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## STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

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### MAY 2024 NEWSLETTER

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Dear SAP Members,

**Welcome to the May 2024 Edition** of the SAP newsletter!

Looking ahead to the summer, we already provide you with some **information on the 2024 conference program with a short statement by the Program and PDW Chairs** (p. 4) and **sneak preview** on what you can expect from the **SAP Doctoral and Early Career Program** (pp. 5-6). Moreover, we are excited to announce that we have again some financial support available for attending this year's conference (p. 8) and would like to thank our generous sponsors (p. 25).

While we are working hard to offer you an exciting conference program (the full program will be announced in the next newsletter), please check out our **current SAP Community-Building Activities** and, relatedly, **social media news** (pp. 2-3).

You might also be curious about the candidates who run for a position in this year's **IG elections** (pp. 9-10). Please vote – we will inform you about the results in the next newsletter.

Moreover, besides **recent publications** (pp. 23-24) and many exciting **Calls for Papers** (p. 12-22), we are happy to announce this year's **Community Day at EGOS** (p. 11), please make sure to register soon.

Please feel free to contact me, if you are interested in being featured together with your team in our next **SAP-around-the-Globe** section in one of the next newsletters.

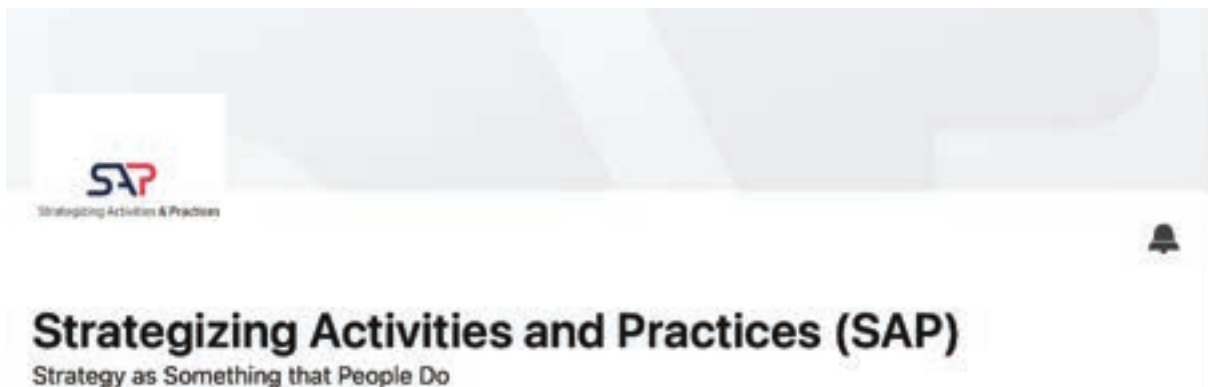
Thanks to everybody for contributing to our SAP community!

**Lorenzo Skade**, Membership Chair  
([skade@europa-uni.de](mailto:skade@europa-uni.de))

# UPDATE FROM THE SOCIAL MEDIA TEAM: ADVERTISEMENT OF JOB OFFERINGS

You have an open job position to share?

Feel free to contact our social media team to help you spreading the word through our SAP LinkedIn channel! Milena Leybold ([milena.leybold@uibk.ac.at](mailto:milena.leybold@uibk.ac.at)) and Anna Plotnikova ([a.plotnikova@vu.nl](mailto:a.plotnikova@vu.nl)), both responsible for LinkedIn, are happy to assist you.



# SAP GLOBAL CITIZEN PROGRAM

Birgit Renzl (Rep-at-Lage)

The SAP Global Citizen Program gathers an interregional group of scholars around the globe interested in the topics of and practice-based theories more general. The aim is to enlarge the SAP community and include a more diverse field of scholars to broaden the horizon.

## **VIII Brazilian Congress of Organizational Studies (SBEO)**

Date: July 1-3, 2024

Venue: Federal University of Santa Catarina (UFSC), Florianópolis, Santa Catarina, Brazil

Call for papers at Working Group 18 - Strategizing and Communication

More details: <https://www.sbeo.org.br/web/index.php/cbeo/viii-cbeo>

## **XLVIII ANPAD – Brazilian Academy of Management Conference**

Date: September 16-18, 2024

Venue: Federal University of Santa Catarina – UFSC, Florianópolis, Santa Catarina, Brazil

Track: Strategy in Organisations

Call for papers at Theme 5 - Strategizing: making strategy from the perspectives of social practice and processes

More details: [https://eventos.anpad.org.br/pt\\_br/event/details/131/1961](https://eventos.anpad.org.br/pt_br/event/details/131/1961)

## **Latin American Practice and Process Gathering for 2024**

Date: December 4-6, 2024

Venue: EAFIT University, Medellín, Colombia

Confirmed Workshops: Ann Langley (Process); Davide Nicolini (Practice); Matthias Wenzel (SAP); Neil Thompson (EAP)

We are pleased to announce the launch of the Latin American Practice & Process Gathering (LAPPG) 2024. We invite researchers and students interested in practice and process approaches to Management & Organization Studies (MOS) to participate.

LAPPG 2024 is an opportunity for the consolidation of a Latin American community dedicated to practice and process research. This is a space for promoting international collaboration with a focus on LATAM and the exchange of knowledge to create networks and capacity for high-impact research.

The event includes an online asynchronous preprogram that introduces key concepts of practice and process research.

More details: <https://www.eafit.edu.co/lappg-en>



# SAP PROGRAM 2024

Krista Pettit & Matthias Wenzel

We look forward to an exciting SAP program at the AOM Annual Meeting in Chicago, IL. This excitement is based on an impressive number of high-class submissions that we have received this year.

We are grateful to all of those who submitted papers, PDWs, and symposium proposals. This year, we have received a record-breaking number of 146 submissions—a y-o-y increase by 39 percent (AOM's overall increase: 8 percent)! Together with last year's strong number of submissions, SAP's submission record is clearly above the pre-pandemic average. Indeed, our thriving community deserves to emerge from the pandemic stronger than before. Likewise, we thank the 171 colleagues who have signed up to review. Without you, it would have been impossible to provide submitters with feedback.

## SNEAK PREVIEW

The program will feature several symposia and PDW designed to invite new members into the SAP community and engage our current members in engaging conversations on topics including but not limited to future-making and risk, digital organizing and AI, circular strategies, strategic framing, corruption, paradoxes, qualitative research topics and methods, and researcher identity.

The 15 paper sessions will cover both "classic" and timely topics such as creativity and innovation, digital work, emotional work, entrepreneuring, future-making, institutional work, open strategy, participation, transparency, and inclusion, routine dynamics, sustainable and purposeful strategizing, and tensions, dialectics, and paradoxes.

We will be hosting our 8th (!) early-career program compiled by the ECP committee. The ECP includes flagship sessions on topics related to researcher identity and qualitative methods. We are making some exciting updates to the program to foster ties among ECP participants and between participants and members of the SAP community more broadly.

A highlight of our program is our SAP keynote. This year we are excited to host Professor William Gartner from Babson College, a pioneer in spearheading Entrepreneurship-as-Practice research. We are thrilled to see what new pathways Professor Gartner's entrepreneurial perspective opens for SAP scholars. We encourage you to join us for this thought-provoking keynote.

We look forward to seeing you in Chicago.

All the best,  
Krista Pettit (PDW Chair) and Matthias Wenzel (Program Chair)

# SAP DOCTORAL AND EARLY CAREER PROGRAM CALL FOR APPLICATIONS (I)

Organizers: Daniel Gäckle, Ashley Hockensmith, Tyson Rallens, Jennifer Sloan, & Verena Timmer

We are happy to announce that Strategizing Activities and Practices Interest Group (SAP IG) invites scholars to the upcoming SAP Doctoral and Early Career Program (ECP) on **Friday, August 09, 2024** during the 84th Annual Meeting of the Academy of Management in Chicago, Illinois, USA.

A full day event, the ECP is comprised of panels, workshops, roundtables, and networking opportunities designed to foster the development of a supportive academic community. Doctoral and early career scholars interested in SAP related topics, methods, and conversations are invited to apply.

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

**Where:** Annual Meeting of the Academy of Management in Chicago, 2024

**When:** Friday, August 09, 2024

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

**Program:** This year's program will include a series of carefully chosen Professional Development Workshops (PDWs) to enhance participants' SAP-related knowledge and provide opportunities for engaging similar minds. The day concludes with an exclusive Q&A session with this year's patron **Professor Vern Glaser** (University of Alberta) and participants have reserved seating at the official SAP Community Dinner.

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



# SAP DOCTORAL AND EARLY CAREER PROGRAM CALL FOR APPLICATIONS (II)

**Application:** The deadline for the application is June 9th, 2024. To apply, please send your application to <http://bit.ly/SAPECP2024>. You will be asked to share some information about yourself, including your career stage, your research project and its fit with SAP (if applicable), and why you would like to take part in the program. Space is limited to 20 participants. Acceptances will be announced after the deadline for applications has closed.

**Financial Support Available:** The SAP IG can provide financial support to individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community, including ECP scholars. This initiative aligns with our ongoing commitment to inclusivity and support and is consistent with our efforts in previous years.

If you would like to learn more about financial support options and determine your eligibility for any of the schemes, please contact Mustafa Kavas ([m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk)).



# SAVE THE DATE

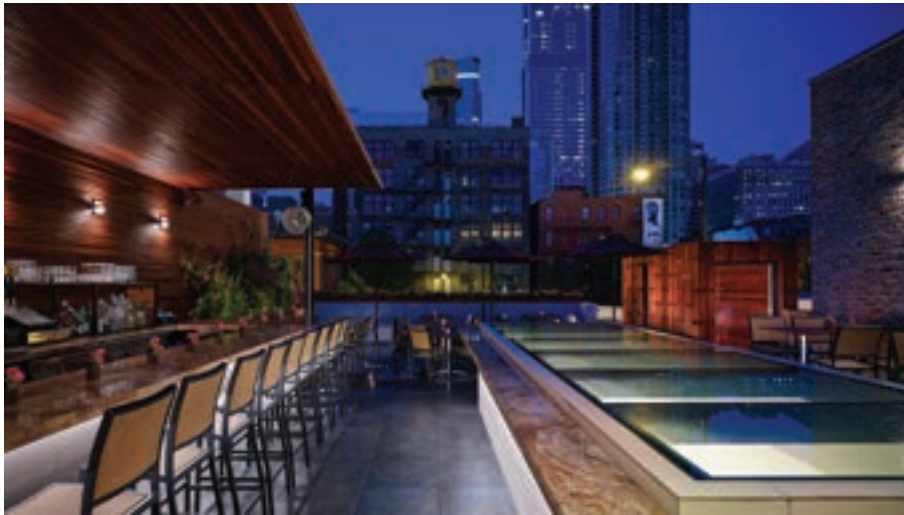
## AOM SAP ANNUAL DINNER FRIDAY 9 AUGUST

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

Join us for the traditional SAP Annual Dinner, held on Friday evening during AOM.

We are excited to announce that this year's venue is Tanta Chicago's rooftop terrace, where we will be enjoying delicious Peruvian food! This is your opportunity to catch up with old SAP friends as well as make new ones and meet this year early career program participants.

Registration will be possible once the AOM program is online. Seats are limited so don't wait too long getting your ticket!



# FINANCIAL SUPPORT AVAILABLE FOR AOM 2024

Mustafa Kavas (Treasurer)

We are pleased to announce that the Strategizing Activities and Practices Interest Group (SAP IG) provides financial support to individuals experiencing circumstances of financial hardship and/or coming from under-represented groups within the AOM SAP community.

We acknowledge that attending conferences, especially when involving travel, can present financial challenges. Therefore, we offer various financial instruments to support members of the AOM SAP community who may otherwise be unable to attend.

The SAP IG is currently offering **support with conference registration fees** through the conference waiver and scholarship program, available to individuals experiencing financial hardship and/or coming from under-represented groups within the AOM SAP community (such as under-represented geographical regions or career stages such as Early Career and PhD scholars).

Furthermore, due to the success of our **travel award scheme** over the past two years, we are pleased to continue offering it to a limited number of eligible individuals who will attend the AOM in-person. The scheme aims to contribute towards travel-related expenses, such as airfare and accommodation, and is limited to a maximum amount of \$500 (in addition to registration fee waivers or scholarships).

To be eligible for this scheme, individuals must meet the following criteria:

- Be a current or prospective member of the SAP IG
- Plan to attend the Annual Meeting in Chicago in-person
- Be an active participant in the conference program, such as a (co-)author of an accepted paper or symposium within the SAP program, organizing/facilitating an SAP PDW, or participating in our Early Career and PhD (ECP) program
- Experience financial barriers that would otherwise prevent attendance due to, for instance, budget constraints or funding cuts in the educational sector.
- Belong to an under-represented group, such as in terms of geographical region or career stage, although this is not compulsory.

If you have any questions or wish to request financial support, please contact our treasurer Mustafa Kavav ([m.kavas@sheffield.ac.uk](mailto:m.kavas@sheffield.ac.uk)) no later than June 15, 2024.

# SAP IG ELECTIONS 2024 (I)

## Candidates for SAP Rep-at-Large

Dear SAP IG members,

I am very pleased to run for this position. SAP is one of the most inclusive communities in management research, which welcomes a variety of intellectual interests and curiosities with diverging theoretical and methodological orientations. It has always been an intellectual home for me, and over the years, I have had the pleasure of interacting with and contributing to this thriving network in different capacities. I have organized PDWs, symposia, and SAP-R in the past, and I will be organizing the SAP breakfast in Chicago this summer. I am also the recipient of the Pushing the Boundary as well as the Best Reviewer Awards from the SAP interest group.



Omid  
Omidvar

I am currently an Associate Professor at Warwick Business School with an interest in qualitative studies that explore everyday practices of professionals, researching how these mundane and routine actions can be consequential for organizations and societies. Within this broad context, I have particularly explored how algorithms shape organizational responses to environmental changes, and how societal challenges can be understood and dealt with through local acts of strategizing. I look forward to further engaging and interacting with this thriving community in the years to come.

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.

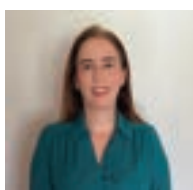


Fannie  
Couture

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 IG ELECTIONS 2024 (II)

### Candidates for SAP PDW Chair



Maria  
Andrea De  
Villa Correa

Listening to members and building bridges that foster connections is the main role of the PDW Chair. PDWs promote connections among early career scholars and facilitate their engagement with established scholars through formal and informal activities. PDWs provide opportunities to explore phenomena and theoretical lenses, develop research and publishing skills, and foster inspiration for an academic career. Co-sponsored PDWs with other divisions, enable SAP members to expand their networks and develop collaborations beyond their division. Through the PDW Chair role, I am strongly committed and enthusiastic about building bridges that foster connections and create opportunities for SAP members. I am currently Professor of Strategy at EAFIT University in Colombia and Visiting Professor at University of Michigan-Flint in the U.S. I conduct research that 'opens the black box' of organizational actors' strategizing in non-traditional strategic domains such as corporate political strategy and climate change adaptation. I came across the SAP community as I searched for opportunities to enhance my qualitative research skills. I have participated in SAP PDWs since then, reviewed SAP articles for AOM and as a review board member for the journal Strategic Organization, and contributed to the Elgar SAP Encyclopedia with an entry on Corporate Political Strategizing. I am excited to help others engage with all that the SAP community offers to benefit their development and growth!



Martin  
Friesl

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 COMMUNITY DAY 2024 AT EGOS: PRACTICING STRATEGY AT THE CROSSROADS

Christoph Brielmaier, Christian Bruck, Robin Engelbach, Rebecca Lu, Annabelle Müller

Mark your calendars for **July 3rd** from 09:00-13:00 CEST for this year's **SAP Community Day**, a Pre-Colloquium Development Workshop (PDW) at this year's EGOS colloquium in Milan.

As in previous years, the SAP Community Day 2024 consists of two parts:

**Part 1:** We commence the day with a panel discussion of senior scholars on the topic 'Practicing Strategy at the Crossroads'. Join part 1 for insightful reflections from our senior scholars, which will be sharing their perspectives on transformation through time, space, and people. The panel will be followed by an interactive discussion with the audience, where we open the debate to all participating practice enthusiasts.

**Part 2:** In the second part of our event, we turn the spotlight on young academics of our community. Join us for a paper development roundtable session to receive feedback and inspiration from senior SAP scholars on your ideas. To participate please submit a short research paper to be discussed at the roundtables.

Our esteemed panelists and facilitators this year include:

Blagoy Blagoev, Gary Burke, Katharina Cepa, Charlotte Cloutier, Leonhard Dobusch, Martin Friesl, Stefanie Habersang, Claus Jacobs, Renate Kratochvil, Davide Nicolini, Omid Omidvar, Sotirios Paroutis, Igor Pyrko, Tania Racker, Birgit Renzl, Violetta Splitter, Eero Vaara, and Basak Yakis-Douglas.

Sponsors (as of now):



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

**The application deadline via the EGOS website is April 30th, 2024.**  
Please find further information including application details here:



Impressions SAP Community Day 2023

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

## Information & Organization

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.

### Guest editors:

**Prof. Saeed Akhlaghpour**

The University of Queensland

**Prof. Ali Aslan Gümüsay**

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

### 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; Gümüsay 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.

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

## Information & Organization

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.

Studies situated at the (intra-)organizational level identified distinct structures and management innovations that co-evolve with technologies as to profit from and implement them (Akhlaghpour & Lapointe, 2018; Bohn et al., 2023; Kapoor & Klueter, 2021; Khanagha et al., 2013; Pan et al., 2008; van Doren et al., 2022). Moreover, attention of managers to these technologies and multiple initiatives in different units are key to secure sufficient resources to the technology and to enable experimental learning (Khanagha et al., 2017).

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

## Information & Organization

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. 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).

### 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.

# CALL FOR PAPERS: EXPLORING THE CONTEMPORARY LANDSCAPE OF HOW ORGANIZATIONS STRATEGIZE TOGETHER (I)

## Strategic Organization

### Guest Co-editors:

Tatbeeq Raza-Ullah, Nottingham Trent University ([tatbeeq.razaullah@ntu.ac.uk](mailto:tatbeeq.razaullah@ntu.ac.uk))

Saouré Kouamé, University of Ottawa ([kouame@telfer.uottawa.ca](mailto:kouame@telfer.uottawa.ca))

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Maria Bengtsson, Umeå University ([maria.bengtsson@umu.se](mailto:maria.bengtsson@umu.se))

Aija Leiponen, Cornell University ([aija.leiponen@cornell.edu](mailto:aija.leiponen@cornell.edu))

### Strategic Organization Coordinating Co-editor:

Charlotte Cloutier, HEC Montreal ([charlotte.cloutier@hec.ca](mailto:charlotte.cloutier@hec.ca))

The contemporary landscape reveals growing interest in new contexts for the study of collective strategy and strategizing. Collective strategy is indeed a necessity for organizations participating in the digital platform-based economy (Garud et al., 2022), open and collaborative innovation (Appleyard and Chesbrough, 2017; Deken et al., 2018; Laursen and Salter, 2020), open social innovation (Mair et al., 2023), global ecosystems and platforms (Nambisan et al., 2019), industry-wide standards, rules and norm-setting (Cloutier et al., 2023; Leiponen, 2008), the establishment and maintenance of private regulatory initiatives (Dinckol et al., 2023; Gurses and Ozcan, 2015), and collective movements and actions aimed at social change (e.g. Bridoux and Stoelhorst, 2022; Kouamé et al., 2022). These new contexts invite organizations to reframe known approaches like coopetition (Bengtsson and Kock, 2000; Brandenburger and Nalebuff, 1996; Yami et al., 2010) and reconsider how organizations define shared goals and navigate the conflicting interests of partners (e.g. Ansari et al., 2016; Raza-Ullah, 2020), among other concerns.

In the early 1980s, Fombrun and Astley (1983) laid the conceptual foundation for collective strategy, arguing that “companies must begin to view strategy from a collectivistic perspective” (p. 47). They defined collective strategy as “the joint formulation of policy and implementation of action by the members of interorganizational collectivities” (Astley, 1984: 526). Grounding their insights in the ecological and systems approach within organizational studies, these pioneering scholars posited that the intricate interdependence among organizations often required collective action, notably for navigating communal adaptation to the environment. Today’s interorganizational relationships, however, extend beyond managing interdependent interactions. Environments have become more complex and fast changing, the scope of collective strategy broader, its aims and focus more enduring, and the roles of partners, more ambiguous and changing. Renewed interest in collectivistic perspectives on strategy and strategy-making is thus both warranted and timely.

This special issue focuses on exploring and deepening our understanding of collective strategy as it unfolds and plays out in these new and dynamic contexts. Fruitful areas of inquiry include initiatives aiming to address societal challenges (Couture et al., 2023; Hilbolling et al., 2022; Zuzul, 2019), industries facing the potentially disruptive effects of digital innovations (Ansari et al., 2016; Khanagha et al., 2022), and cross-sector partnering for social innovation, among others. We are interested in research that raises new questions about the dynamics of interorganizational dependencies and collective agency that is likely to shed new light and theories on how organizations strategize together for a common purpose.

# CALL FOR PAPERS: EXPLORING THE CONTEMPORARY LANDSCAPE OF HOW ORGANIZATIONS STRATEGIZE TOGETHER (II)

## Strategic Organization

We invite both conceptual and empirical contributions employing qualitative or quantitative methods, or a combination, with a focus on, but not limited to, the following themes and questions:

- Collective strategies in the digital world: Ecosystems, platforms, and open innovation: How can organizations best develop, execute, and adapt their collective strategies to navigate evolving and ambiguous roles in emerging forms such as digital platform-based sharing economy, global ecosystems and platforms, and open innovation? How do emerging technologies, such as artificial intelligence (AI) and blockchain, affect the definition and adaptation of roles within collective strategies and what is the role of collective strategizing in the development of these emerging technologies? How do organizations communicate and align expectations regarding roles in open systems and innovation strategies?
- Collective strategies for institutional and social change: Regulation, standard-setting, social movement, and collective actions: How do organizations develop, execute, and adapt collective strategies to navigate their regulatory environment and/or other institutional constraints in their markets, industries, or sectors? How can collective strategies address sustainability and societal challenges? What governance forms enable collective strategies for addressing such challenges? To what extent do emerging forms of collective strategy contribute to or hinder sustainable business practices? How do industry-wide or inter-industrial standard-setting initiatives affect the development and adoption of sustainable business practices? How can change agents best leverage traditional collective strategies (social movements, collective actions) for institutional and social change?
- Collective strategizing and coopetition dynamics: How do processes of collective strategizing unfold within organizations? How do managers navigate the inherent tensions between cooperation and competition in collective strategizing, and what strategies may be employed to effectively manage these tensions and the contradictions that they give rise to? What are the potential pitfalls and challenges associated with coopetitive dynamics, and how can organizations mitigate the risks of dysfunctional processes and sensitive information disclosure? What are the implications of power imbalances and information asymmetry in coopetition governance? How can organizations balance self-interest with ethical practices in collaborative and competitive interactions? And finally, how do individuals and teams adapt their decision-making processes in coopetition contexts?

### Timeline and submission instructions

All submissions should be uploaded to the Manuscript Central/ScholarOne website: <https://mc.manuscriptcentral.com/so> between **1st and 31st March 2025**. Once you have created your account (if you do not already have one) and you are ready to submit your paper, you will need to choose this particular Special Issue from the dropdown menu that is provided for the type of submission. Contributions should follow the directions for manuscript submission described on the SO webpage: <https://journals.sagepub.com/home/soq>. For queries about submissions, contact SO!'s editorial office at [strategic.organization@mgt.tum.de](mailto:strategic.organization@mgt.tum.de). For questions regarding the content of this special issue, please contact one of the guest editors.

# CALL FOR PAPERS: THE FUTURE OF STRATEGIZING AND ORGANIZING AS PRACTICE: EXTENSIONS AND CONNECTIONS

## Organization Studies

Guest Editors: Paula Jarzabkowski, Renate Kratochvil, Shenghui Ma, Linda Rouleau, David Seidl

**Submission deadline:** September 30, 2025

**Planned opportunities for feedback:** Organization Studies Summer Workshop 2025  
(May 23-25, Chania, Crete)

SAP started as a promising approach to bridge and integrate strategic management and organization studies. This special issue aims to further build this bridge between strategizing and organizing as practice (SOAP) through empirical and conceptual research that links strategizing research into broader theoretical fields and phenomena.

We aim to inspire and encourage scholars to go beyond conventional thinking in strategy and organization research by expanding the scope of SAP. We suggest four promising avenues for future expansion. First, future research could mobilize the SAP approach to investigate how organizations deal with societal and critical challenges. In this regard, there are a multitude of new and formidable strategic challenges for organizations and society that the SAP approach could address. These challenges encompass areas like diversity, equality and inclusion, climate change, extreme contexts, and armed conflicts that are often overlooked in existing strategy research despite their consequentiality for organizations. Notably, these issues not only open exciting avenues for strategy research but also hold profound implications for organizations and society at large.

Second, we encourage researchers to explore new forms of strategizing and organizing. These encompass emerging forms of organizing to incorporate greater sustainability as well as the role of new technologies (e.g., AI), which are increasingly taking center stage on the strategic agendas of organizations. Third, another avenue of expanding SAP research is to explore strategizing in new geographic contexts. So far SAP research has been relatively concentrated on Europe and North America, thereby offering limited insights into strategizing and organizing practices in other regions across the globe. Lastly, building new bridges and connections between SAP and other streams of research can generate important new insights and advance the field of strategy and organization research as a whole. Below we will outline potential topics related to these four avenues for expanding SAP research.

Did you get inspired? Please follow this link to access the full Call for papers:

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

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

## Organization Studies

### 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). 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).

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

## Organization Studies

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).

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

## Organization Studies

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.

### Submitting Your Paper

Please submit your manuscript through the journal's online submission system (<http://mc.manuscriptcentral.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 [osofficer@gmail.com](mailto:osofficer@gmail.com).

# COMMUNICATING, INTERACTING, AND STRATEGIZING: EXPLORING THE SITUATEDNESS OF STRATEGY-MAKING (I)

Management Communication Quarterly

**Submission Deadline:** September 30, 2024

**Guest editors:** Birte Asmuß (Aarhus University), Nicolas Bencherki (Université TÉLUQ) and Paul Spee (University of Queensland)

## Brief outline

Recent turbulent times have revealed that communication is a pivotal component of strategizing for managers, employees, and other private and public stakeholders. Strategizing allows to coordinate activities as people make sense of their organization and its environment (Mithani et al., 2020; Rouleau et al., 2021; Schakel & Wolbers, 2021; Whittle et al., 2015). So far, literature has mostly focused on the discursive aspects of communication, insofar as it is considered the sharing and negotiation of meaning. In that sense, studies have sustained a pointed interest in the resulting narratives and texts (Balogun et al., 2014; Pälli et al., 2009; Vaara, 2002, 2010). In other words, much of our attention has been directed at what people say and write.

Yet, recent contributions to research have demonstrated the potential gain of reframing the question: if we consider how people talk, write and interact, we may reveal the effect of communication on organizing and disorganizing (Vásquez et al., 2016; Vásquez & Kuhn, 2019). For instance, rather than considering that strategy takes place at multiple levels (Paroutis & Pettigrew, 2007), attention to interactional details has shown how, through talk and other communicative practices, strategic decisions can be “scaled” up or down (Arnaud et al., 2016; Cooren & Fairhurst, 2009).

A communicative perspective on strategizing engages distinct ontological, epistemological, and methodological considerations, stressing the processual nature of the phenomena under study, as they emerge and change through practice and interaction (Schoeneborn et al., 2016). Organizational reality, then, is relationally shaped as it materializes in people’s communicative practices (Cooren, 2015, 2018). In that sense, communicative studies lend themselves to the unfolding of strategic encounters, in each particular situation where they take place, to show how diverse conversations can be constructed as strategic talk, through which people develop a shared strategic view (Clarke et al., 2012; Kwon et al., 2014; Samra-Fredericks, 2003). Strategy, then, is not made once and for all: it must be studied in its situatedness, i.e., as it is used as a resource for the very action through which it is also discussed, negotiated, reaffirmed, etc. (see Suchman, 1987; Taylor & Van Every, 2011).

# COMMUNICATING, INTERACTING, AND STRATEGIZING: EXPLORING THE SITUATEDNESS OF STRATEGY-MAKING (II)

Management Communication Quarterly

The special issue aims to advance theorizing the situated, communicative practices that are constitutive for strategy work. It invites scholars from different disciplines and traditions, such as strategic management and communication. It also welcomes studies reflecting the rich diversity of concrete practices and phenomena that lay behind the terms “communication” and “interaction,” i.e., discourse, conversations, texts, narratives, speech acts, as well as new media and other emerging trends (see Peters, 1999). To foster investigation into the constitutive and performative role of strategizing in situated communication and interaction, we invite theoretical, conceptual, methodological, and empirical contributions. We also encourage contributors to consider other genres, such as reviews, essays, and debates. Alternative and innovative paper formats should be discussed with the guest editors before submission.

**Accessing the full call for papers:** please visit:

<https://journals.sagepub.com/pb-assets/cmscontent/MCQ/Call%20for%20papers%20special%20issue--Communicating,%20interacting,%20and%20strategizing-1700124156.pdf>

## Sessions to meet the editors

We are available to discuss submission ideas with potential authors during the **European Group for Organizational Studies** colloquium (July 4-6, Milan, Italy). Details for those events will be communicated at a later date.

## RECENT SAP PUBLICATIONS (I)

Stephenson, K. A., Cornelissen, J. P., & Khapova, S. N. (2023). Upbeat or Off-the-Mark? How Work Rhythms Affect Strategic Change. **Journal of Management Studies**.

<https://onlinelibrary.wiley.com/doi/pdfdirect/10.1111/joms.13018>

This study examines how organizational members cope with new work rhythms that are brought about by a strategic organizational change. Based on a two-year qualitative case study of a major strategic change in a research unit at a university that encouraged academics to embody an upbeat, energetic work rhythm, we identify four different modes of engaging with rhythms (syncing, tuning, figuring, and settling). We found that individual academics engaged rhythmically in different ways to meet this expected way of working and with discernible consequences for how they participated in the strategic change and ultimately were able to support the change, or not. Based on our study findings, we conceptualize a process model of rhythmic coping that highlights a central but often overlooked part of strategic change with significant implications for the success of a change as well as for the continued health and well-being of employees.

Langenmayr, T., Seidl, D., & Splitter, V. (2024). Interdiscursive struggles: Managing the co-existence of the conventional and open strategy discourse. **Strategic Management Journal**, 1–35.

<https://doi.org/10.1002/smj.3599>

“Open strategy” is a new macro discourse on strategy that differs fundamentally from the conventional strategy discourse. In this paper, we examine how actors deal with the co-existence of the two discourses, given their conflicting nature. For this purpose, we draw on a longitudinal, in-depth case study of an international finance firm that introduced open strategy alongside the conventional strategy discourse that had shaped their strategy work in the past. We find that strategy actors deal with interdiscursive tensions by enacting meta-discursive practices that regulate the mobilization of the two strategy discourses. Furthermore, we identify power as an important driver and necessary resource in enacting these practices. With these findings, we contribute to the open strategy literature and the literature on organization and strategy discourse.

## RECENT SAP PUBLICATIONS (II)

Splitter, V., Seidl, D., & Whittington, R. (2024). Getting heard? How employees learn to gain senior management attention in inclusive strategy processes. **Strategic Management Journal**.

<https://doi.org/10.1002/smj.3602>

Recent trends toward inclusive strategy processes raise the issue of how employees acquire the discursive competence necessary to gain senior management attention. Building on the emergent dynamic attention-based view's (DABV) emphasis on communicative interaction, we ethnographically track an inclusive strategy process in a large insurance company. We find that employees typically failed to gain CEO attention because they lacked the discursive competence to integrate their operational knowledge with the CEO's corporate themes. Employees acquired this competence by both experiential and vicarious learning. The CEO promoted employee learning more effectively by specific coaching than by generic coaching. We contribute primarily to the DABV by showing how interactions are sites for learning as well as communications and that communication channels can be both expandable and transparent.



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# OXFORD & ZURICH OPEN STRATEGY WORKSHOP: TAKING STOCK AND MOVING FORWARD

D. Seidl, R. Whittington, R. Engelbach, T. Langenmayr, Z. Jonassen, and B. Grossmann-Hensel

This workshop aims to bring together Open Strategy scholars and practitioners to discuss ongoing and future research projects. The goal of the organizers is to provide a platform for collaborative discussions on the present landscape and the prospective development of Open Strategy research.

## Keynote speakers/Confirmed experts:



Fleur Deken



Leonard Dobusch



Martin Friesl



Julia Hautz



Katja Hutter



Paula Jarzabkowski



Sotirios Paroutis



David Seidl



Violetta Splitter



Peter Smith



Eero  
Vaara



Richard  
Whittington



Alexander  
D. Wilson



Basak Yakis-  
Douglas

**Hosts:** University of Oxford & University of Zurich

**Date:** 01-02 July 2024

**Venue:** University of Zurich, Switzerland

**Fee & catering:** No registration fee & catering included



Event  
Registration



Event  
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OPEN STRATEGY NETWORK

## Program:

The workshop is kicked-off with a welcome lunch and features an expert panel, a first poster session, a practitioner panel, and concludes with a joint dinner. The second day will include two expert panels, a second poster session, and a farewell lunch. For those attending the EGOS Colloquium, there is an optional train ride to Milan scheduled after the workshop concludes.

## Participation:

We warmly invite your participation in the event through the QR-code below. Please be aware that the deadline for submitting contributions for the poster sessions has passed and on-site capacity is limited for participants not presenting a poster. In our interest to enable everyone to follow the event, we will provide a livestream.

Should you have any questions please do not hesitate to reach out to us via [os@business.uzh.ch](mailto:os@business.uzh.ch)



## Strategizing Activities & Practices

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

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