



STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

AUGUST 2024 NEWSLETTER

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Dear SAP Friends,

Welcome to the **2024 August Edition of the SAP Newsletter**! Our SAP Executive Team and many volunteers have been working diligently to organize a fantastic array of SAP scholarship and activities to ensure this year's AOM conference is as memorable as ever for all participants.

From page 5 onward, you can explore the impressive SAP IG program, which includes this year's **Keynote by William B. Gartner** (p. 16), as well as our **Symposia**, **PDWs**, and paper sessions. In addition to these traditional scholarly SAP events, the program features a rich variety of social formats that provide ample opportunities to connect informally with other SAP scholars, such as the **joint Friday Dinner** (p. 14), the **SAP breakfast** (p. 15), and the official **SAP Social following the business meeting** (p. 17). Furthermore, we've prepared an **SAP conference goody bag** (p. 21) for you – don't forget to check it out!

We hope you enjoy the program we've put together and extend our gratitude to you and our **generous sponsors** (p. 5) for making it all possible.

Beyond the conference, you might be curious about the future leadership of our SAP IG. On pages 22/23, you will find the **winners of this year's election** – thank you for your votes and a warm welcome to the new leaders of our SAP community! We are also proud to share our recent **SAP and SAP-related publications** on page 30, along with various other recent and upcoming **SAP-related activities and initiatives** that may interest you (starting from p. 31).

I hope you enjoy this August edition of our newsletter and look forward to seeing and meeting all of you in Chicago.

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

SAP AOM PROGRAM 2024

Day	Time (CDT)	Session Title	Type
Fr	08:00am - 09:00am	SAP IG - Early-Career Program: Welcome by Patron Vern Glaser	Social Event
	09:00am - 11:00am	Explaining Ourselves: Crafting and Communicating an Academic Identity Narrative	PDW
	12:30pm - 03:30pm	Qualitative Analysis Boot Camp VIII: Theorizing from Qualitative Data Using Analytical Artifacts	PDW
	03:30pm - 05:30pm	Strategic Framing in Multi-Stakeholder Settings: Tensions, Reconciliation Strategies, and Use of AI	PDW
	06:00pm - 10:00pm	SAP IG - Annual Friday Dinner	Social Event
Sat	09:00am - 12:00pm	Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects	PDW
	01:00pm - 02:30pm	Responsible Digital Organizations: Leveraging Technologies for Inclusive & Greener Organizations	PDW
	02:30pm - 04:30pm	Researching Future-Making Empirically	PDW
Sun	07:30am - 09:00am	SAP IG - Breakfast	Social Event
	09:45am - 11:15am	Digital Work	Paper Session
	09:45am - 11:15am	Sensemaking, Framing, and Meaning-Making	Paper Session
	11:30am - 01:00pm	Qualitative Methods and AI: Friends or Foes?	Showcase Symposium
	01:15pm - 02:45pm	SAP Meets Algorithmic Organizing	Social Event
	01:15pm - 02:45pm	Emotion Work	Paper Session
	01:15pm - 02:45pm	Routine Dynamics	Paper Session
	03:00pm - 04:30pm	SAP Meets Routine Dynamics Café	Social Event

SAP AOM PROGRAM 2024 ... CONTINUED

Day	Time (CDT)	Session Title	Type
Sun	03:00pm - 04:30pm	Sustainable and Purposeful Strategizing	Paper Session
Mo	08:00am - 09:30am	Future-Making	Paper Session
	08:00am - 09:30am	Tensions, Dialectics, and Paradoxes	Paper Session
	09:45am - 11:15am	Entrepreneurial Identity and Strategy Work	Paper Session
	09:45am - 11:15am	Predict or Create: Discussing the Different Understandings of the Future in the Context of AI	Symposium
	11:30am - 01:00pm	Entrepreneuring and Entrepreneurship as Practice	Paper Session
	11:30am - 01:00pm	Desirable Futures Café	Social Event
	01:15pm - 02:45pm	SAP IG - Distinguished Keynote: William Gartner	Social Event
	03:00pm - 04:30pm	SAP-EAP Meet-up	Social Event
	03:00pm - 04:30pm	Strategists' Identities and Subjectivities	Paper Session
	05:00pm - 06:00pm	SAP IG Business Meeting	Social Event
	06:00pm - 07:00pm	SAP IG - Social	Social Event
Tue	08:00am - 09:30am	Creative Practices	Paper Session
	08:00am - 09:30am	Open Strategy	Paper Session
	09:45am - 11:15am	Practices of Transparency and Accountability	Paper Session
	09:45am - 11:11am	Innovation Practices	Paper Session

SAP AOM PROGRAM 2024 ... CONTINUED

Day	Time (CDT)	Session Title	Type
Tue	11:30am - 01:00pm	Narrative Practices	Paper Session
	11:30am - 01:00pm	Open Strategy Coffee Meet-up	Social Event
	01:15pm - 02:45pm	Institutional and Social-Symbolic Work	Paper Session
	01:15pm - 02:45pm	Navigating the Path to Diversity, Equity, and Inclusion in Strategy Making	Symposium
	01:15pm - 02:45pm	Predict or Create: Discussing the Different Understand- ings of the Future in the Context of AI	Symposium



**WE WOULD LIKE TO THANK OUR SPONSORS
FOR SUPPORTING SAP AT THIS YEAR'S
ANNUAL MEETING IN CHICAGO!**



**University of
Zurich^{UZH}**



**UNIVERSITY OF
LIVERPOOL**

**Management
School**



**WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK**



**THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA**



ORGANIZATION STUDIES

EXPLAINING OURSELVES: CRAFTING AND COMMUNICATING AN ACADEMIC IDENTITY NARRATIVE



Friday, August 9, 2024, 9:00 – 11:30 AM

Embassy Room, Fairmont Hotel

ORGANIZERS (in alphabetical order)

Sophie Jané - Fannie Couture - Renate Kratochvil - Molly Weinstein

DISTINGUISHED SPEAKER

Shelley Brickson, Uni. of Illinois at Chicago

PANELISTS

Malia Mason, Columbia University

Daniel Milner, Oklahoma State University

Florencio Portocarrero, LSE

Ajnesh Prasad, Tecnologico de Monterrey

Innan Sasaki, Warwick Business School



Inspired by two years of success (and one award), this Professional Development Workshop (PDW 16339) focuses on providing tangible advice to doctoral students and early career scholars on successfully crafting and communicating their academic identity narrative.

Early career academics face many challenges. How do you move from student to post-doc or tenure-track positions? How can you create and sustain positive relationships and collaborations with colleagues or mentors? How might you authentically distinguish yourself from the crowd? Crafting an identity narrative to share with others is a central strategy to overcome these hurdles (Ibarra & Lineback, 2005) yet it is not without difficulties. In this PDW, we seek to lift the curtain on the “messy” nature of crafting who we are as academics and what we do.

PART I: OPEN PLENARY (open to all AOM attendees)

Distinguished speaker, Shelley Brickson, along with a panel of international organizational scholars will share the techniques they have used to navigate these difficulties throughout their academic identity crafting journeys (Brickson, 2011).

PART II. SPEED DATING & ROUNDTABLE DISCUSSION (register via [this link](#) or QR code)

Register to participate in a hands-on roundtable discussion, during which you will receive personalized, tangible advice from session speakers and/or organizers on how you can craft your own narrative identity to facilitate your academic journey.

This PDW is tailored to scholars in the SAP Interest Group and is designed to be part of the SAP Doctoral & Early Career Program 2023. However, past years indicate that the topic is also of interest to scholars from a wide range of interest groups, including OMT, ODC, MOC, OB, and CAR.



PDW: QUALITATIVE ANALYSIS BOOT CAMP VIII: THEORIZING FROM QUALITATIVE DATA USING ANALYTICAL ARTIFACTS

Friday, August 9, 12:30pm - 03:30 pm
Fairmont: Regent Room

PLEASE NOTE THAT REGISTRATION IS REQUIRED:

https://utk.co1.qualtrics.com/jfe/form/SV_bQJm1YoTkovKUey

At this eighth annual qualitative “boot camp” we will focus on intermediate processes in qualitative research, between coding and theoretical insights. These intermediate processes, referred to recently as “analytic artifacts” (Locke, Feldman, & Golden-Biddle, 2022), can include a variety of researcher efforts to see the theoretical story in the data. Data analysis with analytic artifacts offers a different approach to qualitative analysis, one that translates knowledge from raw data into observed patterns or networks of relationships and helps derive theoretical insights. Analytic artifacts can include: case narratives; day-in-the-life composites; chronologies and temporal bracketing; visual maps and drawing; process maps; patterns across coded text/visuals; use of sensitizing concepts; or other non-coding approaches. The purpose of this PDW is to offer practical ways to extend understanding of analytical tools when working with qualitative interpretive data, leading to rich, novel theoretical insights.

Part 1 of the session will be a panel of experienced qualitative scholars who will discuss their analysis process and use of analytic artifacts, zooming in on the practical nature of the process, followed by ample time for questions from the audience. Part 2 will be spent in round tables working through ways to explore the data through these intermediate processes to generate early theoretical insights. We will discuss implications for meaningful theorizing using this analytical approach. The PDW is relevant for both junior and experienced scholars.

Contributors

- **Trish Reay** – U. of Alberta
- **Eero Vaara** – U. of Oxford
- **Andrea Whittle** – Newcastle U. Business School
- **Karen Golden-Biddle** – Boston U. Questrom School of Business
- **Paul Hibbert** – Warwick Business School
- **Christina Hoon** – Bielefeld U.
- **Sarah Kaplan** – U. of Toronto
- **Ann Langley** – HEC Montreal
- **Michael G. Pratt** – Boston College
- **Anne D. Smith** – U. of Tennessee, Knoxville

Organizers

- **Tine Köhler**, U. of Melbourne
tkoehler@unimelb.edu.au
- **Anne D. Smith**, U. of Tennessee, Knoxville
asmith51@utk.edu
- **Jane K. Le**, WHU - Otto Beisheim School of Management
jane.le@whu.edu

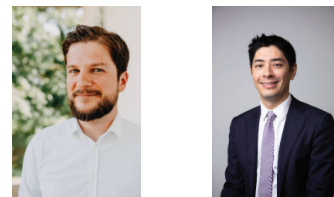
PDW: RESPONSIBLE DIGITAL ORGANIZATIONS

Saturday, August 10 2024, 1pm – 2.30pm
Fairmont, Embassy Room

ORGANIZERS: Stefanie Habersang & Georg Reischauer

DISTINGUISHED SPEAKERS:

Vern Glaser, U. of Alberta, Canada
Julia Hautz, U. of Innsbruck, Austria
Eric Knight, Macquarie U., Australia
Attila Márton, Copenhagen Business School, Denmark



What the PDW is about:

This PDW aims to give an overview of perspectives and recent advances on responsible digital organizations and nurture research on how organizations can strategically leverage digital technologies to become more inclusive and greener. Participants of this PDW will gain a multidisciplinary understanding of conversations and various perspectives on responsible digital organizations and its challenges.

Part I – Presentation of Perspectives

Our distinguished speakers will shortly present different perspectives and their opportunities when studying responsible digital organizations: (1) algorithmic perspective (Vern Glaser), (2) open strategy perspective (Julia Hautz), (3) paradox perspective (Eric Knight), and (4) ecology perspective (Attila Márton).

Part II – Roundtable discussions (no registration required)

Participants will self-select to the roundtables lead by each of the speakers. The roundtable discussion will offer the possibility to address and expands on the following questions: 1) What benefits does the perspective yield for studying responsible digital organizations? 2) What are open questions that this perspective can yield?

PDW: UNCONFERENCING SAP AND BEYOND: AN OPEN SPACE FOR EMERGING TOPICS AND NA- SCENT PROJECTS

Saturday, August 10, 2024, 09:00am – 12:00pm
Fairmont: Embassy Room

Organizers:
Anna Plotnikova, Eric Knight and Madalina Pop

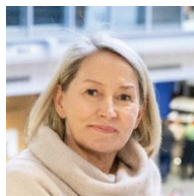
This Professional Development Workshop (PDW) is a forward-looking event that aims to nurture emerging topics in Strategizing Activities and Practices (SAP) scholarship and incubate nascent research projects of SAP scholars, including PhD students, early-career and senior scholars. This PDW provides an open space for discussing nascent topics, dilemmas, development and research as well as teaching ideas, which fall mostly outside the scope of other parts of the conference program. PDW follows a Bar Camp format, where participants set the topics for three series of open round-table discussions. Overall, Unconferencing SAP and Beyond aims for participants to jointly make sense of topical opportunities and challenges for SAP research, to facilitate the onboarding of junior scholars in the community, and to spur new connections and collaborations between participants. Furthermore, the PDW is an innovative format for the AOM meeting, as it allows for nurturing new ideas, topics, and themes on the Division/Interest Group level through serendipity and 'structured structurelessness'.

This session is open to everyone and doesn't require additional registration. Please note that due to limited space, we can only accommodate up to 50 people. Attendance will be on a first-come-first-serve basis.

Registration: If you would like to suggest a topic for an open round-table discussion or discuss some nascent project, please, register your idea [via this form](#). Further information: a.plotnikova@vu.nl



David Oliver, U. of Sydney, Australia



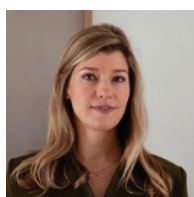
Pikka-Maaria Laine, U. of Lapland



Julia Hautz, U. of Innsbruck, Austria



Paul Spee, U. of Queensland, Australia



Fleur Deken, Vrije U. Amsterdam, Netherlands



Martin Friesl, U. of Bamberg, Germany

SHOWCASE SYMPOSIUM QUALITATIVE METHODS AND AI: FRIENDS OR FOES?

Sunday, August 11, 2024, 11:30am – 01:00pm
Fairmont: Rouge Room

Organizers: **Susan Hilbolling** (Aarhus University) and **Renate Kratochvil** (BI Norway)

The advancements in AI/LLMs introduces potential opportunities and risks to the unique craft of qualitative research – in this symposium the panelists will first reflect on the foundations of qualitative research, and then, based on that, consider if, how and when the use of AI can be a friend or foe. Join us for exciting and informative debate!

With the rapid development in artificial intelligence (AI), specifically the capabilities of large language models (LLMs), the question may not be if but rather how AI will or can enhance the research process. In this panel, we focus specifically on the work of a qualitative researcher. Qualitative methods research is particularly suited for leveraging the power of LLMs, given its focus on words (as opposed to numbers). While these new technologies available may create new opportunities for innovating research methods, it may also challenge the fundamentals of qualitative methods. Therefore, before we can have an opinion on whether AI and qualitative methods are "friends or foes," in this panel we want to discuss the core skills and strengths of a qualitative research scholar.

Panelists:



Kevin Corley (Imperial College London)



Vern Glaser (University of Alberta)



Karen Golden-Biddle (Boston University)



Hila Lifshitz Assaf (Warwick Business School)



Anne Smith (University of Tennessee)

PANEL SYMPOSIUM: NAVIGATING THE PATH TO DIVERSITY, EQUITY, AND INCLUSION IN STRATEGY MAKING

Tue, 13th Aug 2024, 13.15-14.45
Fairmont Regent Room

Organizers:

Anna Plotnikova, Theresa Langenmayr

Panelists:

Julia Hutz, Pikka-Maaria Laine, Janet Johansson, Eddy S. Ng

Creating strategies has traditionally been a reserved and secretive endeavor, limited to a few actors who possess the knowledge and authority to make strategic decisions. Unfortunately, these traditional strategists often lack diversity. In response to pressing societal demands and also increased environmental complexity, organizations now try to enhance diversity and inclusion in strategic management. Despite these positive shifts, the expectations for representation and equal rights for marginalized social groups in strategic management are not fully realized, maintaining persistent pressure for change. This symposium aims to stimulate a critical dialogue on diversity, equity, and inclusion in strategy-making. Together with a diversity and inclusion scholar, a critical strategy scholar, a top management team scholar, and an open strategy scholar the symposium seeks to shed light on different methods to enhance diversity, equity, and inclusion in strategy making. The discussions will delve into understanding the inherent challenges and identifying effective strategies to overcome them within the context of strategy-making.

PDW: RESEARCHING FUTURE-MAKING EMPIRICALLY

Saturday, Aug 10 2024 2:30PM - 4:30PM
Fairmont Chicago, Crystal Room

Organizers:

Stefano Magistretti, Silvia Sanasi, Nico Klenner



Panelists:

Alice Comi, Tongji University

Dimo Dimov, University of Bath

Nelson Phillips, University of California Santa Barbara

Emanuela Rondi, Università degli Studi di Bergamo

Jelena Spanjol, Ludwig-Maximilians-Universität München

Jennifer Whyte, University of Sydney

Steve Maguire, U. of Sydney Business School



The PDW aims to share renowned scholars' views on why researching future-making empirically is important and impactful, and how such future-oriented research can be rigorously conducted. The PDW will thereby focus on sharing experiences and best practices for researching future-making empirically, adopting a participatory approach that involves presentations and provides opportunities for discussion and reflection on participant's ideas.

PART I PANEL PRESENTATIONS (open to all AOM attendees)

In the first part, we will hear six 10-minute presentations on different approaches to researching future-making empirically.

PART II ROUNDTABLE DISCUSSION (open to all, registration preferred by August 4th)

In the second part, participants can discuss their research with convenors. Participants should submit a one-pager of the research they would like to discuss (e.g., research design, model visualization, tables). Participants who submitted a one-pager will be assigned to a roundtable moderated by one of the convenors for discussion. Participants with no submission are welcome to join the roundtables or bringing their one-pager for discussion.

Registration: Use this link: https://polimi.eu.qualtrics.com/jfe/form/SV_6r2I8tnPASIXExw or QR code to register to the second part of this PDW

For more information: stefano.magistretti@polimi.it



SHOWCASE SYMPOSIUM: PREDICT OR CREATE: DISCUSSING THE DIFFERENT UNDERSTANDING OF THE FUTURE IN THE CONTEXT OF AI

Monday, Aug 12 2024, 9:45AM - 11:15AM

Fairmont Chicago Millennium Park in Cuvée Room

This symposium explores how different conceptions of the future influence the development and application of artificial intelligence (AI). Based on the theoretical foundation of understanding the future as either predictable or unpredictable, the symposium aims to discuss the impact of AI in creating and/or predicting the future. While AI tools that use machine learning and neural networks to draw inferences from data sets are seen as having great potential to predict futures, there are also conflicting views on the accuracy of algorithmic predictions, with some emphasizing the limitations of past data in predicting the unknown. The symposium aims to move beyond binary perspectives and advocate for a nuanced understanding of the sociomaterial interactions between humans and AI in constructing futures. Examples such as Amazon's predictive shipping, where AI combines predicting and creating future purchases, will be presented as examples of this middle ground. The symposium invites scholars to contribute to a research agenda that explores further examples of human-AI collaboration in creating and predicting the future and promotes a more comprehensive understanding of the role of AI in future shaping processes.



Participant: Alice Comi, Tongji U.



Host: Pauline Charlotte Reinecke, Hamburg U. of Technology



Participant: Jennifer Whyte, U. Of Sydney



Host: Sarah Stanske, Leuphana U. Lüneburg



Participant: Vern Glaser, U. of Alberta



Host: Thomas Wrona, Hamburg U. of Technology



Participant: Shahzad Ansari, U. of Cambridge

SAP IG ANNUAL FRIDAY DINNER

Benjamin Grossmann-Hensel (Secretary) & Susan Hilbolling (Rep-at-large)

Friday Dinner

Date: August 9th

Time: 5-6 pm cocktail hour, 6 pm dinner

Location: 118 W Grand Ave, Chicago, IL 60654

We are delighted to announce that this year's dinner will take place at the esteemed Peruvian restaurant Tanta Chicago. We will have a delicious 3-course menu served family style on a rooftop overlooking downtown Chicago. The dinner starts at 6PM but you are welcome to join and meet the ECPs from 5PM over drinks.

Spaces for this event are limited and they tend to fill up swiftly (first come, first serve!). Don't miss out and secure your spot by registering through the AOM program (look up the session and follow the instructions). Note: ECP participants (and patron) do not have to buy a ticket.

Join us

NON-MEMBERS WELCOME!



The SAP Annual Dinner invites both SAP members and non-SAP members to form, renew, and harness connections at our annual dinner party held at TANTA Chicago's rooftop terrace.

Date: Friday, August 9, 2024

Time: 6:00 p.m. ET (UTC-4/GMT-4)

Location: 118 W Grand Ave, Chicago, IL 60654

PRE-REGISTRATION IS REQUIRED - LIMITED SPOTS

Deadline: Tuesday, August 6, 2024 23:59 ET (UTC-4/GMT-4)

Fee: \$75 (non-refundable/ transferable)

Maximum of one ticket per member

Tickets available via AOM program system (session 21724)



Organized by:
S. Hilbolling (susan@mgmt.aom.dk)
B. Grossmann-Hensel (benjamin.hensel@business.uzh.ch)



SAP IG BREAKFAST

Madalina Pop, Christian Bruck, and Omid Omidvar

You're Invited!

Join us for the 2024 edition of the SAP Interest Group Breakfast at the 84th Academy of Management Conference, Chicago. As our SAP community continues to grow, we're excited to offer this exclusive event to kickstart your conference day with:

- Insightful conversations
- Valuable networking opportunities
- A free cup of coffee for all attendees ☕

Special invitation extended to members of the **SAP Global Citizen Program!**

What: Strategizing Activities and Practices Interest Group Breakfast

When: Sunday, August 11, 2024, 7.30 am - 9.00 am

Where: Corner Bakery, London House Chicago (1st Floor, Curio Collection by Hilton), **ENTRANCE ON WACKER DRIVE**, 360 N Michigan Ave, Chicago, IL 60601



KEYNOTE: „MANAGEMENT ACTIVITIES AND PRACTICES:“ EXTENDING SAP TO INCLUDE OTHER ORGANIZATIONAL PRACTICES

William B. Gartner is known for his scholarship on entrepreneurial behavior and for helping to create the entrepreneurship as practice community. He was instrumental in taking the Entrepreneurship Interest Group to Division Status in the 1980s. His keynote proposes that the members of SAP consider involving scholars from other practice areas (e.g., entrepreneurship as practice, leadership as practice, innovation as practice, etc.) and, with this more inclusive orientation, seek Division Status under the umbrella of “Management Activities and Practices.” In addition, he will offer some thoughts on the value and importance of fieldwork as the primary focus of scholarship on management activities and practices, regardless of its current value for theorizing.

We’re thrilled to have William share his insights with us. His keynote promises to explore new frontiers for SAP, emphasizing the importance of broadening our horizons. Gartner’s vision will encourage us to think beyond the familiar and embrace diverse perspectives. Get ready for an inspiring session!

Please join us for the SAP Distinguished Keynote on Monday, August 12, from 1.15 - 2.45 pm in the Crystal Room at the Fairmont.



William B. Gartner,
Distinguished Keynote Speaker



Eric Knight,
Session Chair

SAP BUSINESS MEETING & SOCIAL: BUILDING AND HARNESSING COMMUNITY CONNECTIONS

Please join us for the **SAP Business Meeting** on **Monday, 5-6 pm** in the **Gold Room, Fairmont**. This is a great opportunity to learn about all the activities of the SAP IG and the people behind the scenes, and to celebrate our award winners.

Immediately **after the Business Meeting and in the same room**, we will host our **SAP Social**. The social is a great opportunity meet with colleagues and friends as well as with some key SAP people in an informal environment. We will make sure to provide delicious snacks, drinks, and ice cream novelties to make the conversation even more enjoyable.

We look forward to seeing you in Chicago!



DESIRABLE FUTURES CAFÉ

Social Event

The Strategizing Activities and Practices (SAP) division continues to foreground futures in its research agenda. Central to our discourse is the recognition that futures are not predetermined by fate; rather, they are shaped by the actions of individuals and organizations, underscoring the agency in future-making.

In our ongoing commitment to fostering dialogues on these crucial topics, we invite you to join us for a stimulating Café event. This gathering aims to explore various dimensions of future-making, including the role of desirable futures, diverse ontological understandings of the future, and their profound impact on contemporary organizational landscapes. Topics will range from the application of AI in shaping future scenarios to broader considerations of socio-economic shifts.



Participant: Ali Aslan Gümüşay, LMU Munich



Participant: Shahzad Ansari, U. of Cambridge



Participant: Alice Comi, Tongji U.



Participant: Bill Harley, U. of Melbourne



Participant: Jennifer Whyte, U. Of Sydney



Participant: Seray Ergene, U. of Rhode Island



Participant: Vern Glaser, U. of Alberta



Host: Pauline Charlotte Reinecke, Hamburg U. of Technology

OPEN STRATEGY COFFEE MEET-UP

Social Event

The Strategizing Activities and Practices (SAP) division of the Academy of Management shares a growing interest in Open Strategy. In this context, openness can refer to attempts at increasing inclusion, transparency, diversity, or equity in strategy making. We invite you to join an informal networking event with leading OS scholars to discuss ongoing and future research projects.

When: 13 August, 11.30 am

Where: Two Zero Three Coffee Bar (short walking distance from Fairmont Chicago - Millennium Park Hotel)



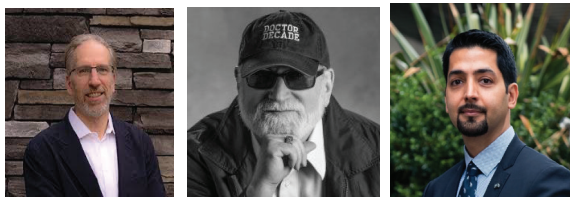
SAP MEETS ROUTINE DYNAMICS' CAFÉ

Social Event

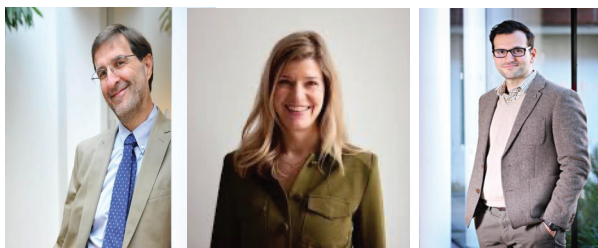
The Strategizing Activities and Practices (SAP) division of the Academy of Management and the Routine Dynamics (RD) community share a mutual interest in understanding the actions of organizational actors/actants. Their focus on the intricate daily activities that constitute strategy in practice and routine dynamics creates a shared language between these communities. We invite you to join us in fostering the dialogue at our upcoming Café event, to be hosted this year at the Intelligentsia Coffee Millennium Park Coffeebar (short walking distance from the Fairmont Chicago - Millennium Park Hotel).

When: Sunday, 11th of August, 3 pm

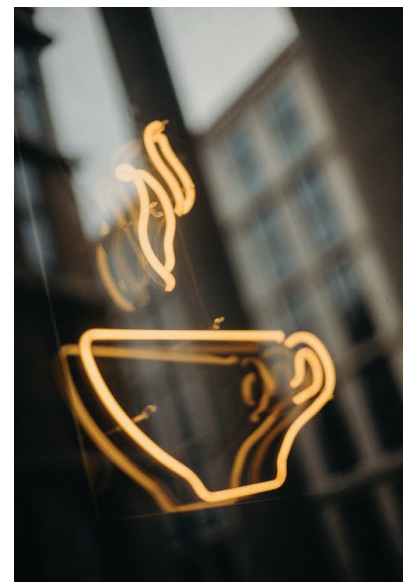
Where: Intelligentsia Coffee, Millennium Park Coffeebar, 53 E Randolph St, Chicago, IL 60601



RD Reps: Vern Glaser, Brian Pentland, Mehdi Safavi



SAP Reps: Davide Nicolini, Fleur Deken, Omid Omidvar



SAP CONFERENCE GOODY BAG

Elisa Lehrer & Lorenzo Skade

Dear SAPience,

To provide everyone with the best possible conference experience, we have created a little goody bag for you – without revealing too much upfront, here's a brief glimpse of some of the surprises you can expect...!

Overwhelmed by the vast online conference program?

AUGUST 9–13, 2024

2024 ANNUAL MEETING OF THE
ACADEMY OF MANAGEMENT

CHICAGO

SAP

Strategizing Activities & Practices

PROGRAM OVERVIEW



Presenting an SAP paper?



Busy sending emails?



Wanna find out more? Head to <https://sap.aom.org/connecting/aom2024> to explore the 2024 SAP conference goody bag.

SAP IG'S ELECTION RESULTS 2024

Eric Knight (Outgoing Chair)

With delight, we would like to announce the winners of this year's SAP elections. You will find brief bios of the winners below.

A warm welcome to our newly elected officers. If you see them in Boston, say hi!

A big thanks to everybody who voted – your vote makes a difference.

INCOMING PDW CHAIR

(Leadership track, service duration: 5 years)



Martin Friesl,
Otto-Friedrich-Universität Bamberg

Research is a team effort. Conferences, such as AOM, play an important role in making such team efforts happen. AOM is a place where people meet, where collaborations may take form, where people learn from each other and where we become part of a community of scholars. These discussions very often happen during PDWs and the open and informal conversations that are created and made possible in pre-conference, workshop-type settings. It would be an honour to serve as PDW Chair and contribute to the SAP community by enabling such discussions.

I am currently Professor of Strategy and Organization Studies at Otto-Friedrich-University Bamberg and Professor II in Strategic Management at NHH Norwegian School of Economics. I am very much interested in process perspectives on strategic transformation, including issues such as attention allocation, role formation, openness and sensemaking. I am currently Associate Editor at International Journal of Management Reviews and I am also on the editorial board of Strategic Organization. In the past, I have served in a similar role at the Strategic Management Society.

I feel strongly connected to the SAP community and I hope that I will get the opportunity to help shape the SAP IG at the Academy.

SAP IG'S ELECTION RESULTS 2024... CONTINUED

Eric Knight (Outgoing Chair)

INCOMING SAP REPRESENTATIVE-AT-LARGE

(Service duration: 3 years)



Fannie Couture,
HEC Montreal

It would be a great pleasure for me to become a representative-at-large for the amazing Strategizing Activities and Practices Interest Group in the Academy of management. I have been a member of the SAP interest group since 2017 and have organized PDWs for the SAP early career program for the past four years. The SAP IG has been such a welcoming, developmental, and supportive community throughout my journey. It would be an honor to give back and I would take that role to heart.

As an assistant professor of strategy at HEC Montreal, I am an active contributor to the strategy-as-practice research field. I employ practice and process theories to understand the consequentiality of strategic practices deployed by actors operating in complex contexts. I am a big fan of ethnography and use it to understand how strategy is made in practice. My recent project focuses on observing how local municipalities grasping with cascading and compounding natural hazards attempt to strategize the future resilience of their communities.

SAP READING CLUB 2023/24

"BEHIND THE SCENES" SERIES

In the past 2023-24 academic year, the Reading Club: Behind the Scenes series embarked on a journey to uncover how accomplished scholars across the globe deal with challenges in publishing their research.

In response to "What is the challenge(s) here?" our guest speakers shared their experiences, struggles, and advice during their revision and resubmit processes with the audience. We learned tremendously from Charlotte Cloutier and Fannie Conture's experience in convincingly presenting a dynamic process model. We appreciated Corentin Curchod's honest reflection on co-authoring and aiming to pursue quality research. We learned from Scott Sonenshein about engaging with reviewers and editors, considering a publication is co-constructed with your reviewers. We were excited about having Tammar Zilber share her experience with sole authorship and staying true to what one knows as a researcher.

Since 2021, we have hosted 16 sessions and are delighted that, this year, our guests allowed us to delve deep into their professional and emotional challenges of the publishing process. We operate on a no-recording policy and believe it enables open dialogues and engaging participation. We are proud of the community we have built so far and will continue our journey in the coming academic year.

Stay tuned via <https://sap.aom.org/connecting/sap-readingclub>

Your hosts

Renate Kratochvil

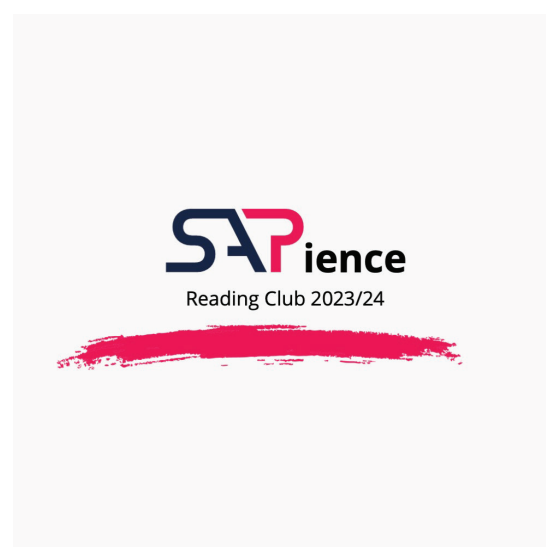
BI Norwegian Business School

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Qian Li

Warwick Business School

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Reflections on the SAP Community Day @EGOS 2024

Christoph Brielmaier, Christian Bruck, Robin Engelbach, Annabelle Mueller, and Rebecca Lu

The SAP Community Day is a pre-colloquium workshop at the annual meeting of the European Group for Organizational Studies (EGOS). It aims to bring together scholars interested in the practice of strategizing and to inspire future (collaborative) research projects.

More than 60 participants applied to attend this year's SAP Community Day and gathered in Milan, Italy. The SAP Community Day provides an opportunity for informal exchange, discussion of new theoretical ideas and methods, and feedback on working or emerging papers. In line with the general theme of the EGOS Colloquium, the Community Day reflected on the topic "Practicing Strategy at the Crossroads: Navigating Transformation Through Time, Space, and People" and was divided into two parts.

The first part, which was open to everyone, consisted of a panel discussion moderated by the convenors, and reflected on the various dimensions of navigating transformation. We would like to thank our panelists, Charlotte Cloutier, Martin Friesl, Omid Omidvar, Tania Racker, and Eero Vaara for sharing their insights through their presentations during the panel discussion and for engaging in the lively discussion with the audience.

Following the panel discussion, the Special Issue of Strategic Organization on "[Exploring the Contemporary Landscape of How Organizations Strategize Together](#)" was introduced. Submissions will be accepted until March 31, 2025. In addition, the Special Issue of Organization Studies on "[The Future of Strategizing and Organizing as Practice: Extensions and Connections](#)" has been presented, with welcomes submissions until September 30, 2025. Further, there was a [Special Call for Qualitative Research Proposals](#) by the Journal of Management with submissions still being open until January 15, 2025.

For 40 scholars who submitted a short or long paper, part 2 of the Community Day continued with paper development sessions to help them advance their current research projects in roundtable discussions. We would like to thank our facilitators Blagoy Blagoev, Gary Burke, Katharina Cepa, Leonhard Dobusch, Stefanie Habersang, Renate Kratochvil, Davide Nicolini, Sotirios Paroutis, Igor Pyrko, Birgit Renzl, Violetta Splitter, and Basak Yakis-Douglas once again for their great contribution and developmental feedback.

Towards the end of the Community Day we were delighted to learn more about the new Standing Working Group on Organizing as Practice: "Advancing Novel Practice-Theoretical Insights in Organization Studies [2025–2028]" organized by Hans Berends, Ignas Bruder, Paul Carlile, Paula Jarzabkowski, Kristina Lauche, Davide Nicolini, and Violetta Splitter.

Reflections on the SAP Community Day @EGOS 2024 ... CONTINUED

Christoph Brielmaier, Christian Bruck, Robin Engelbach, Annabelle Mueller, and Rebecca Lu

The Community Day concluded with an Italian buffet lunch, where participants, panelists, and roundtable hosts gathered to continue their discussions and had the opportunity to learn more about their projects and network with others. At this point, we would also like to thank the University of Queensland and the University of Zurich for sponsoring the coffee and lunch!

The SAP Community Day was a great success, and we received a lot of positive and constructive feedback from the participants and facilitators. One participant noted: "The SAP Community Day provided an excellent platform for insightful discussions and invaluable feedback from senior scholars. It was inspiring to be part of such an engaged community, and I am looking forward to next year!" Another first-time participant enthusiastically reflected on her first SAP Community Day as follows: "Attending the SAP Community Day for the first time was an incredibly rewarding experience! The event provided a wonderful chance to engage in thought-provoking discussions and receive invaluable feedback on my research from experienced scholars during the roundtable sessions. The attendees were diverse, coming from various parts of the world and at different stages of their careers, all united by their passion for SAP!"

We were particularly delighted to receive several applications from new members of the SAP Community aspiring to be part of the organizing team for the next Community Day in Athens in 2025. We are very much looking forward to seeing you all there as it will be the 10-year anniversary of the SAP Community Day 🎉



**University of
Zurich** ^{UZH}



**THE UNIVERSITY
OF QUEENSLAND**
AUSTRALIA

SAP SATURDAY SOCIAL EVENT AT SWISSOTEL THE BOSPHORUS@SMS

SAP Community at SMS, Wolfgang Güttel and Arne Keller

We are pleased to announce the SAP Saturday Social Event for the SMS Conference taking place in Istanbul from October 19th to 22nd, 2024. The cocktail reception will take place on Saturday, October 19th from 5:00 to 7:00 p.m. on the roof terrace of the marvellous Swissôtel The Bosphorus (<https://www.swissotelthebosphorus.com>). The event is sponsored by the TU Wien and the EIT (European Institute of Innovation & Technology).

We look forward to seeing you there!



SPECIAL ISSUE “PLATFORM ORGANIZATIONS AND SOCIETAL CHANGE”

Organization Studies

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

Platforms are digital infrastructures that connect actors in a flexible way, thereby intermediating between (at least) two sides of users who can be individual and collective actors. Google, Amazon, Facebook, Apple, and Microsoft are popular examples of platform organizations – organizations that operate several platforms. Past scholarship yielded rich explanations on what makes platform organizations a distinct and novel form of organizing and how they organize users. What is far less understood is the role of platform organizations in societal change.

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.

See the call here: <https://journals.sagepub.com/page/oss/call-for-papers>

Deadline: 28 February 2025

SPECIAL ISSUE

“ORGANIZING FOR EMERGING DIGITAL TECHNOLOGIES: THE GOOD, THE BAD & THE UGLY”

Information & Organization

Saeed Akhlaghpour, The University of Queensland

Ali Aslan Gümüşay, Ludwig Maximilian University of Munich & Humboldt Institute for Internet and Society Berlin (HIIG)

Danielle Logue, UNSW Business School

Christine Moser, Vrije Universiteit Amsterdam

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

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. 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. Accordingly, 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. 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.

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).

See the call here: <https://www.sciencedirect.com/journal/information-and-organization/about/call-for-papers>

Deadline: 01 February 2025

RECENT SAP PUBLICATIONS

SAP Publications

Knight, E., Lok, J., Jarzabkowski, P., & Wenzel, M. (in-press). Sensing the room: the role of atmosphere in collective sensemaking. **Academy of Management Journal**.

<https://doi.org/10.5465/amj.2021.1389>

SAP-related Publications

Sele, K., Danner-Schröder, A., & Mahringer, C. A. (in-press). Embodied Connection Work: The Role of the Lived Body in Routine Recreation in Extreme Contexts. **Journal of Management Studies**.

<https://onlinelibrary.wiley.com/doi/full/10.1111/joms.13113>

Preuss, L., Barkemeyer, R., Arora, B. and Banerjee, S., 2024. Sensemaking along global supply chains: implications for the ability of the MNE to manage sustainability challenges. **Journal of International Business Studies**, pp.1-23.

<https://link.springer.com/article/10.1057/s41267-024-00708-4>

Raelin, J. A. (2024). Examining the Contemporary Worker and the Workplace From a Leadership-as-Practice Perspective: A HRD Opportunity. **Human Resource Development Review**, 15344843241249772.

<https://doi.org/10.1177/153448432412497>

Sminia, Harry (2024). **Strategizing With Institutional Theory**. Cambridge: Cambridge University Press.

<https://www.cambridge.org/core/elements/abs/strategizing-with-institutional-theory/4ED6E79AFC7AEB8579D35863B20565D2>



UPCOMING EVENTS

AMJ Research Methods Paper Development Workshop, Tennessee, USA

About the Workshop

The first goal of the workshop is to provide insights on the types of research methods manuscripts AMJ is looking for. The second goal is to develop ideas and working manuscripts that advance research methods with the goal of later submission for review at AMJ.

Workshop Format

The workshop features plenary and breakout sessions. Breakout rooms will be pre-assigned.

Registration and Submission information

Pre-registration is required. Research Methods Paper Submissions Only

Please note: Submissions of no more than 10 pages are required upon registration, not after. Due to a limited number of slots available, applying for the workshop via the registration link does not guarantee participation. You will be notified soon after the submission deadline if your submission has been accepted for this event.

As AMJ has increased its number of international workshops, local applicants and those in neighboring locations are preferred to attend.

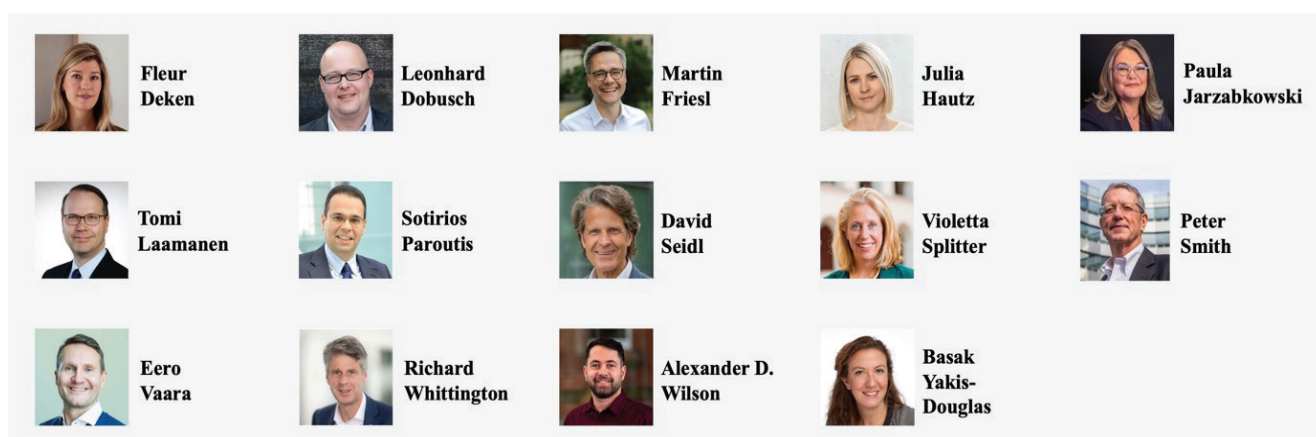
<https://aom.org/events/paper-development-workshops/pdw-detail/2024/09/07/higher-logic-calendar/amj-research-methods-paper-development-workshop-tennessee-usa>

OXFORD & ZURICH OPEN STRATEGY WORKSHOP 2024 – SOME REFLECTIONS

David Seidl, Richard Whittington, Robin Engelbach, Theresa Langenmayr, Zoe Jonassen, Tania Racker, and Benjamin Grossmann-Hensel

Open Strategy: Taking Stock and Moving Forward

Our Panelists:



In early July, the University of Zurich hosted the Oxford & Zurich Open Strategy Workshop, a collaborative event with the University of Oxford. The workshop brought together a diverse group of scholars and practitioners to take stock and determine future directions within the dynamic field of Open Strategy. Over two days, participants engaged in inspiring discussions about the Open Strategy phenomenon in strategy-making, which emphasizes transparency and inclusion in strategic processes.

Sunday evening already set the tone for the workshop with an informal pre-conference dinner, creating a great atmosphere and providing an opportunity for participants to catch up with colleagues and meet new members of the community.

The official workshop program began on Monday noon with a walk-in welcome lunch, offering a great view over the city of Zurich. The opening session, led by David Seidl and Richard Whittington, highlighted the increasing pervasiveness of opening up strategy processes in today's organizational settings. Commencing with an analysis of the current state of Open Strategy, the initial expert panel provided a comprehensive overview of the field. Chaired by David Seidl, the panel featured insights from Leonhard Dobusch on openness in general, Julia Hautz on inclusion, Basak Yakis-Douglas on transparency, Alex Wilson on technology, and Fleur Deken on inter-organizational strategizing, providing an exciting, inspirational, and informed basis for the entire workshop.

OXFORD & ZURICH OPEN STRATEGY WORKSHOP 2024 – SOME REFLECTIONS ... CONTINUED

In the afternoon, participants engaged in a lively poster session, which facilitated deep discussions on themes such as integrative frameworks, meaning creation, and novel contexts in open strategizing. Topics explored included the role of stakeholders in strategy selection, integrating bottom-up and top-down approaches, and the challenges of implementing Open Strategy in different organizational contexts, organized around the central themes of integrative frameworks, meaning creation, and novel contexts. This poster session allowed for the exchange of innovative research ideas and created evocative relations among participants.

The day continued with a practitioner panel chaired by Paula Jarzabkowski, where experts from praxis shared their practical insights. Representatives from 20 Minuten of the Swiss media industry and the consultancy IMP discussed their experiences with Open Strategy projects, providing valuable reflections from an industry perspective. The evening concluded with a conference dinner at Zunfthaus zur Zimmerleuten, offering a cozy and traditional Swiss atmosphere that enhanced networking opportunities and brought the community even closer together.

The second day encouraged participants to critically assess the implications and future directions of Open Strategy. The respective expert panel, chaired by Violetta Splitter, brought forward critical perspectives and challenging questions. Contributions from scholars such as Paula Jarzabkowski, Eero Vaara, Martin Friesl, and Tomi Laamanen enriched the dialogue and prompted critical reflection.

The morning featured a second poster session, focusing on themes like dilemmas and tensions in Open Strategy and experiences of Open Strategy. Presentations delved into paradoxical tensions as drivers of Open Strategy work, transparency efforts by corporate lobbyists, and the impact of employee inclusion in Open Strategy initiatives, sparking engaging discussions between junior and senior scholars. Synthesizing the workshop's insights and outlining a forward-looking agenda for Open Strategy research, the final expert panel was chaired by Richard Whittington. Contributions from Peter Smith, Sotirios Paroutis, Violetta Splitter, and Winky Wu reflected on the insights gained during the entire workshop.

The workshop concluded with a farewell lunch, allowing participants to wrap up their ongoing exchanges and plan for potential future collaborations. For those attending the EGOS Colloquium, a joint train ride to Milan provided an opportunity to continue future planning and deepen connections.

Overall, the workshop offered a dynamic platform for expanding and building the Open Strategy community, strengthening collaboration among scholars and practitioners, and showcasing the current state of Open Strategy research while charting a course for future research.

OXFORD & ZURICH OPEN STRATEGY WORKSHOP 2024 – SOME REFLECTIONS ... CONTINUED

Looking ahead, we are excited to announce that the workshop will continue as a series, with the next event scheduled to take place at the University of Oxford on June 25-26, 2025. For more information visit the Open Strategy Workshop 2025 [website](#) and pre-register [here](#).

We look forward to welcoming you to Oxford and continuing our journey in advancing the field of Open Strategy.



SAP EXCHANGE AT THE EUROPEAN UNIVERSITY VIADRINA, FRANKFURT (ODER), GERMANY

Elisa Lehrer

Bridging Borders and Minds: A Cross-Border Strategy as Practice Adventure

From Alpine Views to Border Town Charm

It's work, but we call it passion

In April, we at the European University Viadrina had the pleasure of hosting our esteemed colleagues from the Chair of Organization and Management at UZH (Switzerland) for a two-day research symposium in Frankfurt (Oder), Germany. This gathering was a welcome follow-up to our visit to Zurich last year, where we enjoyed their city's beautiful skyline and lakeside setting.

While Frankfurt (Oder) may not boast the same picturesque scenery as Zurich, we decided to embrace our unique position and offer an international experience that spanned two countries. Our location at the German-Polish border allowed us to add an extra dimension to the academic exchange.

A Vibrant Exchange in the "Reflectory"

Our symposium took place in our cherished "Reflectory" - a colorful and innovative space that embodies our motto: "It's work, but we call it passion." This vibrant environment set the stage for engaging discussions on a wide range of topics to discuss. We delved into subjects such as entrepreneurial identity challenges, the societal impacts of technology, and innovative perspectives on spatial coordination.

The diverse presentations sparked lively debates and fostered new insights and potential research collaborations, proving that stimulating academic discourse can flourish in any setting.

Creative Atmosphere and Entrepreneurial Spirit

To add a touch of creativity to our academic rigor, we introduced an AI-composed **Strategy Song**, which brought smiles to everyone's faces. This unexpected element highlighted the innovative intersections of strategy and creativity that we often explore in our field. Local catering, including coffee and desserts from a café founded by a former Viadrina student, added an entrepreneurial flair and showcased the real-world impact of academic pursuits.



[Listen here](#)



SAP EXCHANGE AT THE EUROPEAN UNIVERSITY VIADRINA, FRANKFURT (ODER), GERMANY ... CONTINUED

Elisa Lehrer

A True International Experience

Making the most of our border location, we arranged dinners and accommodations in nearby Słubice, Poland. In the evening, we took a short walk across the bridge from Frankfurt (Oder), turning our gathering into a truly international affair. This "border-crossing" experience became a highlight of the event, offering a unique backdrop for continued discussions and relationship-building. Our tri-national adventure underscored the importance of embracing diverse perspectives and fostering international collaboration in the SAP field and beyond.

Reflections and Future Directions

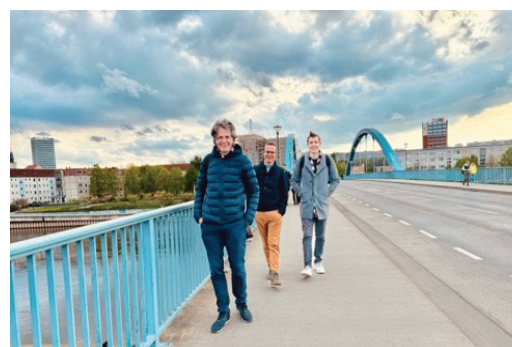
As we concluded our symposium, we reflected on the unique blend of academic exchange and cultural experience that made this event special. While we may not have offered alpine vistas, we provided a rich, multi-faceted experience that epitomized the collaborative and boundary-spanning nature of SAP research.

This gathering demonstrated that meaningful insights and connections can emerge in any setting, whether it's a creatively designed space like our Reflectory or during a cross-border dinner. We're already looking forward to the next installment of our international academic exchange, curious to see what new perspectives and ideas will emerge.

As we continue to foster this vibrant community of scholars dedicated to advancing the field of Strategy as Practice, we're reminded that it's not the scenery that makes these events memorable, but the quality of the discussions, the strength of the relationships formed, and the shared passion for our work.



On the picture, from left to right: Benjamin Grossmann-Hensel, Yalan Yang, Jochen Koch, Lorenzo Skade, Theresa Langenmayr, David Seidl, Elisa Lehrer, Zoe Jonassen & Robin Engelbach





Strategizing Activities & Practices

Outgoing IG Chair: Eric Knight — Macquarie Business School (eric.knight@mq.edu.au)

IG Chair: Fleur Deken — Vrije Universiteit Amsterdam (f.deken@vu.nl)

IG Chair Elect: Matthias Wenzel — Leuphana University of Lüneburg (matthias.wenzel@leuphana.de)

Program Chair: Krista Petit — Ivey Business School (kpettit@ivey.uwo.ca)

PDW Chair: Martin Friesl — Universität Bamberg (martin.friesl@uni-bamberg.de)

Membership Chair: Lorenzo Skade — European University Viadrina (skade@europa-uni.de)

Treasurer: Mustafa Kavas — University of Scheffield (m.kavas@sheffield.ac.uk)

Secretary: Benjamin Grossmann-Hensel — University of Sydney (benjamin.hensel@business.uzh.ch)

Social Media Chair: Georg Reischauer — WU Vienna & JKU Linz (georg.reischauer@wu.ac.at)

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bersang@leuphana.de)

PLEASE GET IN TOUCH & VISIT US @

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 <https://x.com/Strategizers>

 <https://www.linkedin.com/company/strategizing-activities-and-practices-sap-interest-group/>