemic. Together with Leonhard Dobusch and others, Eric helped navigate our community through a challenging period with great skill. The year thereafter, when Eric was SAP program chair, and AOM went hybrid in Seattle, you managed to reinvigorate routines that had been dormant for the past two years and pulled off an inspiring program for both online and on-site attendees.

Leading an international group like the SAP DIG, with its meetings often spanning at least three or even four time zones, has been no small feat. Being situated at one end of that spectrum posed unique challenges, yet you handled them with grace and efficiency.

Once again, thank you for your contributions to the SAP DIG. We are truly grateful for your time, effort, and leadership, which have helped shape the vibrant community we have today.



CALL FOR MENTORS: JOIN OUR NEW SAP MENTORING PROGRAM

Stefanie Habersang, Juliane Möllmann, and Sarah Stanske

We are excited to announce the launch of the **SAP Mentoring Program**, set to begin in 2025!

What is the SAP Mentoring Program?

The SAP Mentoring Program is a collaborative initiative between the AOM and SMS SAP communities. This program offers a unique opportunity for early-career scholars (ECS) within the SAP community to engage in three in-depth conversations with senior scholars on topics of their choice. The goal is to facilitate deeper discussions beyond the usual interactions at major conferences, creating space for meaningful engagement, learning, and development.

Program Highlights:

- **Mentoring Topics:** Discussions can cover a range of subjects, from practice theory and strategy to philosophical or methodological issues, as well as career guidance.
- **Matching Process:** ECS will be paired with senior scholars based on shared research interests, career objectives, and personal compatibility.
- **Duration:** Each mentor-mentee pair will have up to three meetings (online or in-person), with one meeting optionally held at the AOM 2025 or SMS 2025.

What's involved as a mentor?

As a mentor, you will play a vital role in guiding and supporting ECS in the SAP community. You'll share your expertise and help mentees navigate their academic and professional journeys, offering insights on research, career development, and future opportunities. Providing constructive feedback—whether on research or career decisions—will be an essential part of your mentorship role, empowering mentees to reflect on their academic journey.

We are seeking committed SAP members and senior faculty who are willing to volunteer their time to mentor one individual up to three times per year (approximately 2-3 hours in total). While the minimum commitment is three meetings per year, additional interactions are encouraged based on your availability.

Interested in becoming a mentor?

If you'd like to participate, please reach out to stefanie.habersang@leuphana.de, juliane.moellmann@btech.au.dk or Sarah.stanske@leuphana.de

The official call for **mentee** applications for the Mentoring Program will be released end of the year through this newsletter and will be promoted via social media!

NEW FRAMEWORK FOR STRATEGY AS PRACTICE (I)

Proponents:

- **David Seidl**, University of Zurich, Switzerland
Email: david.seidl@business.uzh.ch
- **Shenghui Ma**, Fudan University, China
Email: shenghuima@fudan.edu.cn
- **Violetta Splitter**, Oxford University, UK
Email: violetta.splitter@sbs.ox.ac.uk



Despite more than 20 years of SAP research leading to over 500 publications, there is still significant ambiguity around what characterizes an activity as strategic and, thus, as falling into the domain of SAP research! While we already know a lot about how to study activities (see e.g. Rouleau & Cloutier, 2022) we know little about what makes those activities strategic. Responding to this ambiguity, Jarzabkowski, Kavas, and Krull (2021) recently suggested going back to the early definition of strategic activities set out in the two seminal SAP special issues (Jarzabkowski, Balogun, & Seidl, 2007; Johnson et al., 2003). Accordingly, they propose to conceptualize strategic activities as activities that have consequences that are in some way considered important (what we refer to as the consequentiality view). We welcome Jarzabkowski and colleagues' (2021) efforts to create clarity around this central concept in SAP. Yet, we argue that the suggestion to tie the concept of strategic activities to consequentiality only reduces the potential of SAP research. Instead of limiting the meaning of strategic activities to consequentiality, we call for an appreciation of the plurality of different views that exist implicitly in the SAP literature (See Table below).

Based on a systematic categorization of the different conceptualizations of strategic activities (implicitly) underlying existing SAP studies, we identify three additional definitions of what qualifies activities as strategic:

- **Nominalist view:** activities treated as strategic are those that are labeled as such. Activities are labeled as strategic either because practitioners refer to them as strategic or because they are part of the institutionalized strategy discourse.
- **Role-based view:** strategic activities are defined as those that are enacted by actors who are formally recognized as strategists because they are officially charged with strategy work.
- **Pattern view:** strategic activities are defined as those that perform an important recurrent pattern of activities. This may sound very similar to the first view. However, in contrast to the first view, which focuses on activities that lead to important outcomes distinct from those activities, here the focus is on activities that are part of the important pattern of activities that they perform.

NEW FRAMEWORK FOR STRATEGY AS PRACTICE (II)

New framework for SAP – four views on what makes activities strategic

	Consequentiality view	Nominalist view	Role-based view	Pattern view
Definition	Activities that are consequential at a particular level (industry, organization, group, or individual)	Activities that are part of the strategy discourse or that are recognized by the practitioners themselves as strategic	Activities that are enacted by those (groups of) actors who are formally recognized as strategists	Activities that perform an important recurrent pattern in the stream of activities
Potential range of activities included	Wide (any activity as long as it is shown to have important consequences)	Narrow (only those activities that are explicitly labeled strategic)	Wide (any activity carried out by strategists)	Very wide (any activity that is in any way part of an important recurrent pattern)
Primary research questions	How do activities lead to important outcomes? How are activities interrelated or combined to produce important outcomes?	How are the activities that are labeled strategic enacted? What are the different functions of the activities labeled strategic? How do activities become labeled strategic and what are the effects of this labeling? How are activities labeled strategic developed and adopted?	What activities do different types of strategists engage in? What activities characterize an effective strategist? What activities do individuals engage in to be considered strategists?	How do activities form an important recurrent pattern? How do important recurrent patterns of activities emerge and change?
Entry point	important consequences	activities labeled strategic	strategists	important recurrent pattern
Timing	ex post definition	ex ante definition	ex ante definition	ex ante definition
Stance	etic	emic	emic and/or etic	etic

NEW FRAMEWORK FOR STRATEGY AS PRACTICE (III)

Together, the four views identified above can be understood as constituting a new research framework for SAP, complementing the existing SAP frameworks. This new framework can serve several important functions in SAP research:

1. The framework helps researchers make informed decisions about the view they want to adopt in their study. As the framework highlights, each view focuses on distinctive aspects of strategy, prompts particular questions, and thus contributes to our understanding of strategic activities in different ways.
2. The framework helps researchers determine whether a study of a particular activity that they might be interested in can be framed as an SAP study and, if so, how. This is not a trivial matter, as SAP scholars are often challenged about whether what they study is really about strategy.
3. The framework helps develop the field of SAP research by setting out an extended research agenda. By laying out the distinctive research questions associated with each of the four views, the framework helps ensure that all potential lines of enquiry into the doing of strategy are systematically and robustly developed.

Overall, we hope that the proposed new framework will contribute to an enriched understanding of what makes activities strategic and thereby stimulate also more reflexivity in SAP research!

- For more information on this new framework see our forthcoming paper, on which this short text is based: Seidl, D., Ma, S. & Splitter, V. (2024). What makes activities strategic: towards a new framework for strategy-as-practice research. *Strategic Management Journal* – <http://doi.org/10.1002/smj.3668>

2ND OPEN STRATEGY WORKSHOP

25-26 JUNE 2025

Hosts: University of Oxford & University of Zurich

Date: 25-26 June, 2025

Venue: University of Oxford, UK

Fee & Catering: No registration fee; Catering partly included

We are excited to announce the 2nd Open Strategy Workshop, dedicated to bringing together scholars and practitioners to explore and discuss the evolving landscape of Open Strategy. The workshop serves as a collaborative platform to share insights, discuss ongoing and future research projects, and foster new collaborations in the field.

Event Organizers:



Richard
Whittington



David
Seidl



Violetta
Splitte



Eero
Vaara



Robin
Engelbach



Winky
Wu

Workshop Theme: In recent years, Open Strategy has gained significant attention in both organizational praxis and academic research. The Open Strategy phenomenon emphasizes greater inclusion and transparency in strategy-making, involving new stakeholders and sharing information more openly throughout the strategy-making process. As more organizations adopt these practices, there is a growing need for Open Strategy research to deepen the understanding of its foundational components and key dimensions.

With this second edition of the workshop series, we are excited to bring the Open Strategy community together again around intriguing expert panels, interactive poster sessions, and an insightful practitioner panel.

Submissions of extended abstract: For participation in the workshop, we call for extended abstracts (2000 words excl. references) that fit within the general theme of Open Strategy. Submissions should not be previously published. Authors of accepted abstracts will have the opportunity to present their work during the poster sessions and receive in-depth feedback from the community.

Key dates:

January 26, 2025

Submission deadline (Extended Abstracts)

Late March, 2025

Decision (Accept/Reject)

Late April, 2025

Preliminary program available

15 June, 2025

Registration deadline

25-26 June, 2025

Workshop (Oxford & Video Live Stream)



More Info &
Registration



Please submit your extended abstract by January 26, 2025 to: os@business.uzh.ch

RECENT SAP PUBLICATIONS

Raecker, T., Geiger, D., & Seidl, D. (2024). From coordinating in space to coordinating through space: A spatial perspective on coordinating. *Organization Theory*, 5(2).

<https://doi.org/10.1177/26317877241270124>

Langenmayr, T., Splitter, V., Tienari, J., & Vesa, M. (2024). Moving from the Business Case Towards an Equity-Based Approach: Theorizing Diversity and Inclusion in Open Strategy. *Organization Theory*, 5(3).

<https://doi.org/10.1177/26317877241275119>

Daymond, J., Meisiek, S., & Knight, E. (2024). Into the Customers' Shoes: Multimodal practices for customer-centric strategizing. *Organization Studies*, 45(11), 1579-1609.

<https://doi.org/10.1177/01708406241273792>

Stoiber, K., Degischer, D., Hautz, J., & Matzler, K. (2024). Open Strategy as Turnaround: The Impact of Openness in Restructuring Under Financial Distress. *Academy of Management Perspectives*, (ja), amp-2023.

<https://doi.org/10.5465/amp.2023.0363>

Stoiber, K., Hautz, J., Matzler, K., Stadler, C., & von den Eichen, S. F. (2024). Open strategy-the role of strategic leadership. In *Handbook of Research on Strategic Leadership in the Fourth Industrial Revolution* (pp. 365-388). Edward Elgar Publishing.

<https://doi.org/10.4337/9781802208818.00024>

Stadler, C., Hautz, J., & Ortner, T. (2024). Open strategy and the multinational firm. *Multinational Business Review*, 32(4), 443-462.

<https://doi.org/10.1108/MBR-04-2024-0065>

Ortner, T., Hautz, J., Stadler, C. & Matzler, K. (2024) Open strategy and digital transformation: A framework and future research agenda. *International Journal of Management Reviews*, 1–22.

<https://doi.org/10.1111/ijmr.12379>



SAP @ SMS 2025: CALL FOR PROPOSALS

Theresa Langenmayr, Strategy Practice IG Associate Program Chair

Strategy Practice IG

The Strategy Practice IG is interested in the actors involved in strategy work, the practices they are drawing on in this work, and in how they enact these practices in their diverse daily activities and contexts. Thus, instead of treating strategy as something that organizations have, the Strategy Practice IG focuses on the people and social practices associated with strategy. Thereby, strategy-as-practice (SAP) studies have shown that the range of strategy actors goes beyond the top management team and strategy professionals. Accordingly, strategy practices not only include the exclusive activities of a few, elite actors during the formulation of a strategic plan, but also the enactment of strategy in the day-to-day activities of diverse organizational members. As such, the Strategy Practice IG is uniquely positioned to address important economic, ecological, and societal questions.

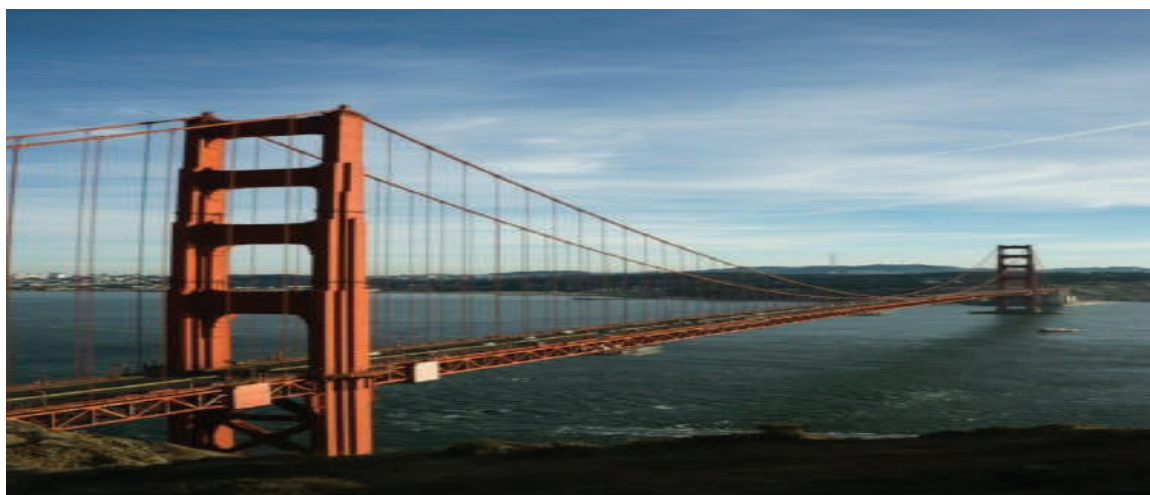
For example, submissions to the Strategy Practice IG could cover questions such as:

- How do digital technologies such as AI and other new technologies shape strategy work?
- How do actors strategize in and across different geographic contexts? How can actors strategize to tackle grand societal challenges?
- How can organizations increase diversity, equity, and inclusion in their strategy work?
- How do organizations strategize and organize in extreme contexts, such as war and natural disasters?

These questions are illustrative rather than exclusive and the Strategy Practice IG welcomes empirical, methodological, theoretical, and epistemological papers.

The deadline for submission will be announced on the official conference website soon:

<https://www.strategicmanagement.net/event/sms-45th-annual-conference/>



SAP @ EURAM (I)

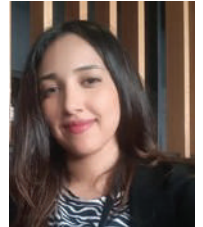
Strategic Processes and Practices

Proponents:

- **Zohor Kettani**, Africa Business School – UM6P
- **Aura Parmentier Cajaiba**, Université Cote D'azur

Short description:

The SPP track brings together processual and practice-based approaches to deeply understand strategy in the making (Chia & Holt, 2009), whether it is emergent or deliberate. With rapid global changes and the reassessment of the why behind our work (Cnop, 2023), companies are dedicating themselves to embracing a purpose that extends beyond generating profit (Von Ahsen & Gauch, 2022), including reorienting their business towards its humanistic essence (Pirson & Lawrence, 2010). Therefore, we welcome contributions that explore, through various ontological and epistemological perspectives, how companies embed purpose into their strategic processes and practices and the impact this has on sustainability.



Long description:

Strategic processes focus on the continuous and dynamic flow of actions through which a firm's strategy is shaped and implemented (Ansoff, 1980; Burgelman et al., 2018; Floyd & Wooldridge, 2000; Lechner & Floyd, 2012), whereas strategy practices refer to the micro-level activities that underpin the strategy work (Whittington, 2007). In regard to strategy process research, strategy practices researchers have adopted different positions, notably a complementary, a critical, and a more combinatory view (Burgelman et al., 2018). In this sense, the SPP track aims to bring these diverse perspectives together, offering a more holistic understanding of strategy in the making (Chia & Holt, 2009), whether the emphasis is on deliberate or emergent strategies. This approach aligns with Bouty et al. (2019) and Chia (2013), who argue that many organizations succeed not through established strategic plans but through the unintended emergence of viable strategies.

In the face of rapid global change and partially due to a global reassessment of the why behind our work, prioritizing purpose is crucial for navigating uncertainty, attracting and retaining talents, and building a brighter future for all stakeholders (Cnop, 2023). Increasingly, companies are dedicating themselves to embracing a purpose that extends beyond generating profit (Von Ahsen & Gauch, 2022). It may include fostering sustainability, social justice, individuals' well-being, inclusivity, or any other causes that resonate with the organization's values and goals (Ibn-Mohammed et al., 2024). In fact, purpose is the driving force behind an organization's existence (Baldoni, 2011), and many companies have transitioned their purpose from the periphery to the core of their strategy in order to foster sustained growth (Malnight et al., 2019) and reembrace the humanistic essence of business (Pirson & Lawrence, 2010).

Aligned with Euram 2025's topic "Managing with purpose - From craftsmen to artificial intelligence: Bringing back humanism into management," we welcome contributions that explore, through various ontological and epistemological perspectives, how companies embed purpose into their strategic processes and practices and the impact this has on sustainability.

SAP @ EURAM (II)

- How can organizations rethink their strategic processes and practices to align with their stated purpose for a sustainable future?
- How do various organizational actors and their interactions shape the integration of purpose into their strategy?
- How do gender and multicultural perspectives influence the implementation of purpose-driven strategies in organizations?
- How do emergent strategies within purpose-driven organizations evolve?
- What are the impacts of embedding purpose into strategic processes and practices?

Keywords: Strategic processes, Strategic practices, Purpose-driven strategy, Purpose alignment, Strategy emergence, Practice theory

UN Sustainable Development Goals (SDG):

Goal 5: Gender equality; Goal 8: Decent work and economic growth; Goal 10: Reducing inequalities; Goal 12: Responsible consumption and production

For more information contact: Zohor Kettani, Africa Business School - Mohammed VI Polytechnic University - zohorkettani@gmail.com

AUTHORS GUIDELINES

<https://conferences.euram.academy/2025conference/authors-guidelines-for-full-papers/>

EGOS 2025 (I)

New developments and applications of the attention-based view

Convenors:

- **William Ocasio**, University of Illinois at Urbana-Champaign
- **Violetta Splitter**, University of Oxford
- **Christoph Brielmaier**, University of Bamberg

The attention-based view of the firm (ABV; Ocasio, 1997) has become an influential theoretical perspective in organization and strategy research. Deeply inspired by Simon (1947), the ABV theorizes that organizational moves are the result of the structural distribution of decision-makers' attention. While the ABV has developed into a cornerstone in management research, three key developments require us to reflect upon the future of the ABV: First, scholars have started to recognize how the ABV may account for the changing nature of organizational structures beyond traditional Chandlerian firms. Second, there is an increase in the theoretical pluralism of the ABV, which challenges the theoretical integration of key constructs. Finally, ABV studies increasingly draw on a greater but still developing repertoire of methodological approaches. This sub-theme intends to bring together these recent developments of the ABV. Thereby, we aim 1) to advance our understanding of these important developments, 2) to account for both diversity and interconnections between these developments, and 3) to critically discuss the prospects and limits of current attention-based theorizing and methodologies to account for new developments.

We invite papers from a wide range of methodological and theoretical approaches. Submissions might address one of the following questions but are not required to do so:



- In what way are new theoretical perspectives and methods needed to account for the changing nature of organizational structures?
- How do employees experience and deal with the increasing complexity coming along with the emergence of more fluid attention structures in new forms of organizing?
- What role do informal attention networks play in traditional organizations that largely rely on top-down designed attention structures?
- To what extent do (digital) platforms affect the individuals' and/or collective attention, and how does this impact firm-level outcomes?
- How can we measure attention and relate it to specific individual, organizational, and macro-institutional and cross-level behaviors and outcomes?
- How do new forms of organizing and strategizing affect the (cross-level) nature of attentional processes?

EGOS 2025 (II)

Dynamic routines unleashed: Their transformative potential for organization theory

The EGOS 2025 Conference will feature an exciting sub-theme exploring the implications of routine dynamics for various fields within organization theory. Sub-theme 32 will be convened by Waldemar Kremser (Johannes Kepler University Linz), Kathrin Sele (Aalto University), and Paul Spee (University of Queensland). We invite submissions that delve into the transformative potential of conceptualizing routines as endogenously dynamic for our theories of organizations and organizing.

Routine dynamics research has demonstrated that routines, far from being rigid behavioral patterns, are emergent and generative. This insight challenges fundamental assumptions in multiple domains:

- **Coordination & Control:** How can organizations ensure effective coordination if actors don't blindly follow standard procedures? What are the roles of rules, triggers, information flows, and interfaces in governing interdependent routines?
- **Organizational Learning:** When routines constantly evolve, how can organizations foster learning and knowledge transfer in the face of ongoing change and radical uncertainty?
- **Strategic Management:** With routines reconceptualized as fluid capabilities, how do they enable or hinder strategic renewal? How do they mediate between strategy processes and organizational performance?
- **Organizational Change:** Rejecting routines as sources of inertia, how do the social-relational dynamics among actors performing routines affect change? Can routines be designed for greater adaptability?
- **Organizational Technology:** As technologies like generative AI prove increasingly dynamic, how do they interact with and reshape organizational routines over time? Does technology promote routine stability or dynamism?

By exploring such questions, this sub-theme aims to elucidate the relationship between routines and various organizational practices, processes, and outcomes. It encourages collaboration across scholarly communities to unleash the transformative potential of routine dynamics for organization theory.



Waldemar Kremser



Kathrin Sele



Paul Spee

EGOS 2025 (III)

Sub-theme 06 - [SWG] Thinking creatively about organizing: How organization is communicatively performed, sustained, and done differently

Convenors:

- **Laura Dobusch**, WU Vienna, Austria
- **Simon Parker**, Bayes Business School, UK
- **Alex Wright**, Audencia Business School, France

This sub-theme explores the role of creativity for organizing from a performative and communication as constitutive of organization (CCO) perspective. We invite submissions that utilize theories of communication and performativity to explore the ways organizing assemblages come together, persist over time, because, or despite their creative divergence.

Performative inquiry holds the potential to investigate how creativity is crucial to our understanding of how organizations and the organized attend to a world beset with environmental crises, scarcity of resources, geopolitical conflicts, persisting inequalities, social unrest and artificial intelligence paradoxes. Researchers may focus on how actors justify their actions or on communities of difference exploring 'critical performativity' or the performativity of alternative forms of organizing.

CCO approaches can be combined with performative research or may be stand-alone studies. CCO-focused investigations may highlight how societies generate novel ideas, technological innovation and practices that promote environmental sustainability, social welfare, justice, and progress for the many. At the organizing, organization and organizationality levels the focus could be how creativity stimulates different forms of organizing and how these are communicatively established in contexts such as networks, activist groups, online communities, values-led organizations or cooperatives.

Also, the sub-theme is interested in creatively merging theoretical approaches from other traditions within performative and CCO theorizing. For instance, we invite research that adopts a more critical stance centering organizing and communicating as both political and powerful acts. Similarly, research on open organizing can encourage reflections on how creative and alternative forms of organizing, organization and organizationality can emerge outside of the usual hierarchical forms of organizing. Work in this area may center how organizations can be creatively opened-up to become more democratic, inclusive and transparent.



EGOS 2025 (IV)

Here is a non-exhaustive list of themes that can be addressed (for the full call see https://www.egos.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1721760205556&subtheme_id=1701057691662):

- How is creative organizing performatively accomplished?
- How do alternative organizational forms take hold?
- How is creative work communicatively constituted?
- How can the relationships between power and creativity be understood from a performative and/or CCO perspective?
- How can we conceptualize and distinguish creativity from other elements of performative praxis that is ontologically based on alteration and change?
- How can organizations be opened-up and become more democratic, inclusive and transparent?

EGOS 2025 (V)

Sub-theme 63 - Strategies in organizations: Unintended consequences and emergent patterns

Conventors:

- **Ann-Christine Schulz**, University of Sustainability, Vienna, Austria
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- **Florian Bauer**, University of Bristol, United Kingdom
Email: florian.bauer@bristol.ac.uk
- **Olimpia Meglio**, University of Naples Federico II, Italy
Email: olimpia.meglio@unina.it



Prior research in strategy and organization has emphasized rather consistently that major strategic decisions, undertaken by the top-management, result in various unintended organizational consequences and that strategic development and change can be viewed as emergent processes (e.g., Harris & Ogbonna 2002; Johnson, 1987; Mintzberg, 1978). For example, downsizing activities, although typically aimed at improving firm performance, lead to decreased innovation activities, lower organizational reputation, and creativity as well as lower employee motivation (e.g., Amabile & Conti, 1999; Love & Kraatz, 2009); acquisition decisions may result, for example, in unforeseen integration difficulties and costs, and may also incentivize rivals' competitive responses (King & Schriber, 2016; Meyer, 2008; Uhlenbruck et al., 2017). In a similar vein, unintended consequences may result in serendipitous value creation opportunities, opening up unplanned growth options (Colman & Lunnan, 2011; Graebner, 2004). Thus, while there is growing awareness that processes and dynamics may evolve during implementation that alternate the initially intended strategies and provide produce emergent alternatives, we still know very little about the processes by which unintended consequences and emergent patterns are produced.

In this sub-theme, we thus aim to discuss the unintended organizational consequences of strategic initiatives and actions, the role of various external actors for the emergence of strategic actions and organizational outcomes as well as the chaotic and creative dynamics that impact the emergence of strategic patterns. In doing so, this sub-theme provides a forum to researchers across the realms of organization theory, strategic management, organizational behavior, and corporate governance.

We encourage theoretical conceptual and empirical submissions addressing (but not limited to) the following topics: strategic leadership and decision-making, managerial cognitions, attention-based view, behavioral theories, strategy as practice, organizational ambidexterity, stakeholder theory, financial markets and actors as well as related concepts, theories, and fields. All kinds of quantitative or qualitative empirical settings (e.g., longitudinal studies, process studies, secondary data analyses, case studies, surveys, experiments, and actor-centered measurements) are appreciated.

Here is the link to the call for papers: https://www.egos.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1721760205556&subtheme_id=1701662511829

EGOS 2025 (VI)

Sub-theme 55 - Advancing qualitative research methods: Moving away from templates towards creative, adaptive, and flexible methods



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Call for papers: (full description of subtheme [here](#))

The goal of sub-theme 55 is to stimulate conversation amongst organization studies researchers about contemporary trends and tensions in qualitative research methods. For this purpose, we invite work on qualitative methods that identifies productive ways to move away from ill-suited template convergence and toward a diversity of approaches. We also invite papers that engage critically with how we employ research methods to support and facilitate our theorizing, which thereby could stimulate creative approaches that foster and leverage researchers' awareness that theory and methods are interdependent and that the methods we use consequently greatly influence the findings from our research and the conclusions we draw for theorizing. Such awareness is further necessary to stop some of the worrying trends mentioned previously (e.g., Köhler, Smith, & Bhakoo, 2022; Mees-Buss, Welch, & Piekkari, 2022). With this sub-theme, we want to create room for methodological work that is taking stock, contemplating, and responding to calls for change (Bartunek, 2019) regarding the field's methodological practices and subsequent theorizing. Possible topics include but are not restricted to:

- What methodological trends are worrying and why? How do they curb creativity in our research?
- What are the consequences of these trends for the content and quality of the field's theorizing efforts?
- How do we need to (re)conceptualize rigor to better align with and harness the strengths of qualitative research methods?
- Where and when is the use of template suitable and what kinds of theorizing does it produce?
- What are ontological and epistemological foundations of templates that should be considered when choosing their application?
- Which alternative methodological approaches foster more creative and critical evaluation of underlying tensions, dynamics, and processes that lead to deeper and more impactful theorizing?
- Which methodological practices best support the process of innovative theorizing?
- What quality criteria of qualitative research do we need to discuss, revise, or introduce to make qualitative research applications more methodical and transparent being considerate of their own epistemological traditions?
- What are potentially useful research methods to expand our field of research and broaden our lenses of exploration, leading to new discoveries and new ways of seeing?
- How could we encourage greater diversity of methods, including critical methods, to advance organization theory?

These topics are indicative only. We generally welcome papers that critically engage with the tensions between standardization and flexibility/creativity as well as the resulting interdependencies between theory and methods. We are open to conceptual, empirical, and methodological papers.

EGOS 2025 (VII)

Time to celebrate - a new EGOS standing working group on temporary organizing

(**SWG13**, 2025–2028), coordinated by Iben Stjerne, Jennifer Whyte, Alfons van Marrewijk, Jonas Söderlund, and Jörg Sydow

For EGOS 2025 in Athens, we invite scholars from various fields of research, including SAP, to advance debates on temporary organizing, time, and temporality.

Temporary organizing, such as, projects, agile organizations, short-term employment, accelerator programs, events, festivals, and inter-organizational networks, are understood as endeavors for change. This is because their temporariness may permit more agency to mobilize various pasts and create alternative futures, and break with routine activity. Through the reweaving of futures, pasts, and presents, they unleash novelty, innovation, and change to disrupt temporal routines as termination nears. However, the divide between organizing temporariness and permanence is less clear-cut, while a key question for organization theory. For instance, temporary organizations may over time become a permanent demand; or set to organize for routines tasks whose rhythm and pace differ from more permanent or continuous organizing. Hence, theorizing on temporary organizing implies needs for further conceptualizing this understanding as a co-constitutional relationship with the more permanent and ongoing.

We invite you to join and contribute to advancing these debates in the new SWG 13. The submission deadline is January 7, 2025. Please see the full call for short papers [here](#) as well as the general guidelines and criteria for the submission of short papers to EGOS [here](#). We also encourage you to participate in the related PDW, which will be announced in the course of 2025.

In addition, we invite you to submit papers to a Project Management Journal special issue on “projects and creativity”, autumn 2025 (eds. Sofia Pemsel, Jonas Söderlund and Iben Stjerne).



We look forward to seeing you in Athens!

Best regards,
Iben Stjerne, Timo Braun, and Matthias Wenzel
Sub-theme coconvenors

EGOS 2025 (VIII)

Sub-theme 40: Practicing 'Natural' Disasters: Creating, Managing, and Reconstructing the 'Natural' Disasters Ecosystem within Everyday Practices



Does this look like a “case context” to you? To us, disasters such as the wildfire that ravaged the iconic town of Jasper, Canada should not be relegated to the background of organizational research, it should be front and center. Organizational research on disasters is an area that’s ripe for robust and focused discussion and EGOS is the perfect place to initiate them. Our subtheme will gather scholars working at the forefront of different aspects of how disasters are reconfiguring our world.

If you're studying contexts where disasters (e.g., floods, typhoons, earthquakes, wildfires, etc.) are prevalent, and are interested in understanding their effects on people, the attempts made to mitigate them, the enormous organizing capability deployed to cope with them or the practices that exacerbate them, then we invite you to join us



Convenors:

Paula Jarzabkowski

University of Queensland, Australia, & City,
University of London, United Kingdom

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https://www.egos.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1721760205556&subtheme_id=1701434875423

19TH ORGANIZATION STUDIES SUMMER (I)

Organization Studies

The Future of Strategizing and Organizing as Practice: Extensions and Connections



Your OSSW hosts and OS Guest Editors

Paula Jarzabkowski, Renate Kratochvil, Shenghui Ma, Linda Rouleau, and David Seidl

Hosts:

Paula Jarzabkowski, University of Queensland

Renate Kratochvil, Stockholm School of Economics

Shenghui Ma, Fudan University

Linda Rouleau, HEC Montréal

David Seidl, University of Zurich

Strategizing and Organizing as Practice (SOAP):

In Strategy-as-Practice research strategizing and organizing are “treated not as two discrete practices, but as inextricably linked together, a single duality rather than separable building blocks” (Whittington & Melin, 2003). We encourage you to go beyond conventional thinking in strategy and organization research by expanding the scope of SOAP. We suggest four promising avenues for future expansion.

- (1) **Investigating** societal and critical challenges
- (2) **Exploring** new forms of strategizing and organizing
- (3) **Discovering** new geographic contexts
- (4) **Developing** connections and dialogues with other research streams

Our aim for this OSSW and the connected Special Issue Call for Papers (in Organization Studies) is to inspire exemplary studies that showcase how SOAP can be used to explore new and challenging issues that the world is facing. These studies will delve into contemporary phenomena, intersect with other research streams, and harness innovative methodologies.

19TH ORGANIZATION STUDIES SUMMER (II)

Join us in Crete

Date: May 22-24, 2025

Location: Minoa Palace Resort & Spa, Chania, Crete (close to airport Chania)

Highlights: Keynotes, Paper development sessions, and Socializing

Please note that we are very interested in engaging with SAP scholars as well as those involved in or adjacent to SAP research. Please also note that a submission to the SI is not necessary to attend the OSSW.

Important dates and information:

- 2nd December, 2024 – Deadline for OSSW
- 22-24th May, 2025 – OSSW, Chania, Crete
- 30th September, 2025 – Submission deadline OS SI CfP

OSSW: www.os-workshop.com

Call for Papers: <https://journals.sagepub.com/page/oss/call-for-papers>



PLATFORM ORGANIZATIONS AND SOCIETAL CHANGE: CALL FOR PAPERS FEBRUARY 2025 (I)

Organization Studies



Organization Studies
Special Issue Call for Papers

Guest Editors:

Cristina Alaimo, LUISS University

Annabelle Gawer, University of Surrey

Stefan Haefliger, Stockholm School of Economics & City, University of London

Evelyn Micelotta, University of Ottawa

Georg Reischauer, WU Vienna University of Economics and Business & Johannes Kepler University Linz

Submission Deadline

February 28, 2025

Motivation

Platforms are digital infrastructures that connect users in a flexible way, thereby intermediating between (at least) two user sides who can be individual and/or collective actors. Google, Amazon, Apple, and Microsoft are popular examples of platform organizations – organizations that operate one or more platforms. More and more management scholars consider platform organizations as a distinct and novel form of organizing (Benzell, Hersh and Van Alstyne, 2023; Kretschmer, Leiponen, Schilling, & Vasudeva, 2022; McIntyre, Srinivasan, Afuah, Gawer, & Kretschmer, 2021). They specified the distinctiveness of platform organizations in especially two ways.

One way pertains to the variety of features that constitute different platform types (Cusumano, Gawer, & Yoffie, 2019; Kornberger, Pflueger, & Mouritsen, 2017). Transaction platforms (also referred to as marketplaces), for instance, enable users to exchange or temporally access resources (e.g., Airbnb, eBay) and to contract services on the spot (e.g., Uber, TaskRabbit). Innovation platforms, especially operating systems like Apple's iOS, provide a modular infrastructure for collaborative innovation and are the fundament of large-scale ecosystems (Cutolo & Kenney, 2021; Jacobides, Cennamo, & Gawer, 2018). Information and social media platforms (e.g., Facebook, Twitter, TripAdvisor) provide users access to information filtered and categorized according to their needs.

The second distinction of platform organizations is the modalities by which platform organizations create value and govern users. Scholars identified the relevance of algorithms and interfaces in re-organizing membership and collective action rules (Benzell et al., 2024; Chen, Tong, Tang, & Han, 2022; Reischauer & Mair, 2018), showcasing how users are governed by standardizing interactions, controlling behaviour, and promoting evaluative practices (de Vaujany, Fomin, Haefliger, & Lyytinen, 2018; Kellogg, Valentine, & Christin, 2020; Kornberger et al., 2017).

PLATFORM ORGANIZATIONS AND SOCIETAL CHANGE: CALL FOR PAPERS FEBRUARY 2025 (II)

Some platform organizations were even found to nurture organized immaturity – the erosion of the individual's capacity for the public use of reason – to avoid user resistance and have a strong governance regime (Harracá, Castelló, & Gawer, 2023).

This emerging body of research yields rich explanations on what makes platform organizations a distinct and novel form of organizing and how they create value and govern users. What is far less understood is the role of platform organizations in societal change. Recent studies in three domains within management theory have yielded initial insights on this relationship.

One group of scholars examined the link between institutional change and platform organizations (Boon, Spruit, & Frenken, 2019; Frenken, Vaskelainen, Fünfschilling, & Piscicelli, 2020; Gawer & Phillips, 2013; Gegenhuber, Logue, Hinings, & Barrett, 2022; Mair & Reischauer, 2017; Uzunca, Rigtering, & Ozcan, 2018), providing first ideas of how platform organizations create, redefine, and weaken cognitive, normative, and regulative structures and practices that stabilize social behaviour (Scott, 2001). In this regard, platform organizations act as skilful cultural entrepreneurs that often enjoy high status amongst users and stakeholders (Sasaki, Ravasi, & Micelotta, 2019).

A second line of research has studied the relationship between change of knowledge paradigms and platform organizations. Organizational and information systems scholars alike have a longstanding interest in examining the organizing and disorganizing power of information technologies, and how they reframe knowledge, mediate affects, and carry specific rationalities (Hasselbladh & Kallinikos, 2000; Orlikowski, 2000). Some of these discourses have taken new currency in the world of platform organizations (Alaimo & Kallinikos, 2022; Beyes, Chun, Clarke, Flyverbom, & Holt, 2022; Kornberger et al., 2017). These studies point out that data infrastructures and various digital artifacts make visible the world in new ways, leading to the emergence of novel practices within and across organizational boundaries as well as increase the potential of disorganization (Alaimo, 2022; Power, 2022; Ratner & Plotnikof, 2021; Saifer & Dacin, 2021).

A third group of scholars has explored the responses to platform organizations from established organizations and forms of organizing, such as firms, public administrations, local and online communities, social movements, standard setting organizations, and interest groups. One of these responses is to operate an own digital platform with the objective to not lose ground against challenging platform organizations and to collaborate with others in new ways (Khanagha, Ansari, Paroutis, & Oviedo, 2022; Logue & Grimes, 2022). Others studies indicate that established organizations and forms of organizing may respond by taking a stance against the challengers (Cameron & Rahman, 2021; Ricart, Snihur, Carrasco-Farré, & Berrone, 2020; Gegenhuber, Schüßler, Reischauer, & Thäter, 2022). Likewise, local communities may organize protests to reduce platform offerings in their neighbourhood (e.g., local and virtual protests to reduce Airbnb offerings in tourist areas).

PLATFORM ORGANIZATIONS AND SOCIETAL CHANGE: CALL FOR PAPERS FEBRUARY 2025 (III)

Despite these advances, our knowledge of the role of platform organizations in societal change remains fragmented. Specifically, we know too little about (1) the processes, practices, and rhetoric through which platform organizations shape and promote new knowledge paradigms, social orders, power regimes, and culture; (2) how, when, and with what effects platform organizations alter established organizations and forms of organizing; (3) the responses of established organizations and forms of organizing to platform organizations, and (4) the dynamics these responses set in motion.

Objectives and Scope

This special issue aims to generate robust organization theory that advances our understanding of the various ways through which platform organizations affect societal change and are shaped by other organizations, organizing, the organized, the disorganized, and the unsettled in and between economy, politics, and society. Put differently, we aim to explore platform organizations in their societal context and how they shape these contexts, as opposed to studies of platforms as a close system.

To meet this objective, we invite papers that draw upon and combine insights from organization and management theory, information systems, innovation and entrepreneurship research, strategic management, public and non-profit management, management history, science and technology studies, sociology, organizational behaviour, accounting, public policy and political science, philosophy, and critical management studies, inter alia. We are open to all levels of analysis, such as group, middle manager, organizational, ecosystem, industry, and field level. Papers that theorize at multiple levels of analysis are also welcome. Moreover, we embrace a wide range of qualitative and quantitative methodologies and methods, including mixed methods and novel approaches.

We envision the special issue to become a forum for papers that collectively bridge academic boundaries to push the frontiers of platform research by shifting the current debate from the features and (governance) strategies of platform organizations to the plural ways society and platform organizations complement and redefine each other. Aside from these aspired theoretical implications, we believe that our special issue also holds important implications for practice. While management scholars have provided guidance for the regulation of platform organizations (Cennamo, Kretschmer, Constantinides, Alaimo, & Santaló, 2023; Jacobides & Lianos, 2021; Kirchner & Schüßler, 2020), more empirical research is needed so that practitioners can undertake more accurate assessments of the impact of platform organizations and how to organize and push platform organizations that drive positive social change.

Submitting Your Paper

Please submit your manuscript through the journal's online submission system (<http://mc.manuscript-central.com/orgstudies>). You will need to create a user account if you do not already have one, and you must select the appropriate Special Issue at the "Manuscript Type" option. The Special Issue Editors handle all manuscripts by standard policies and procedures for Organization Studies; they expect authors to follow the journal's submission guidelines (<https://journals.sagepub.com/author-instructions/OSS>). You can submit your manuscript for this Special Issue between February 15 and February 28, 2025. For administrative support and general queries, you may contact Sophia Tzagaraki, Managing Editor of Organization Studies, at sofficer@gmail.com.

ORGANIZING FOR EMERGING DIGITAL TECHNOLOGIES: THE GOOD, THE BAD & THE UGLY: CALL FOR PAPERS (I)

Information and Organization



Guest editors:

- **Prof. Saeed Akhlaghpour**, The University of Queensland
- **Prof. Ali Aslan Gümüşay**, Ludwig Maximilian University of Munich & Humboldt Institute for Internet and Society Berlin (HIIG)
- **Prof. Danielle Logue**, UNSW Business School
- **Prof. Christine Moser**, Vrije Universiteit Amsterdam
- **Prof. Georg Reischauer**, WU Vienna University of Economics and Business & Johannes Kepler University Linz

Submission deadline: **01 February 2025**

The special issue aims to create a forum for state-of-the-art research on the processes, structures, and practices of organizing for and against emerging digital technologies across levels.

Special issue information:

Organizations of the 21st century face a seemingly indeterminable array of emerging digital technologies, which are radically novel and rapidly evolving, with profound transformative potential (Rotolo et al., 2015). Like past non-digital examples such as the steam engine or the electric motor, current emerging digital technologies, including artificial intelligence, blockchain, quantum computing, 5G, 3D printing, smart manufacturing and energy, genomics and precision medicine, drones, augmented reality, and autonomous vehicles are transforming markets and societies, as well as the very core of how we organize (Bohn et al., 2023). These and other technologies generate such an impact because they are increasingly 'autonomous' and 'intelligent', which complements, augments, and even replaces human action (Bailey et al., 2022; Gümüşay et al., 2023). Another feature fueling the transformative potential of emerging digital technologies is their connectivity – devices are interwoven in ways previously unthinkable (Adner et al., 2019). In addition, many current emerging digital technologies exhibit broad applicability across domains (Gambardella et al., 2021; Teece, 2018). They are thus general-purpose technologies (Bresnahan & Trajtenberg, 1995) and in many cases advance to essential infrastructures across markets (Bohn et al., 2020). Finally, many of these emerging technologies exhibit an unprecedented pace of diffusion and adoption. Notably, OpenAI's ChatGPT reached one million users in a mere 5 days – compared with the several decades it took for non-digital innovations like the telephone to gain a similar level of user adoption.

ORGANIZING FOR EMERGING DIGITAL TECHNOLOGIES: THE GOOD, THE BAD & THE UGLY: CALL FOR PAPERS (II)

Building on a rich tradition in innovation theory (Jon & Delbecq, 1977; Tushman & Anderson, 1986) and organization studies (Child & Mansfield, 1972; Daft, 1978), scholars have examined the interplay of emerging digital technologies and organizing on multiple levels. Across levels, it has been argued to put relations center stage, thus conceptualize emerging digital technologies as being made of relations and entwined in relations that are constantly evolving (Bailey et al., 2022; Reischauer & Hoffmann, 2023). In addition, an emerging stream of research perceives the link between emerging digital technologies and organizations as sociomaterial where the social and the material are intertwined and mutually influence each other (Glaser et al., 2021; Moser et al., 2021; Orlikowski & Scott, 2023).

At the industry level, institutional theory has emerged as an important lens to explain large-scale changes of enterprise systems, firms, and societies related to emerging digital technologies (Berente et al., 2019; Burton-Jones et al., 2020; Gegenhuber et al., 2022a; Hinings et al., 2018). One set of studies has shown that, in order to promote emerging digital technologies, organizations redefine and work institutions by championing standards (Garud et al., 2002; Vasudeva et al., 2014). Others have shown that the meaning and scope of these technologies was shaped by boundary work interwoven with field-configuring events (Liao, 2016). Recent advances point out that these organizational efforts to promote and shape emerging digital technologies can result in redefined institutional infrastructure (Gegenhuber et al., 2022a; Gegenhuber et al., 2022b; Logue & Grimes, 2022). Shaping institutions to push emerging digital technologies has also been shown to be important to navigate large scale crises such as the COVID19 pandemic (Faik et al., 2020; Gkeredakis et al., 2021; Oborn et al., 2021).

Focusing on the role of relationships between organizations and other forms of organizing for emerging digital technologies and thus the inter-organizational level, scholars have shown how members of social movements and (online) communities draw upon fluid sets of these technologies to coordinate collective action across regional boundaries (Braccini et al., 2019; Gümüşay et al., 2022; Leong et al., 2020; Young et al., 2019) and to mobilize digital technologies to connect and cultivate markets for social impact and investment (Logue & Grimes, 2022). Moreover, studies found that, to assess their potential impact, organizations set up cross-industry cooperation that enabled an open learning climate, prevented intrafirm power struggles, and rendered the development of ‘common sense’ unnecessary due to a focus on parallel perspectives on potential impacts (Gattringer et al., 2021). Likewise, there are first indications of the relevance of meta-organizations for emerging digital technologies (Berkowitz & Bor, 2017; Reischauer et al., 2021). Meta-organizations (or boundary organizations) are legally autonomous organizations that coordinate different organizations following a system-level goal (Gulati et al., 2012; Perkmann & Schildt, 2015). Consider “Farm of the Future” where researchers, farmers, and agencies co-develop digital agricultural solutions to reduce the environmental impact of agriculture.

Despite these advances, we yet don’t have an in-depth understanding of the interrelated processes, structures, and practices through which people, collectives, organizations, and other forms of organizing push these technologies forward and, even more interestingly, try to push back. Specifically, there is a need for studies explore the various ways that organizations – alone or by collaborating with others – organize for and around constantly evolving emerging digital technologies on and across various levels.

ORGANIZING FOR EMERGING DIGITAL TECHNOLOGIES: THE GOOD, THE BAD & THE UGLY: CALL FOR PAPERS (III)

In addition, we need to better understand how organizations attempt to hinder certain emerging digital technologies in their further development or cope with the failure of collectively backed emerging technologies – such as 3D television or augmented reality glasses.

To overcome these limits, this special issue aims to create a forum for state-of-the-art research on the processes, structures, and practices of organizing for and against emerging digital technologies across levels. We invite different types of conceptual and empirical work situated in various contexts, including but not limited to for-profit organizations, public administration, politics, and social movements. Given the potential impact of emerging digital technologies, we especially welcome empirical work situated in critical infrastructure sectors (such as food and agriculture, healthcare, energy, water, waste, communications sector, and information technology).

Recognizing the multifaceted nature of emerging digital technologies, we invite submissions that span a spectrum of approaches, from focused information systems studies to interdisciplinary research integrating insights from management, sociology, psychology, law, and other relevant fields. Next, we provide a non-exhaustive list of questions that would be of interest for this special issue.

- What are the affordances of emerging digital technologies and how do actors within and beyond organizational boundaries navigate them?
- How do organizations orchestrate individual and collective resources to push (and push back) emerging digital technologies?
- Which actors shape institutions in which ways to impact the evolution of emerging digital technologies in socially innovative and positive ways?
- Which forms of institutional complexity and infrastructure push and hold back emerging digital technologies?
- How do organizations utilize social evaluations to (not) drive emerging digital technologies?
- How do organizations create and re-direct discourses to push or inhibit emerging digital technologies?
- How do organizations and communities of practice respond to changed expectations tied to emerging digital technologies?
- How do organizations create desirable futures for themselves and their field that position emerging digital technologies center stage?
- How are emerging digital technologies utilized and their path impacted in the face of crisis?
- How are these technologies leveraged to impact the natural environment in positive ways?
- How do organizations employ emerging digital technologies to engage with societal grand challenges?
- How do enterprise systems change or are leveraged to navigate the tensions of emerging digital technologies?

ORGANIZING FOR EMERGING DIGITAL TECHNOLOGIES: THE GOOD, THE BAD & THE UGLY: CALL FOR PAPERS (IV)

- How is the implementation of emerging digital technologies impacted by different organizational structures (e.g., degree of formalization) and governance modes (e.g., contractual, relational)?
- What paradoxes do organizations and their members face when organizing for and against emerging digital technologies and how do they navigate these paradoxes successfully?
- How do members of organizations and established forms of organizing (e.g., local communities, online communities) mobilize others to (not) take a stand for emerging digital technologies?
- What is the role of meta-organizations in promoting or inhibiting emerging digital technologies?
- What collaboration processes support meta-organizations for emerging digital technologies and how do they relate to the processes of member organizations?
- How do third parties (e.g., competitors, policy makers, media) respond to and shape organizational efforts directed at emerging digital technologies?

Manuscript submission information:

Regular submission to Information and Organization, as well as submissions to the Research Impact and Contributions to Knowledge (RICK) section will be considered. Authors are encouraged to review the aims and scope statement for the journal (<https://www.journals.elsevier.com/information-and-organization>) and review abstracts of recent publications via the Science Direct link on the website to better understand the journal's focus and publication genre.

Regular submissions should have the potential for a substantive contribution to theory that complements empirical results or case studies reports. RICK submissions are briefer (approximately 8.000 words) and address the impact or translation of scholarly knowledge broadly. Authors considering a RICK submission should review the overview of RICK genre on the website and recent RICK publications.

Submission and publication timeline:

- **1 February 2025:** Deadline for submission of complete manuscripts.
- **March 2025:** Reviews are sent to authors. Authors whose papers receive a revise and resubmit will be invited to a hybrid paper development workshop organized by the guest editors.
- **July 2025:** Deadline for second versions of manuscripts.
- **November 2025:** Potential final version of papers.

All submissions deemed suitable to be sent for peer review will be reviewed by at least two independent reviewers.

WEBINAR ANNOUNCEMENT: SAP MEETS OMT – INSIGHTS, SYNERGIES & PATHWAYS INTO THE FUTURE









Lorenzo Skade and Christine Moser

Webinar: SAP Meets OMT – Insights, Synergies & Pathways into the Future

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Monday, November 25, 2024
01:00 pm – 02:30 pm (CET)

Panelists

			
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David Seidl <i>Uni Zurich</i>	Renate Kratochvil <i>Stockholm School of Economics</i>	Kevin Lee <i>Uni of British Columbia</i>	Christopher Wickert <i>VU Amsterdam</i>



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REVIEWING PRACTICE-THEORETICAL RESEARCH FOR JOURNALS AND CONFERENCES

Matthias Wenzel, Fannie Couture, and Ellen Nathues

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Further, you can find the AOM reviewing guidelines [here](#).

Serving as a reviewer is a fantastic opportunity to stay at the forefront of cutting-edge research, contribute to the SAP community, and strengthen your expertise in this field of research. Please join us as a **reviewer for the upcoming AOM Conference 2025** and keep some room for reviewing in your calendars in February!





Strategizing Activities & Practices

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