STATEMENT SUPPORTING THE TRANSITION FROM INTEREST GROUP TO DIVISION

STRATEGIZING, ACTIVITIES & PRACTICES INTEREST GROUP

Submitted to the Division and Interest Group Relations Committee, AOM by

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SYNOPSIS/EXECUTIVE SUMMARY

This submission from the Strategizing, Activities & Practices (SAP) Interest Group includes a 5-year report in addition to support for the application of Division status. The accomplishments and achievements of SAP provide strong evidence in support of Division status, which would enrich the pluralism and vibrancy of the Academy of Management.

SAP represents a unique body of knowledge expanding the phenomenon of strategy by theorizing strategy as something people do. This distinct conceptualization of strategy focuses empirical analysis on the day-to-day work, activities, and practices related to strategy. The perspective promotes theoretical pluralism and encourages a wide range of methodological innovations. SAP truly represents a global community of scholars, evidenced by the international breadth of its authorship. SAP’s distinctiveness thus offers an important extension of the AOM DIG portfolio, as demonstrated in Section 1A and 1B.

Frequent scholarly contributions for over two decades have demarcated an established body of scholarship with a defined research agenda, themes, methodology and teaching approaches, as outlined in Section 1C. The impact of SAP scholarship for the field of management is evident in the growing number of citations influencing related areas across and beyond the field of management.

SAP has an appropriate and efficient governance structure, with members highly valuing the transparent and fair elections and recognition procedures, as described in Section 2.

Members have a strong affiliation with SAP as primary Division/Interest Group, closely affiliating with SAP’s research agenda as research identity, as outlined in Section 3. SAP’s diverse and growing community, including many international and executive members, provides breadth to the AOM portfolio. Due to the tremendous efforts of consecutive Executive and Membership Committees and volunteers, the Interest Group received the Diversity and Inclusion Award in 2017. Such hard work has also led to increased satisfaction of members, who strongly appreciate the Interest Group’s program and membership activities, especially its Professional Development Workshops and Symposia as well as Early-Career Program. SAP continues to innovate and fosters community-building, and has pursued many initiatives deemed Best Practice. However, despite SAP’s many strengths, members have identified areas for improvement, which have formed the basis of the Interest Group’s Future Priorities.

SAP seeks Division status based on its strong performance and continued growth potential, outlined in more detail in the report. The transition from Interest Group to Division is a natural progression, strongly supported by 80% of SAP members, with 32% participating in the recent membership survey.
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SECTION 1: INTELLECTUAL CONTRIBUTION

Executive summary

Strategizing Activities and Practices (SAP) provides a distinct conceptualization of strategy which expands the phenomenon of strategy by theorizing strategy as something people do, focusing empirical analysis on the day-to-day work, activities, and practices of strategies. The perspective promotes theoretical pluralism and encourages a wide range of methodological innovations (see the SAP domain statement, section 1A).

SAP has made a substantive intellectual contribution to the field of management, as indicated by a strong record of publications (i.e., the number of quality publications; see Table 1.1), a substantive impact on the field of management (i.e., the number of citations; see Figure 1.2), a growing and well-established research agenda (including twelve special issues in a variety of journals), well-established research themes (see Table 1.5), and a distinct teaching pedagogy (see Table 4). Additionally, SAP has contributed to theoretical advancements in the field of management more broadly (see Table 1.6).

SAP Interest Group members have made regular and increasingly frequent contributions to the Academy of Management. This contribution can be seen in terms of a substantive number of publications in the core Academy of Management journals and top-tier journals (see Figure 1.1), peer recognition as evidenced by the representation of SAP scholars on the editorial boards of leading international journals (see Table 1.3), and jointly organized PDWs with other divisions (see Tables 1.6 and 1.7).

In conclusion, we believe that SAP can benefit the Academy by realizing division status for five reasons. First, SAP advocates a distinct body of knowledge that makes a unique intellectual contribution to the academy. Second, the SAP Interest Group is a community that represents the unique SAP research community and addresses members’ needs to foster the unique body of knowledge. Third, SAP represents a vibrant and inclusive community with a very diverse, international member base. Fourth, SAP provides an autonomous, solid and effective governance structure and leadership team. Finally, SAP is well-positioned to contribute to AOM’s moonshots by 2022 given its achievements as a community of scholars, outstanding contributions by individual scholars, and the current trajectory and achievements positioned specifically to make scholarly work relevant to practitioners.

1A. Distinct domain statement strategizing activities & practices interest group

Strategizing Activities and Practices (SAP) provides a distinct conceptualization of strategy which expands the phenomenon of strategy by theorizing strategy as something people do, focusing empirical analysis on the day-to-day work, activities, and practices of strategies. The perspective promotes theoretical pluralism and encourages a wide range of methodological innovations. SAP’s distinctiveness thus offers an important extension of the AOM DIG portfolio.

The unique intellectual contribution of SAP, encapsulated and conveyed in the Domain Statement, was established in seminal conceptual work (e.g. Jarzabkowski 2005, Johnson, Melin & Whittington 2003; Whittington 1996, 2006, 2007) which has resulted in rapidly growing field of research, as documented in seminal reviews, e.g. in the Academy of Management Annals (e.g. Vaara & Whittington 2012) and in a Handbook already in its second edition (Golsorkhi, Rouleau, Seidl & Vaara 2015). Based on such intellectual contribution, SAP departs from traditional research on strategy advocating a unique conceptualization of strategy, which focuses on doing strategy and strategy as constituted in doing.
Embracing philosophical, theoretical and methodological pluralism, SAP focuses on strategizing with the aim of, bringing focus back to the ‘doing’ of actors inside organizations. This is more than a simple shift in analytic focus. It enables scholars to powerfully demonstrate how everyday activities and practices constitute ‘management’ and ‘organizations’ and enables SAP scholarship to push beyond existing conceptualizations that unintentionally ‘black box’ key mechanisms and previous ontological, epistemological and methodological toolsets, thereby generating a more complete, complex and dynamic view of management and organizations. SAP thus focuses on various practices and processes that culminate in firm and market strategy (e.g. Burgelman, Floyd, Laamanen, Mantere, Vaara & Whittington 2018; Johnson, Melin & Whittington 2003; Jarzabkowski 2005). SAP scholarship has been advanced through a growing stream of research which has established a distinct body of scholarship, as explained in sections 1B and 1C.

These fundamental opportunities and areas of new focus, which set SAP apart from other Divisions and Interest Groups (for an overview of Domain Statements, see Appendix A), are reflected in SAP’s research domain: The SAP research agenda uniquely prioritizes activities and practices, enacted and performed by people within and across organizations (such as strategy retreats, consulting, collaboration in alliances or syndicates). It is also vocal in calling for innovative methodological approaches to study strategy (such as video ethnographies, discourse analysis), which extends to the field management and organizations.

The Domain Statement of SAP can be explicited on the basis of following aspects, which appear in bold, and are explained in subsequent paragraphs.

To advance knowledge and understanding of strategy as something people do and not just something organizations have, and therefore the work involved in doing strategy. Empirically the focus is on the day-to-day-work, activities and practices of strategists, with an interest in how this work socially accomplishes a wide range of individual and organizational outcomes, and also relates to broader societal and institutional trends. The focus on strategists extends beyond concerns with upper echelons and even middle managers to include other influential players such as consultants, non executives and business school gurus, and beyond considerations such as demographics to a consideration of how aspects such as training, knowledge, identity and emotions can affect an individual’s strategy making activity. The focus on the work of strategists includes both understanding at a micro level traditional areas of strategy process and content research and the generic practices (e.g. planning routines, discourse, tool-use) by which they are accomplished. Methodologically this research focus generates particular challenges in terms of closeness to strategic practitioners. Thus the interest group encourages methodological innovation through, for example, collaborative and mixed method approaches, action research interventions, executive development and coaching based relationships, video and narrative approaches. Theoretical pluralism is also encouraged with recognition of the potential contributions from a wide range of sociological and organization theories such as practice based, institutional, discourse, sensemaking, routines and cognition.

Intellectual bases of Strategizing Activities and Practice

With its unique focus, SAP research expands the phenomenon of ‘strategy’, thus offering a novel perspective which complements the traditional view of strategy. With a focus on ‘doing’, the scope of phenomena within the field of strategy has been broadened beyond upper echelons or ‘general managers’ to include other individual involved in strategy work, for instance, middle managers (Balogun & Johnson, 2004) and frontline workers (Rouleau, 2005; Balogun, Best & Lé, 2015). Such a novel and more comprehensive perspective is

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increasingly important in today’s society with its many new organizational forms and structures. SAP research provides the basis to explore novel organisational forms such as ‘open innovation’, which remain largely under-explored empirically in traditional management research (see Special Issues in the Strategic Management Journal and Long Range Planning, among others as discussed in subsequent parts of this report).

SAP scholarship is characterized by theoretical pluralism. It builds on and advances influential strands of work within the strategy field and the management field more broadly. The intellectual contributions of SAP originate primarily in the philosophical tradition of social practice theory (for a general introduction, see Vaara & Whittington 2012). SAP scholars make a serious commitment to embracing core assumptions within social practice theory. Whilst there is no unified social practice theory (Nicolini 2013; Schatzki et al. 2001), there are several core assumptions that are generally shared by social practice theorists advocating strategy and organization as constituted in social activity. SAP research emphasizes a processual conceptualization of strategy, which is distinct from alternative views on strategy which continue to study ‘firms’ as entities with predefined characteristics.

Given this theoretical richness of social practice theory, and precisely because there is no unified social practice theory, SAP research is uniquely suited to offer diversified, interesting research, enhancing rather than limiting scope and avoiding the risk of convergence due to singular dominant frameworks and texts. Some examples of social practice theories (and theorists) that have been mobilized by SAP scholars include: Foucault (Hardy & Thomas 2014; Vaara 2004), Giddens (Hendry 2000; Jarzabkowski 2008; Whittington 2006), Vygotsky (Jarzabkowski 2003), Bourdieu (Splitter and Seidl, 2011), Schatzki (Jarzabkowski, Spee & Smets 2013; Hydle 2015), amongst others (for an overview, see Vaara & Whittington 2012).

To address such novel conceptualization and phenomena, SAP scholars draw on and develop novel methodological resources and data collection techniques to advance understanding on strategy. A range of methods have been employed to conduct research in the tradition of SAP, including a substantial number that are interpretivist and non-positivist: diaries (Balogun & Johnson, 2004, 2005), ethnographies (Jarzabkowski & Bednarek 2018); historical approaches (Kwon, Clarke & Wodak, 2014; Vaara & Lamberg 2016), ethnomethodology (Samra-Fredricks 2003, 2010), narrative analysis (Balogun, Bartunek & Bo 2015; Fenton & Langley 2011), rhetorical analysis (Sillince & Mueller 2007), discourse analysis (Abdallah & Langley 2011; Paroutis & Heracleous 2013) amongst others. SAP has also fostered the development of new methods to explore strategizing, for instance through video methods (Franck, Gylfie, LeBaron & Mantere 2014; LeBaron, Jarzabkowski, Pratt & Fetzer 2017). Through the development of novel methodological resources, SAP extends AOM’s drive for methodological advancements providing resources to calls by editors to study grand, societal challenges for example in the Academy of Management Journal (e.g. Eisenhardt, Graebner & Sonenshein 2016).

In sum, SAP is unique based on its distinctive conceptualization of strategy which expands the horizon of the strategy phenomena, developing new and extending existing theory to advance scholars’ understanding of strategy whilst exploring and adopting novel methodological resources.

1B. Strategizing Activities and Practices – an established body of scholarship, relevance and importance to the field of management

During the last two decades, scholars have made a substantive intellectual contribution to creating SAP as an established body of scholarship within the field of management. The
intellectual contributions afforded by SAP is evident in several indicators: i) a strong record of publications (evident in the number of top-tier publications), ii) multiple reviews of SAP research that both summarize existing research and detail research themes, and iii) a substantive impact on the field of management (i.e., the number of citations & peer recognition of SAP scholars).

i) A strong record of publications

SAP represents an established body of knowledge with unique and recognizable characteristics, making it a distinct and established field of research. Since the first calls for research on strategy-as-practice (Whittington 1996), Strategizing, Activities and Practices (SAP) has developed an independent field of research. The Interest Group represents a body of scholarship advocating a new conceptualization of strategy rather than refers to a mere ‘label’ of research that may appear as ‘boxed-in’ (Alvesson and Sandberg 2011), which runs counter to the ethos of academe. Whilst a large body of manuscripts advocating SAP refer to ‘strategy-as-practice’, the Interest Group embraces research beyond such a ‘label’. The Interest Group advocates research based on the Domain Statement outlined in Section 1A, which is broader than ‘strategy-as-practice’. Thus, the corpus of manuscripts engaging with principles of Strategizing, Activities & Practice go beyond an obvious or clearly identifiable ‘label’.

In order to adequately represent the corpus of scholarship in the realm of SAP, as encapsulated in the Domain Statement, a similar methodology was employed based on previous Division status applications¹. First, a keyword search was conducted using several databases. An initial search using the terms ‘Strategizing, Activities, Practices’ returned 4,433 results in ABI/Informs (Proquest). To narrow down the results, the working group preparing the Division application opted for a refined search based on scholarship citing the term “strategy-as-practice”, albeit recognizing the limited reach and thus representation of the body of scholarship that is advocated by the Strategizing, Activities & Practices Interest Group. The search included the mention of “strategy-as-practice” (both with and without hyphens) in the title, keyword and/or abstract and/or text. An initial search in Google Scholar returned 6,140 results, which includes manuscripts, book chapters, working papers, theses among other publications. To provide a comprehensive overview of scholarly work, the search was conducted in three databases: i) Web of Science; ii) Scopus, and iii) ABI/Informs (ProQuest). The parameters included a Boolean search of the term in Abstract OR Title OR Full Text. An overview of the results from this search is provided in Table 1.1. Second, evidence of SAP scholarship is based on authors who self-reported their outputs in the SAP-IN web portal, which has been established in 2001 (www.sap-in.org). The web portal has operated a bibliography since 2003 and hosts over 500 published manuscripts, including thesis. The self-reporting is vetted by an administrator, but will require authors to be signed-up to the website and to submit their work manually once accepted. To ensure an adequate representation, a call went out to over 3,500 members of the SAP-In network on 28th November 2017 to add recently accepted publications by 15th January 2018. The initial record of 420 works increased to 472, which form the final census for inclusion in this report.

¹ The triangulation of sources advances the methodology used by previous interest groups to demonstrate the extent of an “established field of knowledge” which successfully upgraded to Division, as reported in the documentation provided by AoM (Division liaison officer, Kerry Ignatz). Critical Management Studies (Division since 2008) has used self-reporting of 2500 studies, without indicating a specific period of publications. Organization and the Natural Environment adopted self-reporting of 445 studies, published in the period 1996-2007. Self-reporting occurred on the basis of authors providing their list of publications from their resumes (Curriculum Vitae), rather than keyword searches.
Table 1.1 presents the tremendous publication record of scholarship advocating SAP research. Variation in the data is subject to databases’ inclusion criteria, as well as the use of recognizable labels of published work. Yet, we adopted conservative inclusion criteria which is likely to underestimate the number of published SAP work.

**Table 1.1 SAP scholarship**

<table>
<thead>
<tr>
<th>Database</th>
<th>Web of Science</th>
<th>Scopus</th>
<th>ABI/Informs</th>
<th>SAP-IN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Count</strong></td>
<td>270</td>
<td>279</td>
<td>647</td>
<td>472</td>
</tr>
</tbody>
</table>

The breadth of publication demonstrates the maturing state of SAP scholarship. To show the breadth of publications, the reference list, provided at the end of this report, is based on search results from ABI/Informs, yet recognizing possible omissions due to the limited search stemming from focus on ‘strategy-as-practice’, which only represents a sub-set of scholarly work encapsulated by the Strategizing, Activities & Practices Interest Group. To offset some of these omissions, records held at the SAP-In portal are illustrated in Appendix Z, which is provided in separate file.

Figure 1.1 provides an overview of the most prominent journal outlets for SAP scholarship. It demonstrates the high-quality outputs in the top-tier journals representing the management field (e.g. *Academy of Management Annals, Academy of Management Journal, Academy of Management Review, Organization Science*, amongst others) and strategy specific journals (e.g. *Long Range Planning, Strategic Management Journal, Strategic Organization*). The European origins of SAP scholarship explain the string of publications in leading European journals (e.g. *Journal of Management Studies, Human Relations; Organization, Organization Studies*). Additionally, SAP work has been published scholarly books (n = 14, reported in SAP-IN web portal), including the first monograph “Strategy as Practice: An Activity Based Approach” by Paula Jarzabkowski (2005) as well as in two volumes of the Cambridge Handbook of Strategy-as-Practice (2011, 2015), in addition to twelve special issues, and many more chapters in edited handbooks (n = 87, reported on the SAP-IN web portal). Twelve special issues have added to the vibrancy of this work (see 1C, iii).

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2 The search was expanded to include ‘All databases’ within ISI/Thomson Reuters. Results obtained: January 24 2018.

3 The search was expanded to include ‘All databases’ within Scopus. Results obtained: January 24 2018.

4 The search in ABI/Informs returned 752 valid responses, conducted on January 24 2018. These included Case studies (n = 24), working papers (n = 19), among others. These results were excluded. 647 returns refer to ‘articles’ only.

5 The illustration in Figure 1.1 is a sub-set of publications recorded on the SAP-In portal. Figure 1.1 shows the number of publications in the journals listed in Figure 1.1.
ii) Reviews of SAP research summarizing existing research and detailing research themes

Over the last two decades, multiple reviews, specials and essays focused on taking stock and defining the field of SAP research, creating provocations that foster vibrant scholarship (further information on research themes is provided in section 1C). The body of SAP scholarship is captured by two influential reviews. Jarzabkowski and Spee (2009) provided a typology of SAP research taking stock of early work. Published in the Academy of Management Annals, Vaara and Whittington (2011) outline the distinctive features of SAP research based on a highly influential framework differentiating praxis, practitioners and practice(s), as developed by Whittington (2006). In addition, several books and book chapters have completed reviews that provide a history of SAP (Johnson, Langley, Melin & Whittington 2007), and comprehensive overviews of a growing field of research (Wolf & Floyd 2013), including two editions of the Cambridge Handbook of Strategy-as-Practice (Golsorkhi et al. 2011, 2015), which includes a chapter on the cumulative knowledge developed by SAP scholarship (Langley 2015).

Debates in various journals have considered methodologies employed in research (e.g. Balogun et al. 2003), the relevance of a critical perspective within SAP research, specifically pointing to a lack of reflexivity (e.g. Rasche & Chia 2009), dimensions of power (e.g. Clegg et al. 2004), distinctions to process research (e.g. Chia & MacKay 2007), and the theoretical as opposed to commonsense use of the term practice (e.g. Bromiley & Rau, 2016; Jarzabkowski, Kaplan, Seidl & Whittington, 2016). Such debates continue to foster contributions to the literature (e.g. Kornberger 2016).

iii) A substantive impact on the field of management

The high and exponentially growing number of citations to SAP work provides a gauge of the relevance, importance and application of SAP scholarship to the field of management. Figure 1.2 illustrates a steep growth of citations of the 270 publications recorded in the database ISI/Web of Science. Over the decade, citations reached a high of 811
in 2016, closing with 758 citations in 2017. The total citation count is 4,751, producing an average citation count of 17.6. The H index for SAP work is 35. The citation count is 3,508 excluding self-citations. Citations are spread across 2,648 articles or 2,419 without self-citations. The huge multipliers of the citations for the 270 publications is a strong indicator of the influence of SAP work beyond the strategy discipline.

Figure 1.2 Citations (based on ISI/Web of Science)

A further break-down, based on Web of Science Categories, demonstrates the majority of relevance arising within the broader field of Business and Management, as per Table 1.2.

Table 1.2 Overview of SAP work cited in field of research (based on ISI)

<table>
<thead>
<tr>
<th>Researchs Category</th>
<th>Articles citation</th>
<th>% of overall articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>159</td>
<td>77.56%</td>
</tr>
<tr>
<td>Business</td>
<td>77</td>
<td>37.56%</td>
</tr>
<tr>
<td>Information Science Library Science</td>
<td>11</td>
<td>5.37%</td>
</tr>
<tr>
<td>Social Sciences Interdisciplinary</td>
<td>11</td>
<td>5.37%</td>
</tr>
<tr>
<td>Computer Science Information System</td>
<td>8</td>
<td>3.90%</td>
</tr>
<tr>
<td>Planning Development</td>
<td>6</td>
<td>2.93%</td>
</tr>
<tr>
<td>Psychology Applied</td>
<td>5</td>
<td>2.44%</td>
</tr>
<tr>
<td>Business Finance</td>
<td>4</td>
<td>1.95%</td>
</tr>
<tr>
<td>Humanities Multidisciplinary</td>
<td>4</td>
<td>1.95%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4</td>
<td>1.95%</td>
</tr>
<tr>
<td>Communication</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>Education, Educational Research</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>Environmental Sciences</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>Environmental Studies</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>Green Sustainable Science Technology</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>History of Social Sciences</td>
<td>3</td>
<td>1.46%</td>
</tr>
<tr>
<td>Behavioral Science</td>
<td>2</td>
<td>0.98%</td>
</tr>
<tr>
<td>Economics</td>
<td>2</td>
<td>0.98%</td>
</tr>
<tr>
<td>Psychology Experimental</td>
<td>2</td>
<td>0.98%</td>
</tr>
</tbody>
</table>

In addition to overall citation counts, the importance of scholarship advocated by SAP is represented by influential work. Appendix B illustrates the highest 10 citation counts received for SAP work. High average citation counts demonstrate the continued influence and relevance of seminal SAP work, which include the initial call for strategy-as-practice
research (Whittington 1996), review pieces (Jarzabkowski & Spee 2009, Vaara & Whittington 2012) and influential conceptual frameworks (Jarzabkowski, Balogun & Seidl 2007; Jarzabkowski 2004; Whittington 2007) as well as exemplary empirical research on sensemaking (Kaplan 2008) and role and identities (Mantere & Vaara 2012).

The substantive impact on the field of management is also further substantiated in the strong peer recognition of SAP’s scholars within the academy (profession) as evident in the strong representation of SAP scholars on the editorial boards of leading international journals. Such recognition also demonstrates the acceptance and relevance of high-quality scholarly contributions to the field of management. Table 1.3 lists current and past editorships and editorial board membership of core SAP scholars. The overview clearly demonstrates a huge increase in contributions since 2013, which provides further evidence of the maturity of scholarship based on having established SAP within the field of management.
<table>
<thead>
<tr>
<th>Journal</th>
<th>Role</th>
<th>Relation to SAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy of Management Journal</td>
<td>Associate editor</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td></td>
<td>Eero Vaara</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Editorial board membership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Julia Balogun, 2004-2010</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2007-2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Founding member of IG &amp; Advisory Group member</td>
<td></td>
</tr>
<tr>
<td>Academy of Management Review</td>
<td>Editorial board membership</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2011-2014; 2017-present</td>
<td></td>
</tr>
<tr>
<td>Strategic Management Journal</td>
<td>Associate editor</td>
<td>Chair (2014/2015)</td>
</tr>
<tr>
<td></td>
<td>Tomi Laamanen, Richard Whittington</td>
<td>Chair (2012/2013)</td>
</tr>
<tr>
<td></td>
<td>Editorial board membership</td>
<td>Chair (2014/2015)</td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2009-2015</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td>Long Range Planning</td>
<td>Editor-in-chief</td>
<td>Chair (2018/2019)</td>
</tr>
<tr>
<td></td>
<td>Tomi Laamanen, Sotirios Paroutis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Editorial board: Richard Whittington</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paul Spee (2017-2020)</td>
<td></td>
</tr>
<tr>
<td>Organization Studies</td>
<td>Associate editor</td>
<td>Chair (2012/2013)</td>
</tr>
<tr>
<td></td>
<td>Richard Whittington, 2006-2010</td>
<td>Inaugural Chair</td>
</tr>
<tr>
<td></td>
<td>David Seidl, 2011-2014</td>
<td>Chair 2017/2018</td>
</tr>
<tr>
<td></td>
<td>Paul Spee, 2014-2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Editorial board membership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Julia Balogun, 2004-2013</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td></td>
<td>Jane Le, 2015-2015</td>
<td>Chair (2016/2017)</td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2005-2013</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td>Organization Science</td>
<td>Editorial board membership</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2007-2010</td>
<td>Founding member of IG</td>
</tr>
<tr>
<td>Academy of Management Discoveries</td>
<td>Editor-in-chief</td>
<td>Chair (2013/2014)</td>
</tr>
<tr>
<td></td>
<td>Curtis LeBaron</td>
<td></td>
</tr>
<tr>
<td>Strategic Organization</td>
<td>Editor-in-chief</td>
<td>Advisory Group</td>
</tr>
<tr>
<td></td>
<td>Ann Langley</td>
<td></td>
</tr>
<tr>
<td>Organizational Research Methods</td>
<td>Associate editor</td>
<td>Chair (2015/2016)</td>
</tr>
<tr>
<td></td>
<td>Anne Smith (- 2017)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jane Lê (2014-)</td>
<td>Chair (2016/2017)</td>
</tr>
<tr>
<td>Journal of Management Studies</td>
<td>Editorial board: Julia Balogun</td>
<td>Advisory Group</td>
</tr>
<tr>
<td></td>
<td>Paula Jarzabkowski, 2007-2012</td>
<td></td>
</tr>
<tr>
<td>m@n@gement</td>
<td>Editorial board: David Oliver</td>
<td>Secretary</td>
</tr>
</tbody>
</table>
1C. **Frequent contributions to the body of knowledge**

Frequent contributions to establish SAP as a body of knowledge are evident in following indicators: i) frequency of scholarly contributions; ii) SAP representing a growing international community of scholars, iii) with scholarship advancing distinct research themes, including special issues and iv) a distinct teaching agenda. In doing so, v) SAP research regularly advances the field of management more broadly.

i) **Frequency of scholarly contributions**

Strong evidence confirms the steep trajectory and the increasing frequency as SAP scholarship. First, the corpus of SAP scholarship has increased significantly in the past few years as reported in Table 1.1. Second, the number of scholarly submissions to SAP exceed the AOM average based on a 5-year percentage change (SAP: 2.9%; AOM: 2.2%), which is outlined in Table 3.4 and explained in more detail in Section 3/II/c. Third, the edited Handbook of SAP, published by Cambridge University Press is in its second edition. The editors of the Cambridge Handbook (Golsorkhi, Rouleau, Seidl & Vaara, 2015) felt that a second edition of the handbook was warranted after only four years because “the field of practice-based strategy research has moved on considerably” (ibid: Preface, p: xxv).

Despite some variation in the corpus of scholarship across databases, as reported in Table 1.1, the numbers converge to show a very strong upward trajectory of SAP scholarship (see Table 1.4). Albeit limited to publications in top-tier outlets, Figure 1.1 demonstrates a significant increase in the number of publications per year as represented in the trend line, moving from 6 per year in 2007 to 23 in 2017 (see Expon. Years, Figure 1.1). Table 1.4 provides a detailed comparison of SAP scholarship by time period6. Three time intervals were chosen to demarcate the formation and evolution of the field: 1996, the first publication advocating a novel conceptualization of strategy (Whittington, 1996), 2011, the inception of the Strategizing, Activities & Practices Interest Group, 2013, the first successful review of the SAP Interest Group, 2014-2017, current review period of the SAP IG.

Table 1.4 clearly demonstrates the exponential increase in work advocating SAP scholarship which is consistent across databases. For example, ABI/Informs suggests that about 105 manuscripts advancing SAP scholarship were published each year since 2014, which is a significant from 68 per year between 2011 and 2013 up from 4.6 in the period pre-2010 (see Table 1.4). Even the ISI/Web of Science index, which offers the most conservative publication figures, substantiates the substantial increase of SAP publications in the past four years (31.8 per year up from the average of 4.6 per year recorded in the initial fifteen years of the field).

Thus, the publication data confirms that the inauguration of SAP as an AOM interest group has had a huge influence on the success of SAP scholarship. It is thus not surprising that SAP members consider the Annual Meeting a vital platform to present their work and receive helpful comments to improve their work (see Section 3 for additional detail).

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6 Appendix C shows the number of SAP publications per year, as recorded by different databases
A closer look at the publication outlets of SAP work highlights four critical aspects. First, the frequency of SAP publications increased when restricting the review to top-tier journals, as demonstrated in Figure 1.1. Second, SAP work has been published in the leading domain-specific journals for strategy (e.g. Strategic Management Journal) and in the leading management journals (e.g. Academy of Management Journal, Academy of Management Annals). Third, a breakdown of journal outlets shows that SAP work has been published in the leading journals as considered in the U.S. (e.g. Strategic Management Journal, Organization Science) and in Europe (Journal of Management Studies, Organization Studies).

Table 1.4 SAP scholarship by time intervals

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Web of Science</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- average</td>
<td>69 (26%)</td>
<td>74 (27%)</td>
<td>127 (47%)</td>
</tr>
<tr>
<td>Scopus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- average</td>
<td>65 (23%)</td>
<td>55 (20%)</td>
<td>160 (57%)</td>
</tr>
<tr>
<td>ABI / Informs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- average</td>
<td>155 (24%)</td>
<td>205 (32%)</td>
<td>423 (44%)</td>
</tr>
<tr>
<td>SAP-IN(^7)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- average</td>
<td>213 (45%)</td>
<td>110 (23%)</td>
<td>149 (32%)</td>
</tr>
</tbody>
</table>

\(^7\) The average are slightly skewed in the period 2011-2013 as members recorded individual book chapters of the first SAP Handbook (published in 2011) on the SAP-In website.
ii) SAP scholarship has rapidly come to represent a growing international community of scholars.

SAP represents a field of research which connects a diverse and international member base. An overview of authors’ geographic locations, as illustrated in a pie chart (Figure 1.3), shows the strong influence of non-US based scholars. The majority of contributions stem from the United Kingdom (27%), Australian (8%), Brazil (8%), Canada (9%), followed by the United States (8%).

*Figure 1.3 Break-down of SAP authorship (based on Web of Science®)*

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*Web of Science was selected due to the ease and readiness to generate geographic data for authors.*
iii) SAP scholarship advances distinct research themes

Another indicator of a maturing body of scholarship is well-established research themes to advance an understanding of strategy as constituted in day-to-day work. Research themes, as outlined in Table 1.5 are based on influential reviews of the SAP field (Golsorkhi, Rouleau, Seidl and Vaara 2015; Jarzabkowski & Spee 2009; Vaara & Whittington 2012).

Table 1.5 Examples of central research themes within SAP

<table>
<thead>
<tr>
<th>Research theme</th>
<th>Exemplary studies</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practices</td>
<td>Vaara et al. 2010</td>
<td>Discursive practices in strategizing</td>
</tr>
<tr>
<td></td>
<td>Gomez &amp; Bouty 2011</td>
<td>Emergence of new practices</td>
</tr>
<tr>
<td></td>
<td>Kaplan 2011</td>
<td>PowerPoints as part of the epistemic machinery of strategy</td>
</tr>
<tr>
<td>Strategy work/activities (praxis)</td>
<td>Spee &amp; Jarzabkowski 2011</td>
<td>Strategic planning as communicative process</td>
</tr>
<tr>
<td></td>
<td>Liu &amp; Maitlis 2015</td>
<td>Emotions in strategy work</td>
</tr>
<tr>
<td>Strategy practitioners</td>
<td>Samra-Fredricks 2003</td>
<td>Power in strategizing</td>
</tr>
<tr>
<td></td>
<td>Mantere 2008</td>
<td>Middle managers as strategists</td>
</tr>
<tr>
<td>Strategy work in different contexts</td>
<td>Abdallah &amp; Langley 2014; Hydle 2015</td>
<td>Spatio-temporal organization of strategy work</td>
</tr>
<tr>
<td></td>
<td>Regnér 2003</td>
<td>Strategizing in the centre vs. periphery</td>
</tr>
<tr>
<td></td>
<td>Maitlis &amp; Lawrence 2003</td>
<td>Strategizing in an orchestra</td>
</tr>
<tr>
<td></td>
<td>Whittington &amp; Cailluet 2008</td>
<td>Strategic planning practices</td>
</tr>
<tr>
<td></td>
<td>Jarzabkowski 2003, 2005</td>
<td>Administrative practices</td>
</tr>
<tr>
<td></td>
<td>Hendry &amp; Seidl 2003</td>
<td>Strategic episodes</td>
</tr>
</tbody>
</table>

Such work has also contributed to a growing but well-established research agenda. The pluralism of SAP at the level of philosophy, theory and methodology has provided the basis for research agendas to emerge and continuously evolve. One particularly useful resource was provided in conceptual work offering frameworks to advance a novel understanding of ‘strategy’. To provide a unique and strong intellectual basis, early SAP work developed several conceptual frameworks advocating for a new SAP-themed perspective that would broaden understanding of strategy to a socially accomplished phenomena (for an overview, see ‘Definition of the strategy-as-practice agenda and/or frameworks’, Appendix D). For example, works by Jarzabkowski, (2004; 2005), Jarzabkowski, Balogun & Seidl, (2007); Johnson, Langley, Melin & Whittington (2006), Whittington (1996, 2002, 2006, 2007) have provided conceptual frameworks laying the foundation for empirical studies to explore the praxis, practice and practitioners in an inter-related manner. Additionally, review articles provide research agendas on the basis of taking stock of the field of research. Reviews by Jarzabkowski and Spee (2009) and Vaara & Whittington (2012) continue to shape the future research agenda of SAP scholarship. Another good example is the second edition of the Cambridge Handbook of Strategy as Practice (Golsorkhi et al. 2015), which features six chapters outlining promising areas for future research (section Part V Substantive Topic areas).
Another important resource has been special issues. To date, twelve special issues have explored themes and topics advancing SAP scholarship (listed in chronological order).


Such resources provide a vibrant research agenda that gives SAP its distinct character and ensure SAP explores particular theoretical themes, such as emotions, sensemaking or topics such as materiality or strategy tools, or new phenomena, like open innovation, which regularly feature in submission to AOM annual meetings.

iv) SAP drives a distinct teaching agenda

Another defining characteristic is SAP’s distinct teaching pedagogy. The philosophical assumptions guiding SAP scholarship also influence curriculum development and the methods employed in teaching strategy. A range of textbooks offers an alternative view of strategy which has created a huge impact on the management education. A list of recently published textbooks authored by leading SAP members is provided below:


v) SAP research regularly advances the field of management more broadly

SAP scholarship has found application in the management field and beyond (see Table 1.2), leading to theoretical and methodological advancements. Theoretical and methodological pluralism equip SAP work to connect with research themes in the management field more broadly, e.g. to advance organization theory and research methods.

In addition to the research themes (see Table 1.5), SAP scholarship has contributed to theoretical advancements in related fields of management and extended areas within the traditional domain of strategy research (see Table 1.6), as documented by Vaara and Whittington (2012) and Golsorkhi, Rouleau, Seidl & Vaara (2015). To foster the appropriate methodologies to capture ‘practice’, SAP actively contributes to methodological advancements which resulted in several scholarly contributions to research methods (Table 1.8). A full list of strategy specific, broader management theory specific and methodological advancements within SAP can be found in Appendix D.

Table 1.6 Examples of research themes within SAP which have relevance to the wider field of management

<table>
<thead>
<tr>
<th>Research theme</th>
<th>Exemplary studies</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy process</td>
<td>Wenzel &amp; Koch 2018</td>
<td>Discursive practices that constitutes and reproduce keynote speeches</td>
</tr>
<tr>
<td></td>
<td>Mirabeau &amp; Maguire 2014</td>
<td>Linking time with varying practices of strategy-making</td>
</tr>
<tr>
<td>Sensemaking</td>
<td>Balogun and Johnson 2004, 2005</td>
<td>Socially negotiated nature of sensemaking</td>
</tr>
<tr>
<td></td>
<td>Kaplan 2008</td>
<td>Framing contests</td>
</tr>
<tr>
<td>Roles and identities</td>
<td>Rouleau 2005; Rouleau and Balogun 2011; Mantere 2005, 2008</td>
<td>Middle managers</td>
</tr>
<tr>
<td></td>
<td>Lounsbury and Crumley 2007</td>
<td>Constraining and enabling of agency through wider/societal theories</td>
</tr>
<tr>
<td>Discursive aspects</td>
<td>Paroutis and Heracleous 2015; Seidl 2007</td>
<td>First order strategy discourse in institutional adoption</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Differentiation between different strategy discourses</td>
</tr>
<tr>
<td>Power</td>
<td>Ezzamel and Willmott 2008</td>
<td>Power differentials in strategizing processes</td>
</tr>
<tr>
<td></td>
<td>Laine and Vaara 2007; Mantere and Vaara 2008</td>
<td>Modes of resistance in strategy processes</td>
</tr>
<tr>
<td>Materiality, tools and</td>
<td>Kaplan 2011</td>
<td>PowerPoint as facilitating collaboration and cartography</td>
</tr>
<tr>
<td>techniques</td>
<td>Giraudseau 2008</td>
<td>Strategic plans as visual and textual representation of contexts</td>
</tr>
</tbody>
</table>
The AOM program – both professional development workshops and scholarly - provided a fertile ground laying the foundation for such advancements through Collaborations with other Divisions/Interest Groups. SAP has had several collaborations with other Divisions and Interest Groups to foster pedagogy, create a nexus with research themes in other Divisions and explore novel research methodologies. To foster the strategy community’s teaching pedagogy, the program of SAP has featured a Teaching Strategy PDW every second year since 2013. Whilst co-sponsored with STR (formerly BPS), the majority of teaching PDWs has been initiated by SAP scholars as evident through the primary affiliation with and submission to SAP.

To explore the nexus of specific research themes, PDWs and symposia were established, and co-sponsored with other Divisions. For instance, PDWs discussed “Bridging the Institutional and the Strategy-as-Practice Perspectives: Avenues for Future Research” in 2015 (co-sponsored with OMT) or Strategy-As-Practice Meets Routine Dynamics” in 2017 (co-sponsored with OMT).

Several special issues and book volumes (e.g. Oxford Handbook of Organizational Paradox) resulted from such cross-disciplinary conversations at AOM. Based on the growing methodological expertise, SAP regularly hosts PDWs aimed at methodology, for example ‘Coding in the trenches’ (PDW in 2015-2017), which remain extremely popular (100+ attendees).

Table 1.7 SAP advocating theories within the broader field of management

<table>
<thead>
<tr>
<th>Theory</th>
<th>Exemplary contributions</th>
<th>AOM program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional theory</td>
<td>Suddaby, Seidl and Lê 2013</td>
<td>PDW 2015</td>
</tr>
<tr>
<td></td>
<td>Smets, Jarzabkowski, Burke &amp; Spee 2015</td>
<td></td>
</tr>
<tr>
<td>Paradox</td>
<td>Bednarek, Paroutis &amp; Sillince 2015</td>
<td>PDW 2016</td>
</tr>
<tr>
<td></td>
<td>Bednarek &amp; Lê 2017</td>
<td></td>
</tr>
<tr>
<td>Routine dynamics&lt;sup&gt;9&lt;/sup&gt;</td>
<td>Dittrich &amp; Seidl 2017</td>
<td>PDW (2017), symposium</td>
</tr>
<tr>
<td>Information systems</td>
<td>Teullier and Rouleau 2011</td>
<td>PDW 2016</td>
</tr>
<tr>
<td></td>
<td>Whittington 2014</td>
<td></td>
</tr>
</tbody>
</table>

Table 1.8 SAP advancing methodologies

<table>
<thead>
<tr>
<th>Theme</th>
<th>Exemplary studies</th>
<th>AOM program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Novel forms of ethnography</td>
<td>Rasche and Chia 2009</td>
<td>PDW 2013</td>
</tr>
<tr>
<td>Process research</td>
<td>Whittington 2007</td>
<td>SAP scholars regularly feature at or organize the Process PDW (Research Methods Division)</td>
</tr>
<tr>
<td>Video methods</td>
<td>Gyfie, Franck, LeBaron &amp; Mantere 2016</td>
<td>PDW 2012-2014</td>
</tr>
</tbody>
</table>

<sup>9</sup> Scholars with a strong affiliation<sup>9</sup> to SAP have been influential contributors shaping the research agenda on routine dynamics (e.g. Dittrich & Seidl 2017; Glaser 2016). In a recent special issue on routine dynamics (Organization Science, volume 27/Issue 3), four out of 14 manuscripts that appeared in the special issue were co-authored by core SAP scholars (e.g. Jarzabkowski, Langley, LeBaron, Seidl).
SAP continues to contribute to fostering scholarship advancing the field of management. The recently established entrepreneurship-as-practice community which hosts annual workshops (source: https://www.entrepreneurshipaspractice.com/) provides an example to demonstrate opportunity for future engagement with SAP. Building on a successful themed-breakfast at the AOM annual meeting (2017), a PDW discussing the nexus of SAP and entrepreneurship was submitted for consideration of the 2018 annual meeting.

1D. The need for SAP in continuing to advance this body of knowledge

The transition from Interest Group to Division is a natural progression based on SAP’s strong performance and continued growth potential. The following positive features of SAP strongly advocate for its continuation and supports SAP’s application to Division.

First, SAP advocates a distinct body of knowledge that makes a unique intellectual contribution to the Academy. Table 1.9 outlines benefits created by SAP to the Academy.

Table 1.9 SAP represents a distinct body of knowledge

<table>
<thead>
<tr>
<th>Benefit to the Academy</th>
<th>Evidence</th>
<th>Elaborated in document</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) SAP offers a novel perspective focused on activities and practices; to examine strategizing</td>
<td>A unique Domain Statement to explore strategy as a phenomena</td>
<td>Section 1A</td>
</tr>
<tr>
<td></td>
<td>A defined field with clear research agendas</td>
<td>Section 1B</td>
</tr>
<tr>
<td>b) SAP enriches the Academy through novel, innovative theoretical and methodological approaches that are of relevance to other domains within AOM</td>
<td>Novel theoretical and methodological</td>
<td>Section 1B</td>
</tr>
<tr>
<td></td>
<td>Citations of publications</td>
<td>Section 1B</td>
</tr>
<tr>
<td></td>
<td>Strong satisfaction with program activities</td>
<td>Section 3/II, b, d</td>
</tr>
<tr>
<td></td>
<td>Strong submissions to AOM</td>
<td>Section 3/II, c</td>
</tr>
<tr>
<td>c) SAP scholarship is an established and fast growing scholarly body of knowledge</td>
<td>Number of and frequency of top-tier publications</td>
<td>Section 1C, i</td>
</tr>
<tr>
<td></td>
<td>12 Special issues in U.S. and internationally recognized top-tier journals</td>
<td>Section 1C, iii</td>
</tr>
<tr>
<td></td>
<td>Pluralism in theoretical approaches adopted and methodological approaches employed</td>
<td>Section 1C, iii, v</td>
</tr>
<tr>
<td>d) SAP represents a global research community</td>
<td>Publications in a range of top-tier</td>
<td>Section 1C</td>
</tr>
<tr>
<td></td>
<td>North American, and European journals</td>
<td>Section 1C, ii</td>
</tr>
<tr>
<td></td>
<td>Diverse authorship</td>
<td>Section 3/I, a, III a &amp; b</td>
</tr>
<tr>
<td></td>
<td>Diverse membership</td>
<td></td>
</tr>
<tr>
<td>e) SAP members complement the wealth of scholarly expertise to the Academy</td>
<td>SAP members’ representation on editorships and editorial boards</td>
<td>Section 1B</td>
</tr>
</tbody>
</table>
Second, the SAP Interest Group is a community that represents the unique SAP scholarship and addresses members’ needs to foster the unique body of knowledge. The SAP Interest Group established the AOM Annual meeting as a place to be for SAP members, thus creating benefits to AOM (see Table 1.10).

Table 1.10 SAP represents unique scholarship

<table>
<thead>
<tr>
<th>Benefit to the Academy</th>
<th>Evidence</th>
<th>Elaborated in document</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) SAP serves members who advance an established body of knowledge, whose needs are not represented by any other Division or Interest Group within the Academy</td>
<td>Members’ strong identification and affiliation with SAP (82%) Members’ perception SAP addresses Domain specific needs (81%) Members clear support for Division status (80)</td>
<td>Section 3/I, b</td>
</tr>
<tr>
<td>b) SAP addresses members’ needs</td>
<td>Members strong satisfaction with value received from SAP membership</td>
<td>Section 3/I, b</td>
</tr>
<tr>
<td>c) SAP provides services enhancing value for members to attend the AOM Annual Meeting</td>
<td>Members perceive AOM as ‘the’ platform for SAP Members strong satisfaction of SAP’s program, especially PDWs Members gaining valuable feedback to improve their work from submitting and presenting at AOM Networking</td>
<td>Section 3/II, d, e</td>
</tr>
<tr>
<td>d) SAP inspires future generations of scholars</td>
<td>Creating ECR Day to foster needs of PhD and Early-Career Researchers, including mentoring managing careers Over 194 dissertations authored on SAP</td>
<td>Section 3/III, f</td>
</tr>
<tr>
<td>e) SAP fosters pedagogy in strategy teaching</td>
<td>SAP members’ teaching-related publications Regular PDWs fostering teaching</td>
<td>Section 1C</td>
</tr>
</tbody>
</table>

24
Third, SAP represents a welcoming vibrant and inclusive community with a very diverse, international member base. AOM benefits from SAP’s diversity and continuous growth in membership, especially in categories that have seen negative trends across the Academy, including practitioners and executives as outlined in Table 1.11.

Table 1.11 SAP represents a vibrant and inclusive community with a very diverse, international member base

<table>
<thead>
<tr>
<th>Benefit to the Academy</th>
<th>Evidence</th>
<th>Elaborated in document</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) SAP offers substantial growth</td>
<td>Membership growth</td>
<td>Section 3/III, b</td>
</tr>
<tr>
<td>b) SAP drives internationalization and diversity of membership</td>
<td>Adding international members and representation on Executive Committee</td>
<td>Section 3/III, a &amp; b</td>
</tr>
<tr>
<td>c) Vibrant community</td>
<td>Strong sense of community</td>
<td>Section 3/I, b</td>
</tr>
<tr>
<td>d) SAP fosters inclusiveness</td>
<td>Welcoming efforts Diversity as evidenced in Diversity &amp; Inclusiveness Award</td>
<td>Section 3/IV, d</td>
</tr>
<tr>
<td>e) Adding innovation and best practice to AOM</td>
<td>The ECR Day to create mentoring and establish a strong peer group Themed-breakfast Friday night dinner</td>
<td>Section 3/V</td>
</tr>
<tr>
<td>f) SAP communication mechanism to enhance transparency</td>
<td>Strong newsletter &amp; electronic communication services Dedicated IT officer role Frequent member consultation Social &amp; Business Meeting at annual meeting</td>
<td>Section 3/IV a &amp; b</td>
</tr>
</tbody>
</table>

Fourth, SAP provides an autonomous, solid and effective governance structure and leadership team as outlined in Table 1.12.

Table 1.12 SAP provides an autonomous, solid and effective governance structure and leadership team

<table>
<thead>
<tr>
<th>Benefit to the Academy</th>
<th>Evidence</th>
<th>Elaborated in document</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Nimble and financially independent</td>
<td>Conservative management of finances Substantial increase in sponsorship (2013-2017: by a factor of 15)</td>
<td>Section 3/VI</td>
</tr>
<tr>
<td>b) Transparent leadership structure and democratic decision-making</td>
<td>Fair and open election with close races Nominations represent SAP’s international membership base</td>
<td>Section 2c, ii</td>
</tr>
<tr>
<td>c) Transparent selection criteria for awards</td>
<td>Fair double-blind review process of the five paper submissions receiving the highest reviewer scores</td>
<td>Section 2c, iii</td>
</tr>
</tbody>
</table>

Fifth, SAP is well positioned to contribute to AOM’s moonshots by 2022 given its achievements as a community of scholars, outstanding contributions by individual scholars.
and the current trajectory and achievements positioned specifically to make scholarly work relevant.
Table 1.13 SAP contributes to attaining the Academy of Management’s moonshots

<table>
<thead>
<tr>
<th>Moonshot</th>
<th>SAP contributing to Moonshot</th>
</tr>
</thead>
</table>
| AOM will connect members of the global management and organization community with one another and with external audiences through an unparalleled portfolio of engagement opportunities that transcend technological and geographic boundaries. | - Inclusiveness of strong international membership  
- Various interactive formats, including use of video technology (e.g. a Chair’s ECR welcome video) |
| AOM will provide to a diverse membership indispensable value characterized by extensive professional services, vibrant volunteerism, interactive communities, and re-imagined governance. | - Very strong program to support PhD students and Early-Career Scholars  
- Interactive communities: workshops outside the US  
- Collaboration with other Divisions and Interest Group  
- Fostering networking within community  
- Strong sense of community |
| AOM will fundamentally advance knowledge creation and content dissemination for greater relevancy and impact on a diverse set of stakeholders and institutions around the world. | - Relevance to practice inherent in ‘practice’ and focus on activities  
- Explicit invitations to practitioners (e.g. Norwegian air force, pedagogic teaching experts, CEO / key strategists) |
| AOM will aggressively and effectively champion the external standing of organization and management scientists as a globally-led, inclusively governed association. | - Globally constituted executive committee  
- High proportion of critical management scholars |
Why SAP is distinctive adding to the AOM portfolio of DIGs

SAP is a distinctive field of research that is separate from other Divisions. Indeed, merging with another Division was suggested only by 4% of members who voted (see Figure 4.1 in Section 4 for a breakdown). Merging would undermine the many achievements of SAP and diminish any benefit SAP has brought, as outlined above, and will continue to add to the Academy as is proposed in Section 2 and Section 3.

SAP is clearly distinct from other Divisions. Although many of SAP’s members are affiliated with other divisions (most commonly STR, OMT and ODC, see Appendix F for a full breakdown of members’ affiliation), the majority of our members list SAP as their primary affiliation, clearly signaling the unique value SAP provides. A comparison of Domain Statements (see also, Appendix A), demonstrates SAP’s distinct focus. It advocates for a unique focus on strategy as enacted and performed by several actors within and outside of organizations. Indeed, a closer look makes it clear that no Division would provide a comfortable ‘fit’ for SAP. Whilst STR appears the nearest in terms of foci on strategy as phenomenon, the philosophical and methodological bases are so different, that it produces very different types of work. For instance, SAP scholarship is more likely to adopt a critical management perspective and to use constructivist research methods. OMT also shares commonality with SAP, particularly in terms of thematic overlap. However, housing SAP within the broad umbrella of OMT would necessarily mean losing the distinct focus on strategy/strategizing. This focus has been a central reason why SAP has been able to build a powerful body of work so quickly. Losing this focus would jeopardize the future of the field. Thus, whilst on the surface it may appear that there are sufficient similarities with STR and OMT around the nature and approach to justify an amalgamation, SAP is very different at its heart. In particular, the intellectual approach of SAP is unique and profound in terms of its philosophical tradition of social practice theory, which scholars engaging with SAP commit to, and its innovative and largely constructivist methodology (see Section A). It is this diversity and pluralism that offers a diversity unlike any existing AOM Division. This is the real value-add of SAP.

SAP has grown to a mid-range size with 680 members\textsuperscript{10} which allows us to build a closer community of scholars in which individuals are recognized, valued and supported. Such a relative smaller size compared provides SAP with an additional advantage that our members highly value to other Divisions with two- to three-times the size (e.g. STR: 4,800+ members, OMT: 3,900+ members, or ODC: 2,000+ members). Indeed, several members have clearly stated that they are members of AOM because of SAP. In joining SAP, they recognize that SAP offers unique value to members beyond what the AOM is able to offer. Given that STR is one of the largest AOM Division with a membership base of over 4,800 people and OMT is not far behind with 3,800+ members, SAP has a unique value proposition. Thus, merging with another Division, for instance STR, would risk alienating members who have found a home within SAP particularly because of these unique features (cf. 5-year report conducted in 2017). Furthermore, SAP’s size has allowed it to establish high-levels of inclusiveness, integrating its diverse membership in terms of members’ geographic location and variation in types of members.

\textsuperscript{10} Census: 15\textsuperscript{th} October 2017, commencement of the membership survey
SECTION 2: GOVERNANCE AND ORGANIZATION

Executive summary

As an organization, the SAP IG provides a forum for members to advance research related to the activities of strategy by facilitating the development of an emerging community of scholars, recognizing and advancing a plurality of methodological and epistemological traditions. SAP’s Advisory Board and Executive Committees believe that the proposed move to Division status will advance these objectives.

SAP is governed by three Committees: the Executive Committee, the Program Committee, and the Membership Committee (see Tables 2.1 and 2.2). These governing committees are advised by the Advisory Group. Members have communicated a high degree of satisfaction with the governance structure of the SAP interest group (see Figures 2.1, 2.2 and 2.3).

a) Goals and objectives

Goals and objectives of the SAP Interest Group were established when the Interest Group formed in March 2010. The goals and objectives are firmly anchored in SAP’s Constitution (Article 2 Mission, see Appendix G). SAP’s Mission is comprised of two sections: 1) Purpose and 2) Prime Objectives. The Purpose is conveyed in the Domain Statement, which has been reproduced in Section 1A. Since these already reflect the focus on “strategy as something people do” [original emphasis], the current Purpose and Domain Statement will continue to serve the community of scholars in future.

The Prime Objectives (Part 2 of the Article 2/Mission) set out specific activities to be pursued by the Executive Committee to foster community-building and scholarship, as outlined below. Given the continued efforts of Officers, SAP continues to focus on and measure progress in line with its Prime Objectives.

2 Prime Objectives

A. The SAP Interest Group is founded to:

i) Enable the growth and visibility of a body of scholarship that is showing significant potential for scholarly contribution in opening up a venue for exploring strategic management as it is practiced within and across organizations

ii) Enable further development of an emerging community of international scholars

iii) Meet the development needs of this community of scholars through recognizing and advancing their particular methodological and epistemological traditions

iv) Increase the vibrancy of the Academy through a body of scholarship that enables connections to, yet has no exact overlap with, many other divisions.

Depending on the success of the current application to transition SAP as a Division, the Executive Committee proposes to modify the Prime Objectives to reflect its novel status. Whilst the majority of SAP’s constitution (cf., Part 2A i, iii. and iv,) remain appropriate to outline a framework for the efforts of successive Officers and Executive Committees, Part ii) of SAP’s constitution will benefit from modification to reflect the maturing field of research, as demonstrated in Section 1B.
b) Description of how the proposal to move to division status developed, evolved, and gained support within the interest group, as well as who has been involved in the effort.

Given the exceptional and above average growth of membership (as outlined in Section 3), the 2015 SAP Executive Committee team decided to apply for Division status at a suitable time. After learning about the Academy 5-year review process and guidelines for Interest Group’s seeking Division status, the Executive Committee agreed to apply for division status at the same time as its 5-year review (scheduled in 2018). Beginning in 2015, the Executive Committee held informal meetings with members during Annual Meetings and ad hoc conversations at other events throughout the year. In addition, the rationale to apply for Division status was raised and discussion was invited in several SAP communication services. The SAP Listserv, Newsletter and SAP’s strategizing.blog provided the primary vehicle to reach all-members. In 2016 and 2017, the Chair and Program Chair of the SAP Interest Group met with Kerry Ignatz, AOM’s Division Liaison Officer, to assess the possibility and viability of moving towards Division status. Based on positive signals and metrics for the Interest Group, the Executive Committee team decided to apply for Division status in combination with its 5-year report, in line with the AOM guidelines and procedures.

In addition, the Advisory Group and founding members of the SAP Interest Group in offer unanimous and very strong support for the pursuit of Division status. Their support was featured in the SAP 2017 Fall Newsletter (see Appendix H). We provide some excerpts below:

Moving on to a division status is the logical step for SAP, and it also helps to offer even more to the members of SAP as well as others who are interested in SAP and attend its program. **Eero Vaara**

While the research foci of the SAP interest group could, in principle, be considered to be in the domain of the strategic management research, the research area would have never received the traction that it got by being part of the Strategy Division (former BPS). Doing the spin-off enabled SAP to establish its own identity and grow. Formalizing as the next step the status of the SAP IG as a division - which it in fact could already be considered to be due its large membership and the amount of activities that it organizes - will enable it to further enhance its activities and to grow to the next level. **Tomi Laamanen**

We are a serious field of research with an international community of high calibre (evidenced by publications) group of scholars and a strong group of ECRs, making an international management forum a natural home for us, from which to meet and develop our thinking, and to contribute to its thinking and development. **Julia Balogun**

The presence of a SAP Division at the Academy would signal openness to scholarly communities and perspectives beyond the North American mainstream, something that fits well with the Academy’s interest in diversity and internationalization. **Ann Langley**

SAP attracts hundreds of scholars from a variety of countries outside of North America: European, South American, African and Asian. Some of these scholars attend the Academy of Management’s annual convention only because SAP gives them a home and a voice for their professional work. When SAP scholars meet, they bring theories and methods that are not represented by other divisions of North American origin. If SAP is advanced to division status, then it will attract more international scholars who will bring a diversity of scholarship. **Curtis LeBaron**
These individual statements clearly demonstrate the distinctive perspective SAP offers to scholarship. The vibrant community of scholars has enriched the Academy, for instance, by growing its international membership base (for details, see Section 3,III,b).

Based on strong membership trends and encouragement from members of the SAP Interest Group, SAP’s Executive Committee and the Advisory Group, the SAP IG’s Incoming Chair Paul Spee (2017/2018) assumed leadership of the Division application process. The Executive Committee devised a communication strategy to inform members about the intent to apply for Division status in order to make both the process and the benefits transparent to all members. Outlets used to convey the division application process included the SAP IG newsletter, AOM ListServ (http://aomlists.pace.edu/scripts/wa.exe?SUBED1=SAP-L&A=1) and social media, such as Twitter (http://twitter.com/strategizers) and Facebook (https://www.facebook.com/sapataom/). Throughout the process, SAP IG members were given the opportunity to comment formally and also to seek informal conversations with members of the executive team.

To raise awareness of the opportunity to apply for Division status and the Executive Committee’s intent to seize this opportunity, a first note was included in the 2016 Fall SAP IG newsletter (see Appendix I). To build and maintain momentum, a longer explanation of the purpose and benefit for SAP to obtain Division status was included in the 2017 Spring Newsletter. Using social media (i.e. Twitter and Facebook), additional targeted messages were disseminated throughout Fall 2017 in order to raise awareness of the upcoming membership survey, emphasizing that it included a question about division status.

At the 2016 and 2017 AOM SAP Business meetings, we discussed the aim to apply for Division status in 2018. Members engaged in the discussion, asking for clarification of the process and benefits for SAP, voicing very strong support for the aim throughout.

The 2017 Fall Newsletter was timed to coincide with the commencement of the membership survey. It reiterated the purpose and benefits of SAP obtaining Division status.

It also included a statement of support from each member of the Advisory Group (see Appendix H).

In early conversations, a strategic decision was made to assign primary responsibility for the division upgrade documents to the 2017/2018 SAP Chair (Paul Spee). Hence, he created a working group by asking for volunteers from the wider SAP Executive Committee and Membership Committee during the SAP Executive Committee meeting. The working group is comprised of the following members: Jane Lê (Outgoing Chair), Rajiv Nag (Program Chair), David Oliver (Secretary) and Vern Glaser (representative-at-large). The Membership Committee (led by Violetta Splitter) and the Treasurer (Carola Wolf) provided input in the analysis of SAP’s membership data and finances. Specifically, a Dropbox folder was created with access provided to each member of the working group. The Advisory Group was frequently consulted and providing instrument input.

A University of Queensland research assistance benchmarked SAP’s membership and governance structure against the other 25 AOM Divisions and Interest Groups and developed a comprehensive overview of program content, such as PDWs offered, showcase sessions, and other important events.
c) Governance and effective organization

SAP regularly reviews its constitution and by-laws. Appendix J provides a brief summary of the procedures, based on the AOM Health and Governance checklist.

i) Constitution/Bylaws

SAP adheres very closely to the by-laws established when becoming an Interest Group in 2011. The SAP by-laws are provided in Appendix G.

The constitution and by-laws have been amended once since SAP was established. In 2013, a name change to Strategizing, Activities & Practice from Strategizing Activities & Practice was proposed and accepted by 76.3% of members.

Depending on the success of seeking Division status, parts of SAP’s Constitution may require updating to recognize the new Status (cf., Prime Objectives, as outlined in section 2A). Further changes are proposed in Priority 3F, Section 3/VIII, to ensure governance and structure appropriately align and support growing members and membership services.

ii) Governance Structure

Members appear very satisfied with the governance structure of the SAP Interest Group. Consistently high levels of satisfaction are demonstrated in members’ responses to questions about governance and leadership of the SAP Interest Group. For instance, members showed very high levels of satisfaction with their SAP membership (Figure 2.1) and Officers responsiveness to members’ concerns (see Figure 2.2) in the 2017 membership survey.

Figure 2.1 Overall, how satisfied are you with your membership of the SAP interest group? (Question 22)

SAP is governed by three Committees: the Executive Committee, the Program Committee, and the Membership Committee. In addition, the IG established an Advisory Group since its inception. The Advisory Board is comprised of founding members of the Interest Group in 2010 and members of successive Chair’s of the Interest Group. Outgoing Chairs are invited to join the Advisory Board. The Advisory Board provides strategic advice on matters and issues arising.

As per Article III of the SAP by-laws, the Executive Committee is comprised of following Elected Officers: Chair, Chair-elect, Immediate Past Chair, Program Chair, Secretary, Membership Secretary, Treasurer, PDW Chair and three representatives-at-large. Each Officer is elected by majority vote of members. The responsibilities of the Program Committee are to plan and execute tasks directly related to creating the annual program.
Thus, Officers of the Program Committee include the SAP IG Chair, Chair-elect, Immediate Past Chair, Program Chair and the PDW Chair. The Membership Committee includes the SAP IG Chair, Membership Secretary, IT Officer (a new position created in 2015), and two representatives-at-large. Additional members such as the Treasurer position may be invited on an ad hoc basis.

Figure 2.2 Responsiveness of SAP officers to members’ concerns (Part of Question 16)

Regular meetings are scheduled for the Executive Committee, the Program Committee and the Membership Committee to ensure effective organization and an inclusive but stimulating program. The Executive Committee meets annually on the Sunday afternoon at the annual meeting, as outlined in Appendix G (Article II, SAP Constitution). The Program Committee meets almost monthly, facilitated through video-communication technologies, such as Skype or Zoom. The Membership Committee meets about every six weeks throughout the year, but the frequency of these meetings increase in the run-up to the annual meeting.

The Executive Committee reflects the diverse and international composition of SAP’s membership. In line with the AOM guidelines for an Interest Group that is seeking Division status, Table 2.1 lists Officers who have been on the leadership track of SAP at some point since 2013.
### Table 2.1 Members serving on the SAP leadership track (joining 2011-2017)

<table>
<thead>
<tr>
<th></th>
<th>PDW</th>
<th>Program Chair</th>
<th>Chair Elect</th>
<th>Chair</th>
<th>Immediate Past Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tomi Laamanen</td>
<td>2011</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>Anne Smith</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>Jane Lê</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>Paul Spee</td>
<td>2014</td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td>Sotirios Paroutis</td>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>Rajiv Nag</td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>Virpi Sorsa</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
</tbody>
</table>

**Bold** = International members by affiliation

Table 2.2 illustrates representative-at-large, many of who transitioned into the leadership track through subsequent elections. SAP had a long-standing Treasurer (Claus Jacobs), who was succeeded by Carola Wolf in 2017. The Secretary position was held by Gary Burke (2013-2016), who was succeeded by David Oliver (2017-2020). The Membership Secretary Katharina Dittrich (2013-2016) was succeeded by Violetta Splitter (2017-2020).

### Table 2.2 Representatives-at-large (joining 2010-2017)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Charlotte Cloutier</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robert Wright</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Chahrazad Abdallah</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paul Spee*</td>
<td></td>
<td></td>
<td>X (ended 2014)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rebecca Bednarek</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jane Lê*</td>
<td>X (ended 2013)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Carola Wolf**</td>
<td>X (ended 2013)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vern Glaser***</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X (1-year)</td>
</tr>
</tbody>
</table>

**Bold** = International members by affiliation; * Ended term early, taking up PDW chair (elect); ** Stepped in for Spee but ended term early, taking up Treasurer (elect); *** Elected by Officers to step in for Wolf (based on Article IV5 Filling vacancies)

### iii) Nomination and Election Procedures

Based on feedback from the membership survey, SAP members feel that the election process was fairly conducted. A comparison of questions related to the IG’s nomination and election procedures with results from the 2012 SAP IG membership survey demonstrates a steep increase in member satisfaction (see Figure 2.3, illustrating weighted averages). Enhanced satisfaction levels provide evidence that member concerns are heard and attests to transparency in the IG governance and leadership processes. Members who feel extremely
satisfied in terms of the ability to become leaders and opportunities to influence the Interest Group nearly doubled, reaching 24% (see Question 16, Appendix I). Perceptions about fair and open elections remain at a very high level of satisfaction of 40%, with less than 4% feeling not satisfied or not satisfied.

*Figure 2.3 Ability to become leaders, Opportunities to influence the IG and Fair and open election (Part of Question 16)*

The nomination and election procedures have followed and adhered to the guidelines outlined in SAP’s by-laws (see Appendix G, Article IV). The Immediate Chair creates a Nominating Committee which meets to identify possible candidates. After a consensus is reached by the Nominating Committee, it is the Immediate Chair who approaches potential candidates to seek their approval for nomination. In addition, the call for nominations is promoted via the newsletter and social media in the SAP newsletter.

SAP will continue to foster transparent and democratic governance and leadership processes to serve its members and foster a vibrant and strong community.
SECTION 3: STRENGTH OF PROGRAM AND MEMBERSHIP

Executive summary

SAP attracts and represents a community comprised of relatively young scholars in terms of both AOM membership tenure and age (see Part 3/I/a). These members have a strong affiliation with SAP, with the majority strongly valuing and engaging with the annual meeting (see Part 3/II).

SAP has generated membership growth in times when AOM has seen a net loss of members. It has a strong international membership base—the majority of its members reside outside of the United States (see Part III)—and it continues to resonate with and attract Executive members. The Interest Group’s efforts to engage with and include such a diverse membership have been recognized by its receipt of the Diversity & Inclusion Award in 2016.

SAP also offers strong membership activities and has generated several Best Practices, listed in Table 3.16, Part 3/V. The Interest Group is now in a strong financial position, with a significant upward trajectory of sponsorship income (see Part 3/VI). Its priorities for future development have been developed following an analysis of its strengths, weaknesses and areas of improvement as outlined by members of the SAP membership survey (see Section 3/VIII).

I. Membership Survey

On October 17 2017, a customized version of the AOM standard survey template was distributed to the 646 registered members at the time of the survey. 206 members participated in the survey, yielding a response rate of 32%. The membership survey 2017 attracted a slightly higher response rate compared to 2012 (29.5%). A full overview of survey responses is provided in Appendix K.

This section of the report discusses the implications of the survey findings in the following subsections: a) member profile, and b) member attachment and identification.

a) Member profile.

In terms of the membership tenure of respondents (see Table 3.1 for full results of the 2017 survey), 60.49% have been members for 3 years or less, 29.27% have been members for 4 to 7 years and the remaining 10.24% have been members for 8+ years. This tenure profile demonstrates continued and growing uptake in SAP membership.

Table 3.1 Membership Tenure of Respondents

<table>
<thead>
<tr>
<th>Membership Tenure</th>
<th>Percentage</th>
<th>Raw Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 years</td>
<td>61%</td>
<td>124</td>
</tr>
<tr>
<td>4-7 years</td>
<td>29%</td>
<td>60</td>
</tr>
<tr>
<td>8+ years</td>
<td>10%</td>
<td>21</td>
</tr>
</tbody>
</table>

The regional geographic location of respondents is distributed as follows (Figure 3.1): 46% reside in Europe, 35% in North America, 10% in Australia and Oceania, 5% in Asia, 2% in Sub-Saharan Africa and 2% in Central America. These results show that 66% of SAP members are outside North America.

11 Graphical illustrations are used to demonstrate evidence from the 2017 membership survey. In line with the guidelines, tables illustrating frequency distributions are provided in an Appendix K. To evaluate some of the responses, comparisons are made to results of the SAP survey in 2012 and other survey results of Divisions/Interest Groups, where deemed appropriate.
The age of respondents is distributed as follows: 32% are aged 40-49, 29% are aged 30-39, 23% are aged 50-59, 9% are aged 60-69 and the remaining 6% are aged 18-29. Of the respondents, there are no SAP members aged 80 or above (see Figure 3.2).

**b) Member attachment and identification**

Members strongly affiliate with SAP IG, evident in high levels of attachment, associating with SAP as research identity, enjoying a strong sense of community. In terms of attachment, 70.1% of members identify with SAP as their primary division/interest group (see Figure 3.3). In particular, 38.73% of respondents ‘definitely’ identify SAP as their primary division/interest group closely followed by 31.37% of respondents outlining that they identify with another division ‘almost as much’. 18.14% of respondents identify more strongly with another division, while 11.76% identify with SAP almost as much as their primary division. Compared to the 2012 survey, SAP has seen an increase of members ‘definitely’ identifying with SAP from 35% to 39%. Based on data from the SAP Review metrics, provided
by AOM, the majority of members were also affiliated with Strategic Management (42.4%, formerly BPS), Organization and Management Theory (37.6%), Organization Development and Change (23.3%), Technology & Innovation Management (21.6%), Entrepreneurship (21.3%), Organizational Behavior (16%) and Research Methods (16%). Appendix F provides a full overview of SAP members’ affiliation with associated Divisions/Interest Groups.

**Figure 3.3 Members’ affiliation with SAP (Question 6)**

Members of the IG strongly associate with SAP as ‘research identity’, valuing the ‘opening for new perspectives & push of research boundaries’ when asked about the meaning of the SAP research agenda to you (Question 27). With respect to their primary reasons for belonging to the SAP division (see Table 3.2), 71% of respondents ranked gaining and sharing information relevant to research as first in importance. The opportunity to develop and maintain social connections also ranked highly among 38% of respondents as first in importance. Learning more about a new domain that is new to me, gaining and sharing information relevant to teaching, and gaining and sharing information relevant to training and management practice appear to be stronger reasons for joining a member of SAP, compared with developing and maintaining social relations, which saw a slight decrease compared to 2012 (see Figure 3.4). In a follow-up question, members’ responses reaffirmed the reasons for belonging to SAP as it fosters “Diversity, inter-disciplinary and innovative research” (Rank 1), as evident in response to Question 9.

Members value the strong sense of community within the Interest Group (in response to Question 16), which was also ranked 1 (40% of responses) when asked ‘what do you like best about membership in the SAP IG’ (Question 23). The strong sense of community is also reflected in members’ valuing the opportunity for networking which was consistently mentioned (e.g. in response to Question 9 and Question 23).
Table 3.2 Respondents ranking order why you belong to the SAP interest group from 1-5, with 1 representing the most important reason and 5 representing the least important reason. You may drag and drop each option into your desired order.

**Rank order why you belong to the SAP interest group**

<table>
<thead>
<tr>
<th>Reason</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Total</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain and share information relevant to research</td>
<td>71.35%</td>
<td>15.10%</td>
<td>5.73%</td>
<td>2.08%</td>
<td>5.73%</td>
<td>192</td>
<td>4.44</td>
</tr>
<tr>
<td>Gain and share information relevant to teaching</td>
<td>8.47%</td>
<td>11.11%</td>
<td>26.98%</td>
<td>32.28%</td>
<td>21.16%</td>
<td>189</td>
<td>2.53</td>
</tr>
<tr>
<td>Gain and share information relevant to training and management practice</td>
<td>7.81%</td>
<td>18.75%</td>
<td>25.52%</td>
<td>29.17%</td>
<td>18.75%</td>
<td>192</td>
<td>2.68</td>
</tr>
<tr>
<td>To learn more about a domain that is new to me</td>
<td>5.67%</td>
<td>19.59%</td>
<td>21.13%</td>
<td>15.46%</td>
<td>38.14%</td>
<td>194</td>
<td>2.39</td>
</tr>
<tr>
<td>Develop and maintain social connections</td>
<td>9.50%</td>
<td>38%</td>
<td>22%</td>
<td>19.50%</td>
<td>11%</td>
<td>200</td>
<td>3.15</td>
</tr>
</tbody>
</table>

**Figure 3.4 Reason for belonging to SAP (Question 6)**

**II. Annual Meeting Activities and Program**

This section of the report discusses the implications of the survey findings in relation to members’ perceptions about annual meeting activities and program in the three subsections. The first section focuses on members’ perceptions about the value of the Annual Meeting are presented in terms of a) member participation, and b) member engagement with Annual Meeting activities. The second subsection presents a detailed analysis of SAP’s program, starting with c) program statistics, followed by d) perceptions about the scholarly program, e) an overview of SAP’s PDW activities and f) Special Events as well as g) moving forward
(strengths & weaknesses, and new initiatives). The third section outlines the g) selection procedures for scholarly program reviewers.

a) Member participation.

The survey revealed that SAP members strongly and increasingly value the Annual Meeting, evident in three criteria comparing responses from 2017 with 2012: i) members attend more frequently; ii) members who never attend are declining (see Figure 3.5); and iii) fewer members belong to the Academy of Management for reasons other than the Annual Meeting (see Figure 3.6. Although 32.8% of respondents noted that they attend only when they are on the program, almost one-half (43.07%) stated that they attend pretty much every year, even if they are not on the program, and 10.40% attending once in a while. Only 14.35% of respondents rarely or never attend the Annual Meeting.

Figure 3.5 Frequency of attendance (Question 10)

A follow-up question provides greater insight into why some members do not attend the Annual Meeting. Access to funding was mentioned by 59.15% of members as a major obstacle, although this has declined somewhat since 2012 (see Figure 3.6). The next most frequent response was lack of time, cited by 47.89%. With only 7.04% of members indicating lack of interest in attending, these results suggest extensive interest in the Annual Meeting as a whole.
b) Member engagement with Annual Meeting activities.

The survey also solicited more detailed information regarding the frequency with which members engage in different types of activities at the Annual Meeting. Table 3.3 summarizes these findings.

Overall, the results reveal a moderate level of participation across various activities associated with the Annual Meeting. In terms of attending regular conference sessions, 33.83% of members indicated that they attend a regular conference session every year, followed by 30.35% attending a regular conference session a few times. Some 37.88% of respondents presented a SAP scholarly paper either every year or at least ‘a few times’.
Table 3.3 During the past five years, how frequently, on average, did you engage in each of the following Annual Meeting activities for the SAP interest group?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Never</th>
<th>Once</th>
<th>A Few Times</th>
<th>Every Year</th>
<th>N/A</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attended a regular conference session</td>
<td>15.92%</td>
<td>14.93%</td>
<td>30.35%</td>
<td>33.83%</td>
<td>4.98%</td>
<td>201</td>
<td>2.86</td>
</tr>
<tr>
<td>Participated in other activities (social events, business meetings, etc.)</td>
<td>25.87%</td>
<td>12.94%</td>
<td>26.87%</td>
<td>29.35%</td>
<td>4.98%</td>
<td>201</td>
<td>2.63</td>
</tr>
<tr>
<td>Served as a reviewer</td>
<td>33.67%</td>
<td>12.06%</td>
<td>21.11%</td>
<td>27.64%</td>
<td>5.53%</td>
<td>199</td>
<td>2.45</td>
</tr>
<tr>
<td>Attend a professional development workshop</td>
<td>20.20%</td>
<td>19.70%</td>
<td>28.79%</td>
<td>26.77%</td>
<td>4.55%</td>
<td>198</td>
<td>2.65</td>
</tr>
<tr>
<td>Presented at a scholarly session (paper, symposium, etc.)</td>
<td>40.91%</td>
<td>14.65%</td>
<td>22.73%</td>
<td>15.15%</td>
<td>6.57%</td>
<td>198</td>
<td>2.13</td>
</tr>
<tr>
<td>Presented at a professional development workshop</td>
<td>55.96%</td>
<td>9.84%</td>
<td>14.51%</td>
<td>10.36%</td>
<td>9.33%</td>
<td>193</td>
<td>1.77</td>
</tr>
<tr>
<td>Volunteered in some capacity (awards committee, social outing, coordinator...etc.)</td>
<td>63.78%</td>
<td>7.18%</td>
<td>13.72%</td>
<td>6.63%</td>
<td>9.18%</td>
<td>196</td>
<td>1.59</td>
</tr>
<tr>
<td>Served as a chair or discussant for a scholarly session</td>
<td>65.33%</td>
<td>5.03%</td>
<td>14.57%</td>
<td>6.53%</td>
<td>8.54%</td>
<td>199</td>
<td>1.59</td>
</tr>
</tbody>
</table>

Attendance of professional development workshops (PDWs) was slightly lower with 26.77 percent of members stating that they attended a PDW every year, and 28.79% a few times. Some 24.87% of respondents presented at PDWs either every year or a few times.

The survey findings are also encouraging with respect to most other forms of engagement with activities related to the Annual Meeting. SAP members appear to be moderately active in events such as socials and business meetings, with 29.35% indicating that they attend such events every year, followed by 26.87% attending at least a few times during the past five years. Likewise, 27.64% reported serving as a reviewer every year and 22.11% serving as a reviewer a few times. It should also be noted, however, that almost 33.67% have never served as a reviewer during this period. Moreover, two-thirds (65.33%) of respondents indicated that they have not served as a chair or discussant for a scholarly session. Additionally, 63.78% reported that they had never volunteered in some capacity (e.g. awards committee, social outing coordinator), which provides an area for further improvement (see Priority 3C, Section 3/VII).

A comparison to the 2012 IG survey shows that the IG has created more opportunities to volunteer (see Figure 3.7, based on averages). Levels of attendance of PDWs and of regular sessions have slightly increased, whilst less members serve as reviewers or attend AOM regularly. Such slight drop can be attributed to a significantly higher rate of growth in members (see Section 3/III, a, b) compared with the growth of submission to the annual meeting (see Section 3/II, c).
Figure 3.7 Member engagement with annual meeting activities (Question 12)
c) Program Statistics

SAP has seen an increase of submissions across its scholarly program over the period 2013 to 2017 (see Table 3.4). As a testament to the high quality, SAP acceptance rates are lower than AOM average (see Figure 3.8). Despite achieving an increase of submissions and acceptance that exceed the AOM 5-year change, some formats create room for improvement. SAP has seen a fluctuation of the low submission and thus acceptance of symposia demonstrates an issue.

Table 3.4 Scholarly submissions to SAP

<table>
<thead>
<tr>
<th></th>
<th>2013 Orlando</th>
<th>2014 Philadelphia</th>
<th>2015 Vancouver</th>
<th>2016 Anaheim</th>
<th>2017 Atlanta</th>
<th>5-year % change</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP Papers</td>
<td>69</td>
<td>76</td>
<td>112</td>
<td>89</td>
<td>71</td>
<td>2.9%</td>
</tr>
<tr>
<td>% change</td>
<td>-19.8%</td>
<td>10.1%</td>
<td>47.4%</td>
<td>-20.5%</td>
<td>-20.2%</td>
<td></td>
</tr>
<tr>
<td>SAP Accepted Papers</td>
<td>31</td>
<td>41</td>
<td>52</td>
<td>46</td>
<td>44</td>
<td>41.9%</td>
</tr>
<tr>
<td>% change</td>
<td>0.0%</td>
<td>32.3%</td>
<td>26.8%</td>
<td>-11.5%</td>
<td>-4.3%</td>
<td></td>
</tr>
<tr>
<td>SAP Symposia</td>
<td>6</td>
<td>11</td>
<td>10</td>
<td>4</td>
<td>12</td>
<td>100.0%</td>
</tr>
<tr>
<td>% change</td>
<td>-50.0%</td>
<td>83.3%</td>
<td>-9.1%</td>
<td>-60.0%</td>
<td>200.0%</td>
<td></td>
</tr>
<tr>
<td>SAP Accepted Symposia</td>
<td>5</td>
<td>5</td>
<td>8</td>
<td>4</td>
<td>10</td>
<td>100.0%</td>
</tr>
<tr>
<td>% change</td>
<td>-37.5%</td>
<td>0.0%</td>
<td>60.0%</td>
<td>-50.0%</td>
<td>150.0%</td>
<td></td>
</tr>
<tr>
<td>SAP TOTAL ACCEPTED</td>
<td>36</td>
<td>46</td>
<td>60</td>
<td>50</td>
<td>54</td>
<td>50.0%</td>
</tr>
<tr>
<td>AOM Papers</td>
<td>6,190</td>
<td>6,151</td>
<td>7,045</td>
<td>6,644</td>
<td>6,324</td>
<td>2.2%</td>
</tr>
<tr>
<td>% change</td>
<td>-7.2%</td>
<td>-0.6%</td>
<td>14.5%</td>
<td>-5.7%</td>
<td>-4.8%</td>
<td></td>
</tr>
<tr>
<td>AOM Accepted Papers</td>
<td>2,887</td>
<td>3,291</td>
<td>3,646</td>
<td>3,876</td>
<td>3,824</td>
<td>32.5%</td>
</tr>
<tr>
<td>% change</td>
<td>-14.6%</td>
<td>14.0%</td>
<td>10.8%</td>
<td>6.3%</td>
<td>-1.3%</td>
<td></td>
</tr>
<tr>
<td>AOM Symposia</td>
<td>762</td>
<td>896</td>
<td>1,082</td>
<td>964</td>
<td>1,004</td>
<td>31.8%</td>
</tr>
<tr>
<td>% change</td>
<td>-12.3%</td>
<td>17.6%</td>
<td>20.8%</td>
<td>-10.9%</td>
<td>4.1%</td>
<td></td>
</tr>
<tr>
<td>AOM Accepted Symposia</td>
<td>504</td>
<td>660</td>
<td>846</td>
<td>806</td>
<td>866</td>
<td>71.8%</td>
</tr>
<tr>
<td>% change</td>
<td>-1.0%</td>
<td>31.0%</td>
<td>28.2%</td>
<td>-4.7%</td>
<td>7.4%</td>
<td></td>
</tr>
<tr>
<td>AOM TOTAL ACCEPTED</td>
<td>3,391</td>
<td>3,951</td>
<td>4,492</td>
<td>4,682</td>
<td>4,690</td>
<td>38.3%</td>
</tr>
</tbody>
</table>
d) Perceptions about the scholarly program

Members display very high levels of satisfaction with the overall access to participation on the program (see Figure 3.9). Within the program, members particularly value Professional Development Workshops with over 30% being extremely satisfied. Close to 30% of members are extremely satisfied with symposia and plenaries. Even though SAP faces challenges in attracting a steady stream of symposia submissions, members found that those symposia that were accepted provided an extremely stimulating part of the program. Whilst members’ satisfactions are slightly lower with regards to traditional and discussion paper sessions, a comparison with members’ perceptions in 2012 demonstrates a significant increase in members’ satisfaction levels of paper sessions (Figure 3.10, average on a Scale of 1-5). Such an increase is most obvious in the drop of members’ who were ‘somewhat satisfied’ with traditional paper sessions to 5.5% (2012: 12%) and discussion paper sessions to 5.1% (2012: 14.2%) in 2017. Such an increase in satisfaction can be attributed to innovations aimed at making paper sessions more attractive and engaging. Innovations were introduced in 2014, under the leadership of Anne Smith (Program Chair) providing session chairs with options to try Pecha Cucha and alternate formats to chair paper sessions. Since then, Program Chairs have actively encouraged session chairs to create stimulating sessions using innovative methods.
Figure 3.9 Please rate your level of satisfaction with the following features of the SAP interest group’s annual meeting program. (Question 14)
e) An overview of SAP’s Professional Development Workshop Activities

PDWs are a key element of the SAP program. To ensure a stimulating and attractive PDW program, the SAP Executive Committee has developed a number of rules of thumb to address members’ listed areas for improvement. The Executive Committee seeks to offer PDWs that address skill development pertaining to teaching, publishing research methods, debating possible research agendas for SAP, and assisting PhD students and Early-Career Researchers in managing an academic career. Generally, the Executive Committee tries to alternate each theme in order to offer a PDW every second year on a given broad topic. In each year, the PDW Chair encourages potential submissions to coordinate a stimulating and attractive program. However, any submitter is required to modify PDW proposals to ensure a competitive process and to avoid repetition, which results in the acceptance of novel and interesting PDWs.

Despite the efforts of the Executive Committee, the PDW program remains very competitive. In any year, acceptances of PDWs are purely based on the quality of the submission and the fit with SAP, which is demonstrated in Table 3.5. Acceptance rates of PDWs by SAP are on par (e.g. 2017), slightly above (e.g. 2013, 2016) or below (2014) the AOM average, with the exception of 2015.

Appendix L shows the various Professional Development Workshops over the review period. The PDW Chair, in close collaboration with the Membership Committee was able to secure submissions to build capacity in research methodology, publishing, teaching, career-building skills and fostering collaboration with other Division, in addition to other PDWs.

Table 3.5 Overview of submitted and accepted PDWs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP PDW Submitted</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>% change</td>
<td>-14.3%</td>
<td>0.0%</td>
<td>-16.7%</td>
<td>80.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>SAP PDW Accepted</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>% change</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>40.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>AOM PDW Submitted</td>
<td>454</td>
<td>626</td>
<td>587</td>
<td>527</td>
<td>505</td>
</tr>
<tr>
<td>% change</td>
<td>-12.5%</td>
<td>37.9%</td>
<td>-6.2%</td>
<td>-10.2%</td>
<td>-4.2%</td>
</tr>
<tr>
<td>AOM PDW Accepted</td>
<td>357</td>
<td>544</td>
<td>418</td>
<td>384</td>
<td>396</td>
</tr>
<tr>
<td>% change</td>
<td>-4.0%</td>
<td>52.4%</td>
<td>-23.2%</td>
<td>-8.1%</td>
<td>3.1%</td>
</tr>
</tbody>
</table>
f) Special Events

SAP has been particularly active in creating a very stimulating and supportive environment for Phd students and ECRs.

The SAP Doctoral & Early Career Program forms an important part of the Interest Group’s community building and inclusion efforts (AOM, 2017). The one-day event was first launched in 2016, and has evolved into an annual event since due to the overwhelmingly positive feedback from its participants. The latter showed that every single one of the program’s 40 participants to date would highly recommend the program to their peers (SAP, 2016; 2017). One participant commented: “Thank you so much for this opportunity! This experience had a significant positive impact on my career path already” (SAP, 2016).

Participants expressed appreciation for the program’s diverse mix of career advice, training in relevant SAP methods, and insights into novel SAP content, along with the numerous opportunities to network with peers and experienced SAP scholars in mentoring sessions and during the concluding dinner.

Each year, SAP devotes considerable effort to put together a valuable and high-profile program for junior faculty. Past lessons learned together with the participants’ feedback are taken into consideration for developing and implementing changes. One area which is heavily influenced by this concerns the selection criteria for the 3 PDWs that make up the program. For example, one opportunity for further improvement was stated as following last year: “It would be really useful if program participants were given a session with the peer group and perhaps one or two experts to present an outline of their thesis or a planned paper (…) to change the participants into active mode rather than receptive mode.” (SAP, 2017). This feedback is made available to individuals who may be considering putting together a PDW proposal for the SAP Doctoral & Early Career Program the following year. However, the final PDW selection process is ultimately decided through the blind review process.

The SAP Doctoral & Early Career Program has also been set up in a way that mirrors the priorities of the Interest Group. The Interest Group utilizes all available communication channels to reach potentially interested individuals in as many institutions and geographies as possible. The selection of the final 20 participants takes place based on the quality of their submitted application and their fit with the program (adequate career stage, interest in SAP work). Acceptance decisions are made by the organizers of the Doctoral & Early Career Program who individually review the applications alongside objective criteria, and then reach a joint decision. At the end of the program, feedback forms are handed out which can either be submitted anonymously or with a name included. Based on this input and their own experience of the SAP Doctoral & Early Career Program, the organizers produce a report to capture important lessons learned, best practices as well as positive and negative feedback to ensure adequate knowledge management and a continuous improvement of the program.

g) Selection procedures for the scholarly program and reviewers

SAP employs several procedures to ensure blind, peer review of every submitted manuscript and symposium. The Program Chair is in charge of adhering to the procedures, which have been developed by past Program Chairs. The selection procedures are manifested in a written manual which is passed on and made available in a shared Dropbox folder with access rights to the SAP Executive Committee. Several indicators from the membership survey demonstrate that the selection procedures are working well with regards to the selection of reviewers and acceptances of manuscripts, symposia and PDWs. For instance, members’ responses clearly demonstrate the huge satisfaction of the quality of feedback received, as 36.3% strongly agree and 39.4% agree that “Submitting my work to the Strategizing,
Activities & Practices Interest Group offers useful feedback to improve my work” (Question 15).

To attract reviewers, each year a call is disseminated by the Program Chair using SAP’s communication channels, including the newsletter and ListServ. In addition, reviewers from the previous year receive an email from the Program Chair encouraging their continued support and appreciation. The number of available reviewers has exceeded the number of submissions in each year of the review period (see Table 3.6), although the percentage of members signing-up to review falls below the AOM average. A potential explanation for this lower turnout of reviewers may be SAP’s slightly higher number of Executive members less likely to review academic manuscripts. With the expectation of each reviewer evaluating three manuscripts, SAP has achieved a surplus of available reviewers per manuscript (2013: 4, 2014: 4.2; 2015: 3.9; 2016: 3.6; 2017: 4.3).

*Table 3.6 Overview of annual meeting reviewers*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>by US/Non-US</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIG US</td>
<td>19</td>
<td>34</td>
<td>36</td>
<td>20</td>
<td>33</td>
</tr>
<tr>
<td>% change</td>
<td>-36.7%</td>
<td>78.9%</td>
<td>5.9%</td>
<td>-44.4%</td>
<td>65.0%</td>
</tr>
<tr>
<td>DIG Non-US</td>
<td>88</td>
<td>96</td>
<td>127</td>
<td>103</td>
<td>99</td>
</tr>
<tr>
<td>% change</td>
<td>-38.9%</td>
<td>9.1%</td>
<td>32.3%</td>
<td>-18.9%</td>
<td>-3.9%</td>
</tr>
<tr>
<td>DIG TOTAL</td>
<td>107</td>
<td>130</td>
<td>163</td>
<td>123</td>
<td>132</td>
</tr>
<tr>
<td>AOM US</td>
<td>2,967</td>
<td>3,046</td>
<td>2,933</td>
<td>2,842</td>
<td>3,146</td>
</tr>
<tr>
<td>% change</td>
<td>0.5%</td>
<td>2.7%</td>
<td>-3.7%</td>
<td>-3.1%</td>
<td>10.7%</td>
</tr>
<tr>
<td>% change</td>
<td>6.6%</td>
<td>-0.3%</td>
<td>13.0%</td>
<td>0.4%</td>
<td>6.8%</td>
</tr>
<tr>
<td>AOM TOTAL</td>
<td>6,197</td>
<td>6,265</td>
<td>6,572</td>
<td>6,496</td>
<td>7,048</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANNUAL MEETING REVIEWERS (as % of total membership)</th>
<th>2013 Orlando</th>
<th>2014 Philadelphia</th>
<th>2015 Vancouver</th>
<th>2016 Anaheim</th>
<th>2017 Atlanta</th>
</tr>
</thead>
<tbody>
<tr>
<td>by US/Non-US</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIG US</td>
<td>9.45%</td>
<td>18.89%</td>
<td>18.46%</td>
<td>8.62%</td>
<td>12.74%</td>
</tr>
<tr>
<td>DIG Non-US</td>
<td>23.47%</td>
<td>24.49%</td>
<td>30.09%</td>
<td>23.15%</td>
<td>21.29%</td>
</tr>
<tr>
<td>DIG TOTAL</td>
<td>18.58%</td>
<td>22.73%</td>
<td>26.42%</td>
<td>18.17%</td>
<td>18.23%</td>
</tr>
<tr>
<td>AOM US</td>
<td>28.79%</td>
<td>29.87%</td>
<td>29.37%</td>
<td>28.22%</td>
<td>30.74%</td>
</tr>
<tr>
<td>AOM Non-US</td>
<td>35.69%</td>
<td>35.20%</td>
<td>37.93%</td>
<td>36.61%</td>
<td>39.15%</td>
</tr>
<tr>
<td>AOM TOTAL</td>
<td>32.02%</td>
<td>32.39%</td>
<td>33.56%</td>
<td>32.40%</td>
<td>34.89%</td>
</tr>
</tbody>
</table>
SAP adopts the TIMS algorithm for the reviewer selection and the acceptances of manuscripts and symposia. Given the relatively manageable size of scholarly submissions, the Program Chair checks the auto-generated reviewer selection matching each manuscript with expert reviewers. Where possible, each manuscript is reviewed by a senior scholar, mid-career scholar and early-career scholar/doctoral candidate. To ensure three reviews per manuscript/symposium, SAP recruits a number of Emergency reviewers on stand-by who provide solid and timely reviews. The acceptance of manuscripts and symposia is based on average scores from three reviewers.

Plenary speakers are vetted during the Executive Committee meeting held on the Sunday of the annual meeting. Each member is asked to propose a possible Distinguished Keynote speaker. The proposed speaker who achieved the majority of interest is approached by the Chair to seek their availability to become the Distinguished Keynote speaker for the next year. Table 3.7 illustrates the plenary speakers since 2013, including 2018.

### Table 3.7 Overview of SAP Distinguished Keynote Speakers, 2013-2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Speaker</th>
<th>University</th>
<th>Topic: Strategy process</th>
<th>Topic: Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>Robert Burgelman</td>
<td>Stanford University</td>
<td>Qualitative research in strategy</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>Kathleen M. Eisenhardt</td>
<td>Stanford University</td>
<td>Strategy process</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>Henry Mintzberg</td>
<td>McGill University</td>
<td>Academic-practitioner relevance</td>
<td>Methodological rigor of qualitative research</td>
</tr>
<tr>
<td>2016</td>
<td>Jean M. Bartunek</td>
<td>Boston College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>Dennis Gioia, Penn State</td>
<td>University of Kentucky</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>Ted Schatzki</td>
<td></td>
<td></td>
<td>Foundations of social practice theory</td>
</tr>
</tbody>
</table>

h) Collaboration with other Divisions

Collaborating with other Divisions and Interest Groups is an integral of SAP as it enables fostering theoretical pluralism and innovative methods, anchored in its Domain Statement (see Section 1A). SAP adopted several program activities to foster collaboration with other Division and Interest Groups (DIGR): PDWs, symposia, Keynote speeches and themed-breakfasts. As a result, many special issues and handbooks have addressed the nexus of SAP research with other research domains.


To foster collaboration and explore research themes that span DIGRs, SAP attracts co-sponsorship of SAP initiated PDWs from other Divisions. For example, the Teaching Strategy PDW has been co-sponsored by STR in every year that it ran. The Coding Bootcamp PDW is co-sponsored by the Research Methods (RM) Division. In return, SAP co-sponsors many PDWs accepted by other DIGRs which feature themes that are of interest to SAP members, for instance the Process PDW ran by RM.
Symposia are another way to explore common research themes across DIGRs. For example, a symposium discussing the intersection of identity and strategy was explored in (2014), initiated in a joint initiative with ODC and SAP.

Distinguished Keynote speakers. SAP tends to select Distinguished Keynote speakers who are leading scholars in related fields of research to SAP. Keynote speeches thus serve as an opportunity to explore and discuss the nexus between the SAP and an eminent scholar’s core research theme. Over the past years (see Table 3.7), keynote speeches fostered the relationship between STR, for instance to explore the relationship of SAP and strategy process research (e.g. Robert Burgelman, Kathleen Eisenhardt, and Henry Mintzberg), or ODC and RM through Dennis Gioia (2016) speaking about identity theory and qualitative research methods, both prominent themes of SAP research.

Themed-breakfasts offer another proven avenue to explore the nexus of SAP with other DIGRs. For example, a themed breakfast on ‘SAP meets ENT’ explored the nexus of SAP research in the context of entrepreneurship in 2017. The breakfast attracted over 30 participants and a PDW on the topic was submitted for inclusion in the 2018 program.

Special issues. Several specials issues and handbooks originated from discussions at AOM demonstrating the vast potential of SAP as a lens to explore research themes in conjunction with other DIGRs. For example, a special issue on identity and strategy featured in Strategic Organization (see Section 1.C, iii) and the Oxford Handbook of Organizational Paradox features several of the organizers and participants of the PDW in 2016, including many SAP Executives (e.g. Rebecca Bednarek, Jane Lê, Paula Jarzabkowski, Sotirios Paroutis).

III. Membership

This section of the report discusses the implications of the survey findings in relation to members’ perceptions about the value of their membership, which are presented in the following two subsections: a) current status, and b) trends and composition.

a) Current status.

At the membership census of the Academy, SAP had 724 members, with the majority being international members (465). See Figure 3.11 for a breakdown. The total of 724 represents the highest number of members for SAP since its inception in 2011.
Membership satisfaction. Overall, members appear to be satisfied with the governance and leadership of the SAP Interest Group (see Appendix K). The vast majority of respondents (73.37%) indicated that they are satisfied with the fairness and openness of the election process. Just over half of the respondents (54.75%) reported that they felt satisfied with the responsiveness of Interest Group officers to member concerns, and 54.75% reported satisfaction regarding the selection process for awards and recognition. A large number of the responses to these categories are N/A rather than low satisfaction – in fact, only 3.87% indicated low satisfaction (not satisfied or somewhat satisfied) with the election process, and only 6.15% indicated low satisfaction (not satisfied or somewhat satisfied) with the responsiveness of Interest Group officers.

Satisfaction with Welcoming Efforts. The survey found quite high levels of satisfaction in terms of the Interest Group’s ability to welcome members from various demographic groups, with 71.11% reporting satisfaction and 35% indicating extreme satisfaction. Members were also satisfied with efforts to foster good relations and work collaboratively with other Divisions (72.23%). Some 62.22% reported that they were satisfied with encouragement from Interest Group leaders to form network communities for members like me, and similarly 61.12% of respondents also reported satisfaction with opportunities outside the Annual Meeting to network/collaborate with peers. The lower levels of satisfaction with the following items point to the need for future efforts: opportunities to influence the Interest Group (59.45%) and opportunities for members like me to receive mentoring (48.33%).

Satisfaction with international outreach efforts. Notably, efforts to reach out to international members received the highest satisfaction rating, with 65% of members reporting being extremely satisfied and only 16% indicating low satisfaction (not satisfied or somewhat satisfied). This satisfaction level is particularly noteworthy given that 65.53% of those who responded to the survey reside outside of North America.

Satisfaction with remaining aspects. The findings for the remaining items echo the general sense of satisfaction amongst SAP members. 81.11% reported satisfaction with the activities that address SAP’s domain and 0.00% reported dissatisfaction. On a similar satisfaction level, 74.72% of respondents indicated satisfaction with the sense of community within the SAP interest group and nearly 40% (39.56%) reported being extremely satisfied.
b) Trends & composition

In the period 2012-2017, SAP has had a very strong membership growth trajectory membership. SAP’s membership is characterized by a strong international membership base with a strong international membership base. Table 3.8 shows a strong growth among both U.S. members (29%, 5-year % average) and international members (24%, 5-year % average), exceeding the average growth across the AOM (US: -0.7%; International: 10.1%). SAP membership growth is thus a positive contributor to generate health membership growth of the AOM. Figure 3.12 compares growth rates of SAP and the AOM, with SAP achieving double digit growth both in U.S. membership (e.g. 2016, 2017) and international membership (e.g. 2013).

Figure 3.12 Membership trends

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>5-year % change</th>
<th>Annual Avg % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>201</td>
<td>180</td>
<td>195</td>
<td>232</td>
<td>259</td>
<td>28.86%</td>
<td></td>
</tr>
<tr>
<td>SAP % change US</td>
<td>5.8%</td>
<td>10.4%</td>
<td>8.3%</td>
<td>19.0%</td>
<td>11.6%</td>
<td>6.54%</td>
<td></td>
</tr>
<tr>
<td>AOM US</td>
<td>10,305</td>
<td>10,196</td>
<td>9,987</td>
<td>10,068</td>
<td>10,233</td>
<td>-0.70%</td>
<td></td>
</tr>
<tr>
<td>AOM % change US</td>
<td>-1.2%</td>
<td>-1.1%</td>
<td>-2.0%</td>
<td>0.8%</td>
<td>1.6%</td>
<td>-0.18%</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>375</td>
<td>392</td>
<td>422</td>
<td>445</td>
<td>465</td>
<td>24.00%</td>
<td></td>
</tr>
<tr>
<td>SAP % change International</td>
<td>16.5%</td>
<td>4.5%</td>
<td>7.7%</td>
<td>5.5%</td>
<td>4.5%</td>
<td>5.53%</td>
<td></td>
</tr>
<tr>
<td>AOM International</td>
<td>9,050</td>
<td>9,145</td>
<td>9,594</td>
<td>9,980</td>
<td>9,968</td>
<td>10.14%</td>
<td></td>
</tr>
<tr>
<td>AOM % change International</td>
<td>5.2%</td>
<td>1.0%</td>
<td>4.9%</td>
<td>4.0%</td>
<td>-0.1%</td>
<td>2.44%</td>
<td></td>
</tr>
</tbody>
</table>
A further breakdown of the membership trends demonstrates SAP’s steady growth in each membership category, as shown in Table 3.9. Based on the 5-year % change, SAP achieved growth rates at least doubling the AOM 5-year % change in each membership category. It is noteworthy, SAP’s achieved a 10.7% increase of in Executive members, whereas AOM saw decline of 16.7% in the same period. In other categories, SAP’s saw phenomenal growth rates exceeding the AOM average by a factor of ‘17’ in Emeritus, ‘10’ in Executives’, ‘6’ in Academics and ‘2’ in Students based on 5-year % change (see Table 3.9).

SAP has seen the steepest growth with academics holding Emeritus status—rising from 1 to 8 between 2014 and 2017—with AOM growth in Emeritus members progressing much more slowly over this period (8%). SAP continues to be extremely popular with Executives, growing at 10.67% between 2013 and 2017 during a time when AOM reported a steady decline in Executive membership of 16.69%. Some 7.2% of SAP members are Executive members, as compared to 5.4% in the AOM overall. SAP’s popularity with Executives can be explained by SAP’s research focus on practice, which enables both academically rigorous research, as outlined in Section 1, as well as providing relevance for practitioners. Given the research focus and strong Executive membership, SAP is very well positioned to achieve AOM’s Moonshot related to advancing knowledge creation and content dissemination for greater relevancy and impact on a diverse set of stakeholders and institutions around the world (see Moonshot 3, Table 1.13). SAP has also seen a steady increase of Academic members. The above average growth in Academic membership (annual average 7.8%) has lifted SAP’s representation of academic members to 3.4% within the AOM, up from 2.6% in 2013. SAP has also seen a healthy increase in Student memberships, demonstrating its attractiveness to new members.
### Table 3.9 Trends of SAP Membership type

<table>
<thead>
<tr>
<th>Membership Type</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>5-year % change</th>
<th>Annual Avg % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP Academic</td>
<td>337</td>
<td>344</td>
<td>369</td>
<td>435</td>
<td>458</td>
<td>35.91%</td>
<td>7.97%</td>
</tr>
<tr>
<td>SAP Academic % change</td>
<td>17.4%</td>
<td>2.1%</td>
<td>7.3%</td>
<td>17.9%</td>
<td>5.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AOM Academic</td>
<td>12,805</td>
<td>12,820</td>
<td>13,030</td>
<td>13,553</td>
<td>13,619</td>
<td>6.36%</td>
<td>1.55%</td>
</tr>
<tr>
<td>AOM Academic % change</td>
<td>2.6%</td>
<td>0.1%</td>
<td>1.6%</td>
<td>4.0%</td>
<td>0.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAP Emeritus</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>300.00%</td>
<td></td>
</tr>
<tr>
<td>SAP Emeritus % change</td>
<td>0.0%</td>
<td>-</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td></td>
<td>41.42%</td>
</tr>
<tr>
<td>AOM Emeritus</td>
<td>349</td>
<td>380</td>
<td>405</td>
<td>402</td>
<td>411</td>
<td>17.77%</td>
<td></td>
</tr>
<tr>
<td>AOM Emeritus % change</td>
<td>5.1%</td>
<td>8.9%</td>
<td>6.6%</td>
<td>-0.7%</td>
<td>2.2%</td>
<td></td>
<td>4.17%</td>
</tr>
<tr>
<td>SAP Executive</td>
<td>75</td>
<td>84</td>
<td>93</td>
<td>77</td>
<td>83</td>
<td>10.67%</td>
<td></td>
</tr>
<tr>
<td>SAP Executive % change</td>
<td>31.6%</td>
<td>12.0%</td>
<td>10.7%</td>
<td>-17.2%</td>
<td>7.8%</td>
<td></td>
<td>2.57%</td>
</tr>
<tr>
<td>AOM Executive</td>
<td>1,384</td>
<td>1,410</td>
<td>1,393</td>
<td>1,249</td>
<td>1,153</td>
<td>-16.69%</td>
<td></td>
</tr>
<tr>
<td>AOM Executive % change</td>
<td>2.7%</td>
<td>1.9%</td>
<td>-1.2%</td>
<td>-10.3%</td>
<td>-7.7%</td>
<td></td>
<td>-4.46%</td>
</tr>
<tr>
<td>SAP Student</td>
<td>162</td>
<td>143</td>
<td>153</td>
<td>161</td>
<td>175</td>
<td>8.02%</td>
<td></td>
</tr>
<tr>
<td>SAP Student % change</td>
<td>-2.4%</td>
<td>11.7%</td>
<td>7.0%</td>
<td>5.2%</td>
<td>8.7%</td>
<td></td>
<td>1.95%</td>
</tr>
<tr>
<td>AOM Student</td>
<td>4,817</td>
<td>4,731</td>
<td>4,753</td>
<td>4,848</td>
<td>5,018</td>
<td>4.17%</td>
<td></td>
</tr>
<tr>
<td>AOM Student % change</td>
<td>-1.2%</td>
<td>-1.8%</td>
<td>0.5%</td>
<td>2.0%</td>
<td>3.5%</td>
<td></td>
<td>1.03%</td>
</tr>
</tbody>
</table>

### IV. Membership Services

SAP employs several mechanisms to reach and engage with its members. The mechanisms are described in sections a) Newsletter and b) Electronic Communication Services, while specific services are described in sections c) Teaching and Practice, d) Diversity, e) Recognition, and f) Other Services. Changes to the each membership service are outlined in Section 3/VII.

a) & b) Newsletters & Electronic Communication Services

SAP employs multiple channels to effectively communicate with its members. Members satisfaction with the level of communication and means of communication has increased substantially since the last membership survey in 2012, demonstrating great appreciation in particular to the use of the website and the quality of the newsletter (see Figure 3.13, averages). SAP operates only electronic communication services, which include the newsletter, a blog and social media accounts such as Twitter, a YouTube channel and a

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12 Point a and b are combined due to the close coordination of SAP’s communication efforts.
Facebook page. In line with SAP’s bylaws, the Membership Secretary is responsible for overseeing the content of the newsletter. To assist with administering additional electronic communication services, the Executive Committee introduced a new role, the IT Officer in 2015. Given the increased traffic and demand for content, the Executive has also introduced a Deputy IT Officer to share the workload. The IT Officer is invited as a standing member to join Membership Committee meetings, ensuring alignment of communication strategies and that new content is disseminated as deemed appropriate.

Figure 3.13 Communication with members (part of Question 16)

SAP runs a newsletter which is released between two to four times a year (see Appendix H for examples). To sustain the environment, SAP’s newsletters are distributed electronically, via the Listserv and social media. Members are invited to make contributions by emailing the Membership Secretary. As the newsletter examples illustrate, the newsletters offer comprehensive information about, for instance, new calls for special issues, scholarly contributions, innovations, and general information about participation in the Annual Meeting.

SAP also runs several other electronic media (see Table 3.1), including a public Facebook page and a blog connected to the SAP Twitter account (@strategizers). Membership of the Facebook page is generally open for public contributions and comments, but the IT Officer serves as gatekeeper screening for non-human activity, or adverse comments, which are prohibited.

Website at sap.aom.org

The SAP website provides up-to-date information on the mission, people and resources of SAP at the Academy of Management. We publish a Hall-of-Fame to laude winners of our annual SAP awards and strive for transparency by sharing our bylaws, Interest Group proposal, and past evaluation documents. At the same time, the website functions as a hub guiding visitors to the other more dynamic means of electronic communication described below.

Strategizingblog.com

The blog is the central backbone of SAP’s electronic communication strategy, providing the means for very engaged threads of conversation (see Table 3.10). First, announcements, newsletters, new SAP videos, program updates and any other news of potential interest for our community are shared on the Strategizingblog and automatically distributed via
Facebook, Twitter and directly to (email-) subscribers to our blog. Second, the blog is also occasionally used to publish commentaries, reviews, series (e.g., “Open Tools”) or publication announcements related to the field of SAP scholarship. Finally, what makes the blog particularly attractive is that it is chronologically sorted and so serves as a public archive of all our SAP activities.

Table 3.10 Top 5 Strategizing blog posts of all time

<table>
<thead>
<tr>
<th>Title</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ten Hot Topics in Strategy-as-Practice Research</td>
<td>2,523</td>
</tr>
<tr>
<td>Sociomateriality: Does it Matter?</td>
<td>1,981</td>
</tr>
<tr>
<td>Some Hot Topics in SAP Research</td>
<td>499</td>
</tr>
<tr>
<td>Is Strategy-as-Practice Research Practically Relevant?</td>
<td>452</td>
</tr>
<tr>
<td>Open Tools (2): Online CAQDA Coding Tool »QCAmap«</td>
<td>308</td>
</tr>
</tbody>
</table>

Facebook page “SAP - Strategizing Activities and Practices at AOM”:

With its 144 fans and 11 additional followers as of December 2017, posts at the SAP Facebook page reach up to 800 people; on average, viewership is between 100 and 200 per post. In addition to posting updates from the blog and announcements, the Facebook page is the hub for sharing photos taken at the annual AOM meetings and pointing to videos of SAP lectures. The Facebook page had been launched in October 2015.

Twitter account “@strategizers”:

The SAP Twitter account was launched in February 2014 and has attracted 279 followers as of December 2017. The key function of the Twitter account is to offer live coverage of events related to the SAP community, such as AOM Annual Meetings or smaller workshops and conferences. We also offer Twitter as a service to our members by retweeting call for papers or other announcements in case the handle @strategizers is mentioned in a tweet.

SAP YouTube Channel

Launched in September 2014, the official SAP YouTube channel delivers videos of talks by SAP Distinguished Keynote Speakers at the AOM Annual Meetings and following commentaries and discussions. Other videos featured on the YouTube channel are interviews with renowned scholars and lectures. Some of the videos include a talk by Henry Mintzberg on “Evidence and Experience in Strategy as Practice” with 2,300+ views, a discussion on “Strategy-as-Practice meets Neo-Institutional Theory” featuring Royston Greenwood (University of Alberta) and David Seidl (University of Zurich) with 1,300+ views, and a lecture by Paula Jarzabkowski (Cass Business School) with 1,100+ views, providing evidence of both the demand for and reach of SAP’s video offerings. Overall, 141 users have subscribed to the SAP YouTube channel, and the videos have attracted 8,157 views as of December 2017.

Table 3.11 Overview of SAP electronic communication channels

<table>
<thead>
<tr>
<th></th>
<th>Launch date</th>
<th>Posts/Videos</th>
<th>Subscribers</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategizingblog</td>
<td>2013/08</td>
<td>85</td>
<td>-</td>
<td>17,316</td>
</tr>
<tr>
<td>Twitter @Strategizers</td>
<td>2014/02</td>
<td>129</td>
<td>279</td>
<td>-</td>
</tr>
<tr>
<td>YouTube Channel</td>
<td>2014/09</td>
<td>11</td>
<td>141</td>
<td>8,157</td>
</tr>
<tr>
<td>Facebook page</td>
<td>2015/10</td>
<td>71</td>
<td>151</td>
<td>-</td>
</tr>
</tbody>
</table>
c) Teaching and Practice

Pedagogy and the practical application of knowledge are paramount to SAP, and evident in members’ commitment to foster novel approaches to teaching and to demonstrate relevance in research by delivering practical applications. This section outlines SAP’s services provided to a) assist members in developing and delivering classroom activities, and b) reach practitioners and engage with practice.

As outlined in Section 1b, SAP members have been at the forefront of developing teaching materials, which is indicative of their interest in fostering pedagogy. The PDWs are organized in two parts. The first part invites leading strategy educators to share their approach to teaching strategy. Leading strategy scholars are invited from different Divisions, such as Professor Andy Van de Ven and Russell Coff. The second part is run as round-tables providing participants an opportunity to gain hands-on advice on various teaching methodologies and ways of engaging with students at different levels, including undergraduate, and postgraduate levels. Topics included using metaphors and LEGO to solve strategic issues, which has successfully been adopted in executive education. During part two, participants have the opportunity to switch tables to maximize their learning. Whilst the first part is open to all delegates, the second part requires registration to ensure a manageable size of participants for round-tables. Part one attracts over 250 delegates each year, and the 100 open spaces are quickly filled, so there is typically a waiting list for part two. Given the popularity of the teaching PDW, it has been offered nearly every year since 2013 (Table 3.12).

Despite offering a dedicated PDW focused on teaching strategy, members have a continued interest in further offerings. To address such needs, SAP is going to continue with its teaching PDW and identify members’ specific needs to assist developing aspects related to teaching.

Table 3.12 An overview of teaching focused PDWs since 2013

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Title</th>
<th>Facilitators/Speakers</th>
<th>Organizers/Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&quot;Teaching Strategy using Grounded Pedagogical Techniques&quot;</td>
<td>Russell Coff, U. of Wisconsin; Steven W. Floyd, U. of Massachusetts Amherst; Sotirios Paroutis, U. of Warwick</td>
<td>Robert Burgelman, Stanford University; Kedrick James, U. of British Columbia.</td>
</tr>
</tbody>
</table>
Facilitate the practical application of knowledge

The purpose and approach of SAP scholarship has a strong alignment with practice, which is reflected in SAP’s strong Executive membership (see Section 3/III Membership/b Trends and Composition). Members within the SAP community actively engage with practitioners in two ways. The first form of engagement takes place in the debate about the relevance of scholarly work for practitioners, in which members of SAP have actively participated (e.g. Splitter & Seidl 2015; Whittington 2017). SAP has started to make a concerted effort to raise the debate by selecting a Keynote address on ‘Turning practice into an academic contribution’ by Jean Bartunek in 2016.

The second form of engagement stems from academics engaging with practitioners and thus impacting practice, for instance through publications in practitioner-oriented outlets. SAP is proud that Paula Jarzabkowski, a core member of SAP, received the prestigious Academy of Management PTC Practice Impact Award in 2016 for her impact on the reinsurance industry. The highly valued award recognizes and celebrates an outstanding scholar for her or his contribution to research and theory in practice based studies, and overall impact on managerial and organizational practices. Further testament to SAP’s link to practice is its application of research findings to practice. A brief list of contributions in practitioner-orientated outlets is outlined below, each originating in academic research.


Moving forward, SAP will develop forums to engage with practitioners, as proposed in Priority 2D (Section 3/VII).

d) Diversity

SAP has initiated many ways of fostering its diversity and inclusiveness both in its governance and activities. These initiatives were a response to feedback to members’ perceptions and suggested areas for improvement, as outlined in the membership survey in 2013.

In order to be responsive to the needs of our diverse membership, the Interest Group has recruited members from a wide variety of backgrounds for its leadership team and Advisory Group. Currently, the group comprises representatives from Australia, Austria, Canada, Singapore, Switzerland, the United Kingdom, and the United States. The transition of officers serving in representative-at-large positions into the leadership track, such as PDW Chair (e.g. Jane Lê) or Treasurer (Carola Wolf) are another testament to the inclusiveness of the governance of SAP.

The Interest Group has been active in many ways to maintain the diversity of its membership and develop inclusive practices. Due to the fact that the SAP Interest Group is relatively small and new compared to other Divisions and Interest Groups, SAP has had to cope with limited resources to build and maintain its membership activities. This lack of resources, both in terms of budget and personnel, was compensated for by the dedicated effort of the people
involved in organizing the different initiatives. In our review below, we pay particular attention to how we engaged in these initiatives to ensure the best possible outcomes for our members. We describe these activities in relation to the four main goals of the Interest Group’s inclusion efforts (also see the summary in Appendix M).

**Goal 1: Increasing the interactions and networking of our diverse members during the Annual Meeting.** The Interest Group has a number of inclusion activities which have focused on improving the experience of our diverse membership during the AOM Annual Meeting by offering opportunities for interaction and networking. First, the Interest Group hosts two formal social events each year: a Friday Night Dinner and the SAP Business and Social Meeting on the Monday evening (Appendix M, Activity B). Both events are well attended by senior SAP scholars and focus on fostering an amenable atmosphere for reconnecting with old members and welcoming new members. In addition, the Friday night dinner facilitates networking opportunities for early-career scholars and new members with specific icebreaker activities to prompt interaction. The Business and Social Meeting provides an opportunity for the Interest Group to thank members and acknowledge their support (e.g., emergency reviewers, post-doc and PhD representatives). The paper awards are focused on diversity and inclusion, including awards for best student paper, an award for a practitioner-oriented paper and a “pushing the boundaries” award for a paper that is less traditional in nature and particularly novel or innovative.

Second, a specific – deliberately informal – networking opportunity that the Interest Group has developed is a “Meet and Greet” programme (Appendix M, Activity C). This provides members with the opportunity to meet with leading scholars in the field – such as editors of leading journals and special issues, as well as authors of seminal SAP works – in small informal groups. Those developing the Meet and Greet program have deliberately attempted to create a relaxed atmosphere for these events away from (but close to) the conference venue, and not requiring formal registration. We have run seven of these events since 2015 on a range of different topics such as publishing, methods, and theorizing. These have been well attended (on average 10 participants per session), particularly by early-career scholars and those interested in SAP as a potential new avenue for their research. These Meet and Greet sessions have enhanced members’ experience through enabling them to meet with the most senior members of the SAP community. As a first-time attendee of the AOM describes: “Paul Spee, Katharina Dittrich, Jane Lê and the rest of the Friday morning group welcomed us warmly to the Caffé Artigiano and the SAP Interest Group. I was more than surprised about the openness of the conversations, the interest everybody showed towards each other’s research and the enthusiasm of all participants.”

Third, with regards to its scholarly programme, the Interest Group has had a deliberate focus on addressing members’ needs and fostering inclusion. For example, specialized PDWs have targeted a diverse range of members’ needs (see Appendix M, Activity D): In developing a PDW on careers, the Interest Group has consciously focused on international careers as a compliment to many other career activities at the AOM that are focused on the U.S. tenure system. Similarly, our publishing PDWs have always involved a wide range of journals, including those outside the U.S. For those members with a focus on teaching, the Interest Group has run a teaching PDW for several years, featuring innovative methodologies for teaching SAP in a variety of setting. In addition, the Interest Group is notable for being inclusive in terms of gender, with woman represented in all (and sometimes dominating) PDW expert panels. As one doctoral student reflected on one such panel discussion: “As a woman, I was smiling proudly on the inside to see such strong role models all in one room” (Reva Bond Ramsden, Doctoral Student, Athabasca University). Finally, our Interest Group also attracts and supports the conference attendance of practitioners and scholars pursuing
practitioner-oriented work. For example, in 2015, the Interest Group sponsored the attendance of several senior military officials, who would otherwise not have attended AOM.

Moreover, the Interest Group has actively promoted a range of different formats with regards to scholarly paper presentations to foster inclusion and feedback during paper presentation settings (Appendix M, Activity E). This was prompted by feedback from early-career scholars that it was necessary to find ways to get feedback during sessions and make them livelier. Since 2015, therefore, the SAP AOM Program Chair has actively contacted all session chairs to provide a range of options and suggest alternative formats that might best suit that session. In particular, in addition to the traditional format, session chairs are encouraged to use one of the following formats: (1) Roundtable format (2) Pecha kucha format; (3) Teaser format; and (4) Swap format. All of these offer greater opportunity for participant engagement and more direct feedback for authors. After the 2015 AOM meeting, the Interest Group’s Program Chair reported: “I am pleased to report that feedback from Session Chairs about the new formats was overwhelmingly positive. Participants reported that people engaged deeply with the papers, that discussions were of high quality and, consequently, that the feedback they received on their papers was outstanding. The only niggle was that people had more clarification questions in shorter and visual presentations.”

As part of our drive to deliver the best possible quality of feedback to our members, session chairs also actively encourage authors to provide written feedback to the other authors in their sessions. This ensures that papers have been read prior to presentation and encourages deeper engagement on the day.

**Goal 2: Developing comprehensive support for doctoral students and early career scholars.**

A central focus for SAP has been to develop comprehensive support for doctoral students and early career scholars. In the Interest Group’s early years, this desire led to specialized PDWs targeting the specific needs of these members. In 2016, the Interest Group developed an innovative format, the Early Career Network, which addresses both members’ needs and the limited resources available to SAP (Appendix M, Activity G). This network comprises two parts: (1) a virtual platform on Facebook run and monitored by our PhD Representative and (2) an early-career programme that runs at the Annual Meeting and centres on networking opportunities, targeted PDWs, and informal mentoring time (see Table 3.13). There are multiple features that make this program attractive. For example, we sponsor breakfast and dinner for ECRs, we put them in touch with leading scholars, and are responsive to their requests for particular developmental opportunities.
The evaluation feedback we received from participants who attended the program in Anaheim in 2016 is included in Table 3.14 below. As one participant states: “Being part of AOM research community was an outstanding opportunity to learn, engage, and contribute to the growth of organization and management scholarship. I was particularly pleased to attend the SAP Doctoral & Early Career Program and interact with leading and young scholars, all dedicated to share useful knowledge and practical experiences. This event was also a platform to create an intersection of theory & practice, and to make strategy and organization meaningful in the real world.” (Abdérerouf Bouguerra, Doctoral Researcher, Warwick Business School). Another participant reflects on the informal mentoring program that was established alongside the Early-Career Program: “I was lucky enough to be assigned Dr. Robert Wright as my mentor. We skyped a few weeks before the conference and he provided very useful writing and publication tips along with some great advice on how to make the most of my AOM conference experience” (Reva Bond Ramsden, Doctoral Student, Athabasca University).

### Table 3.14 Participation Feedback

<table>
<thead>
<tr>
<th>Question</th>
<th>Mean Response (1-7)</th>
<th>Score (%)</th>
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<tbody>
<tr>
<td>I will recommend the program to my peers</td>
<td>6.8</td>
<td>97%</td>
</tr>
<tr>
<td>The PDWs were useful and interesting</td>
<td>6.6</td>
<td>94%</td>
</tr>
<tr>
<td>Overall the program was suited to my needs and preferences</td>
<td>6.3</td>
<td>90%</td>
</tr>
</tbody>
</table>

The structure of this program is innovative in that it was virtual in nature. Using accessible ICT technology, such as Facebook posts and discussion, the team sought to prolong conversation and connection between scholars beyond the Meeting itself and offer an opportunity to include interested parties who could not attend the Academy itself. Situating the AOM Meeting program for early career scholars within a larger virtual network is
important in light of our members from developing and emerging economies, for whom the cost of traveling to the US may be prohibitive. It is also given additional importance by recent policy changes in the US, which may exclude some AOM members from traveling to the USA in 2018.

Two other initiatives focused on our members are worth mentioning. First, driven by collaboration between the Interest Group Chair, Treasurer and Membership Secretary, the Interest Group’s sponsorship activities have been focused on supporting early careers scholars (Appendix M, Activity H). Examples include dedicated funding to cover PhD/Early-Career scholars attendance at the SAP Friday dinner (Appendix M, Activity B) and hosting a special PhD/Early-Career Breakfast event (as part of the Early-Career programme). Targeting the Interest Group’s sponsorship funding in this way is important for inclusion given that doctoral students often are on tight budgets regarding conference funding. Second, central to the Interest Group’s efforts to be inclusive of its early-career members was the move to include PhD and PostDoc Representatives in the extended officer’s team (Appendix M, Activity I). This ensures that they gain opportunities and exposure but also have a say in certain elements of our Interest Group, such as PhD activities, newsletters, and our communication strategies. The Interest Group currently has six such representatives from four different countries.

**Goal 3: Integrating and supporting new members quickly into the SAP community.** An important element of the Interest Group’s inclusion practices is ensuring the Interest Group assists scholars who are new to AOM generally as well as to SAP specifically. Since its inception, the Interest Group has supported all of the activities organized centrally by the Academy to welcome new members to the AOM and to help them navigate the conference (Appendix M, Activity J). Each year at least two members of the Interest Group extended executive committee attend the New Member Welcome Reception and the New Member Orientation. We provide substantial information material at the Quad that point out ways to get connected with SAP. In addition, each year several of the Interest Group members participate in the Adopt-a-Member Initiative of the AOM. In 2016, when the AOM no longer offered the Adopt-a-Member Initiative, the Membership Chair and the Membership Committee debated whether to run our own SAP-internal initiative. As a result of these discussions, we integrated a comprehensive mentoring scheme as part of our PhD programme.

In addition, the Interest Group has developed an array of resources for members new to the field of SAP scholarship and the Interest Group. This includes an information flyer which provides new members with all the up-to-date resources they can draw on to connect with the (Appendix M, Activity K). The Interest Group has also developed a number of additional specific resources which are regularly disseminated, such as summaries of introductory readings for new members (see Appendix M, Activity M) as well as summaries of various communication channels and ways to connect with the SAP community. For instance, the Interest Group newsletter includes summaries of upcoming events and ways to connect with the community more broadly.

Besides welcoming new members to the Interest Group, our group also has an outreach process where targeted emails are sent out to scholars who have attended SAP events (such as PDWs) but are not members of the Interest Group (Appendix M, Activity L). This is done to thank them for attending, to provide them with more information about SAP and to highlight what this Interest Group might offer them. Moreover, the Interest Group regularly screens the AOM program for scholars whose research is closely aligned with the Interest Group and
who might be interested in the Interest Group. Overall, these outreach activities have led to a great number of positive responses.

**Goal 4: Facilitating ongoing community building with our members outside the Annual Meeting.** For the Interest Group, frequent communication with all its membership has been a priority to help build an inclusive culture within an internationally dispersed group. The Interest Group communicates with its members in many ways. First, the Interest Group reaches its members via a regular newsletter (three times a year; http://division.AOM.org/sap/wordpress/?page_id=62 ) (Appendix M, Activity N). For each edition, the Interest Group asks for contributions from our membership and features: new research by members, interesting contributions of members (in terms of research, practice or teaching), award winners, emerging scholar profiles (PhDs & postdocs), and is inclusive of other related communities (e.g., EGOS, SMS). This newsletter is sent out to the current membership (600+ members), our listserv (200+ participants) and various other channels, including the blog (https://strategizingblog.com/), and Facebook.

Second, through the appointment of an IT Officer in 2014, the Interest Group has developed a comprehensive online presence (Appendix M, Activities O) including: Twitter (222 followers); Facebook group (where we already reach 550+ individuals and provides regular updates about SAP-related activities), a YouTube channel (115 subscribers and 6,049 views) as well as a blog. These avenues of connection are particularly important given the current political context may prevent some scholars from attending the Atlanta conference; for instance, the YouTube channel provides access to the keynote talks that are part of the SAP Interest Group program.

Third, in addition to the AOM centred activities, the Interest Group promotes and fosters a range of local events to help create points of contacts for its membership (Appendix M, Activity P). Events in Australia, the U.K., Finland, and Canada in particular are frequently promoted by SAP and sponsored by members of the Advisory Group or leadership executives. Examples include: 1) SAP-R in the United Kingdom, which is held multiple times a year, was started and is hosted by members of the SAP leadership team (Sotirios Paroutis, Gary Burke) and Advisory Group (Paula Jarzabkowski, Richard Whittington); 2) international workshops at the University of Sydney Australia (hosted by the Interest Group Chair Jane Lê), the University of Queensland Australia (hosted by the Interest Group’s incoming chair Paul Spee) and the Strategy as Practice Study Group in HEC Montreal (which is hosted and supported by many current and past members of the SAP Executive Committee and Advisory Group, see http://geps.hec.ca/en/team/). These activities outside the Annual Meeting provide opportunities for members to connect and build local communities.

SAP’s continued efforts have been recognized by the distinguished Diversity & Inclusion Award, received in 2017. The Diversity and Inclusion Award is a prestigious and highly valued award that seeks to recognize and celebrate outstanding groups that have made a significant contribution to diversity and inclusion in the Academy of Management. In 2017, SAP was awarded for:

1) increasing the interaction and networking of our diverse members during the Annual Meeting;
2) developing comprehensive support for doctoral students and early career scholars;
3) integrating new members quickly into the SAP community;
4) facilitating ongoing community building with our members outside the Annual Meeting.
Going forward, SAP will continue to its approach to foster members’ inclusiveness to continue members’ strong sense of community (Question 16). First, SAP will seek to institutionalize the ECR day by creating a dedicated role, for instance in the role of Student Ambassador. Second, it will start creating a forum to address the needs for mid-career scholars which members identified as an area for improvement (see Analysis of open-ended answers to Question 20). Third, it will continue its outreach and welcoming program to ensure a good experience especially for those members interested in knowing more about SAP, as area identified as reason for joining SAP and in response to open-ended question, particularly Question 25 and 26 (see Appendix K).

e) Recognition

SAP recognizes contributions to enhance the scholarly program through awards for scholarly works and reviewer efforts as well as individual academic’s accomplishments through the Distinguished Scholar Keynote address. None of the recipients receive financial means. Members perceive high levels of satisfaction with the awards and recognition (see Figure 3.14), which is consistent with the transparent and democratic governing and leadership processes, outlined in ‘Governance structure’, Section 2/c/ii. The following procedures were adopted to select and recognize best papers and reviewers. Based on reviewer scores, the Program Chair selects three to five papers for each award Division-specific award (see Table 3.15 for award winning papers in each category) as well as nominating papers for Academy-specific awards such as the Carolyn Dexter Award. These papers are sent to the SAP Award Committee which makes the final judgement. The Award Committee is comprised of previous award winners and members of the SAP Executive Committee. The selection process is based on a strictly blind review. Papers from members of the Award Committee are excluded from any of the awards. Final awards are handed out to authors during the Business Meeting, and news are disseminated via the Fall Newsletter.
At each Executive Committee meeting, held at annual meetings, award and recognitions are reviewed. Two changes to the awards and recognition were made in 2015. In 2016, the ‘Pushing the Boundary Award’ was introduced as an additional award to recognize the best paper that presents an innovative and novel idea that challenges taken-for-granted assumptions and makes an original argument.

To increase the level of recognition for members, the Executive Committee unanimously agreed to modify the procedures to award reviewers for outstanding contributions in 2015. SAP decided to recognize the best 10% of reviewers based on authors’ scores made to reviewers’ comments, which is in line with procedures adopted by other Divisions, such as Organization & Management Theory (OMT). To signal the change, the award was renamed to ‘Outstanding Reviewer Award’.

Also the Distinguished Keynote is discussed during each Executive Committee meeting. Officers and additional members participating in the meeting propose esteemed colleagues. It is within the remit of the Chair to approach those scholars proposed by the committee.

Depending on further growth of SAP’s membership and the outcome of the application to Division status, SAP may introduce a Best Dissertation Award, which is awarded by many Divisions. Given that the cost of plaques represents about 10% of the annual SAP budget, the Executive Committee has been actively recruiting sponsorship from journals to sponsor awards in 2017. So far, it has secured $500 from Long Range Planning (Elsevier) for 2018. Such sponsorship opportunities may provide a fruitful avenue to extend the recognition of outstanding scholarly contributions without compromising spending on other membership activities.
Table 3.15 SAP Award recipients

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<tbody>
<tr>
<td><strong>Best Paper</strong></td>
<td>The Multiple Temporalities of Changeful Organizational Practice</td>
<td>“Practicing transcendence: Rhetorical strategies and constructing a response to paradox” by Rebecca Bednarek, Cass Business School, City U. London; Sotirios Paroutis, U. of Warwick; John Sillince, Newcastle U.</td>
<td>“Towards a Social-Practice Theory of Competition” by Paula Jarzabkowski (City University London) and Rebecca Bednarek (Uni of London)</td>
<td>“CEO sensegiving and legitimacy projection across multiple strategic change episodes” by Eric Knight (University of Sydney) and Matthew Grimes (Indiana University)</td>
<td>“Timing practices and material markers in coordinating collective market patterns” by Rebecca Bednarek (Birkbeck, University of London) and Laure Cabantous (Cass Business School, University of London)</td>
</tr>
<tr>
<td><strong>Best Student Paper</strong></td>
<td>Evolutive Consequences of Managerial Practice: Internal Cessation as a Selective Outcome</td>
<td>“Exploring Strategizing of Kirana Shopkeepers: The Case of Indian Retail Industry” by Atul Pathak &amp; George Kandathil, Indian Institute of Management, Ahmedabad</td>
<td>“Over the Top of the Hill: Sensemaking and the Role of Meetings in Sustaining Strategic Change” by Lisa Day (London Metropolitan University), Julia Balogun and Michael Mayer (both Bath University)</td>
<td>“Identity in the Making: how Organisation Identity Change is Facilitated in a Business Unit Merger” by Julia Balogun (University of Liverpool) and Lisa Day (London Metropolitan University)</td>
<td>“Three Sides of the Same Coin: Practice(d) Time as Rhythms in Household Food Collectives” by Galina Kallio, Mikko Jalmari Vesal and Kathrin Sele (all Aalto University School of Business)</td>
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<tr>
<td><strong>Best Practice-Oriented Paper</strong></td>
<td>Artefact-based Replication: A Comparison of Intended and Emergent Effects</td>
<td>“How Do Consultants Construct and Mobilize Tools to Build Markets” by Luc Bres, HEC Montreal; Jean-Pascal Gond, Cass Business School, City U. London</td>
<td>“New CEOs in Turnaround Situations: What to Do or Not to Do in their First Year” by Chanchai Tangpong, Derek Lehmborg, Zonghui Li (all North Dakota State University)</td>
<td>Not awarded</td>
<td>“All or Nothing? – Strategizing Practices and Outcomes in Strategy Tool Development Processes” by Gary Thomas Burke and Carola Wolf (Aston University)</td>
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</table>
Claus Jacobs (St Gallen)

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<tr>
<th><strong>Pushing the boundaries</strong>*</th>
<th>“Is this a worthy strategy? Critique, justification and evaluation in the practice of strategy” by Charlotte Cloutier (HEC Montreal) and Jean-Pascal Gond (CASS Business School)</th>
<th>“The Effects of Spatial Configuration on Opportunities for Emergent Strategy Making” by Matt Thomas, Duncan Angwin, and Karen Dale (Lancaster University Business School)</th>
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*The award was introduced in 2016*
f) Other Services

To date, the Interest Group has had very few engagements and initiatives to develop special events. The focus and efforts of the Executive Committee have primarily gone into continuously improving the attractiveness of SAP’s scholarly program and services for its members.

However, the SAP community has been very active initiating and hosting conference, special workshops since its first conference in 2001 ("Strategy, Activity and Practice", at the EAISM conference in Brussels). SAP has had a regular presence at international and national conferences ensuring more frequent face-to-face exchanges beyond AOM’s annual meeting, and ensuring local meetings in Europe and other parts of the world, catering to SAP’s diverse and international membership (see Section 3/III, a, b).

At international conference venues, SAP is represented as a Special Interest Group ‘Strategy Practice’ within the Strategic Management Society (SMS) and several sub-themes at the European Group for Organizational Studies (EGOS) colloquium where members also run a Research Community since 2015, and had had tracks at the European Academy of Management (e.g. 2014, 2017). At national conferences, SAP had conference tracks at the British Academy of Management (e.g., 2011 - 2015).

Members of SAP have also been instrumental organizing mini conferences and workshop series. For example, a special SMS mini-conference on ‘Intersections of Strategy Process and Strategy Practice’ was organized by Robert Burgelman, Tomi Laamanen and Richard Whittington in 2010.

The ‘members’ of the strategy-as-practice community are organizing workshops dedicated to specific topics within SAP at an interval of approximately six months. So far there have been 15 workshops in different universities predominantly in Europe (United Kingdom: Aston Uni, Oxford Uni, Cranfield Uni, Glasgow Uni, City Uni, Lancaster Uni; Switzerland: HEC Lausanne, U Zurich) and in North America (Canada: HEC Montréal) as well as in Australia (Uni of Sydney). To encourage participation, workshops are free and calls are distributed to all members of AOM Listserv and the SAP-In network.

In future, and depending on the success of the application for Division status, SAP will consider engaging in the development of special events, as outlined as Priority 1A (Section 3/VIII, Priority 1).

V. Best Practices

The SAP Executive Committee in conjunction with the Membership Committee placed particular emphasis on the innovating to ensure a stimulating annual meeting and the creation of a vibrant community. Table 3.16 outlines some of these innovations, which are deemed Best Practice.
### Table 3.16 SAP Best Practice

<table>
<thead>
<tr>
<th>Best practice</th>
<th>Brief summary of activities</th>
<th>Impact on membership</th>
<th>Future refinements</th>
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<tbody>
<tr>
<td>Early Career Program (ECP)</td>
<td>Introduced in 2016, it specifically addresses the needs of PhD &amp; early career scholars, as a response to the 2012 SAP membership survey. The virtual ECP provides first-time AOM attendees a structure for first-time AOM attendees that allows them to be guided through our program, with salient sessions branded ECP, and mentored by an established SAP member. The format provides plenty of networking opportunities with senior SAP scholars (beyond that at regular doctoral consortium) and further networking via social media. By integrating three PDWs from the regular SAP program into a “virtual consortium” and by adding individual mentors and several networking opportunities with senior SAP scholars and peers (much more than in a regular consortium) we succeeded in an innovative way.</td>
<td>Strong integration of early career researchers into community (Section 3/IV, f). Due to limited funding available, participation in the ECP is capped at 20 participants. Participation occurs on a first come first serve basis.</td>
<td>Increase sponsorship to support further engagement with additional ECRs and widen student participation and social opportunities around meals, e.g. Welcome dinner. Continuously improve ECP based on annual feedback. Transition the SAP ECP to a regular DIG consortium which focuses even more on developing critical capabilities and knowledge for the target group.</td>
</tr>
<tr>
<td>SAP Welcome dinner</td>
<td>Since 2010, SAP has offered a welcome dinner (member pays) on the Friday night of the annual meeting. Provides networking opportunities with senior SAP scholars; increases interaction among members (e.g., introduced icebreaker activities in 2015) and an informal activity in which to interact and learn.</td>
<td>The dinner is open to everyone interested in joining, and is advertised and listed as PDW registration. SAP partially subsidizes the costs to ensure the lowest possible price (about $50 per person). This is important to ensure people are able to attend despite budget constraints. SAP also funds this dinner for 10-20 PhD students each year.</td>
<td>Continue subsidy to ensure affordable cost for participants and free meals to registered doctoral students at the ECP.</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Goals</td>
<td>Actions</td>
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<tr>
<td>Meet &amp; Greet breakfasts</td>
<td>In 2010, we introduced a breakfast networking opportunity with a dedicated senior and junior scholar at a café close to but away from the conference venue. Informal networking opportunity with leading figures in SAP scholarship in small groups. Advertised with a particular theme (e.g., publishing) each year in order to increase team interest. Offers sense of community. Casual, comfortable, relaxed setting. Breaks down hierarchy and boundaries. Approx. 8 to 12 people per Meet &amp; Greet.</td>
<td>Continue Meet &amp; Great, but develop them into an outreach tool. Balance SAP-themed meet &amp; greets with meets &amp; greets at work that intersects with work in other DIGs.</td>
<td></td>
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<td>Newsletter</td>
<td>2010, we developed a regular newsletter that is sent out three times per year. It features new research and contributions by SAP members (paper, special issues, outreach, industry events, teaching news), photographs of many SAP AOM events and SAP award winners, emerging scholars (PhDs &amp; Postdocs) and features news from and relevant to other related communities (e.g., EGOS, SMS); we solicit contributions by all members and most issues include articles from executive team members. Facilitating ongoing community building with our members outside of the Annual Meeting. Aim to reach people outside of the traditional AOM community in order to entice AOM membership. Actively target current members (retain interest, share news), previous members (encourage renewal) and potential members (entice joining SAP at the AOM).</td>
<td>Explore ways to facilitate interesting content by testing new sections, e.g. feature on practitioner collaborations or work at the intersection with other DIGs. Test new formats to reach wider audience, e.g. blog/community forum.</td>
<td></td>
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<tr>
<td>Integrated online communication</td>
<td>Content is streamlined through integrating SAP’s virtual channels (SAP YouTube Channel; SAP Facebook Group; Twitter; Blog). Varied means are employed to provide information and connect with SAP members (current and past). Enhance reach of content and enable virtual participation. For instance the YouTube channel provides access to talks held at the AOM meeting (e.g., keynote speeches) to those members that could not attend AOM. While the Facebook page includes regular posts and updates about SAP-related topics.</td>
<td>Use Strategizingblog.com to host series on specific topics; Integrate LinkedIn and AOM Connect into the online communication mix.</td>
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<td>Video-recorded keynote</td>
<td>The Distinguished Keynote is video-recorded and streamed on SAP’s Youtube Channel after it has been edited professionally. Increases accessibility of keynote speech beyond immediate attendance and visibility of the group with prominent speakers.</td>
<td>Expand video recording and streaming to include segments of other popular/over-subscribed sessions to entice new members.</td>
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<tr>
<td>Printed SAP specific program &amp; information flyer</td>
<td>Each year, SAP provides a printed program (100 copies) and an information flyer (150 copies). The printed program lists details of each SAP sponsored and co-sponsored session (see Appendix N). Update-to-date information flyer summarizing the main resources for new members. We distribute this flyer to interested AOM members at the New Members Orientation, the New Members Reception and the Quad. Additionally it serves as a valuable orientation for the ECP participants who receive it in a Goodie Bag.</td>
<td>Distributed at the welcome breakfast for Doctoral students and ECRs and the AOM Welcome New Member Orientation. Printed programs are a differentiating feature and guide our members toward core sessions (distinguishes between core and co-sponsored sessions). This helps members navigate the sometimes overwhelming choice of session and enhances their sense of belonging.</td>
<td>Continue printed material and increase volume of material distributed</td>
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</table>

<p>| Innovative session chairing | At 2015 AOM conference, the Program Chair implemented a new presentation approach to increase interaction between participants and make paper sessions livelier. Since then, the Program Chair has invited session chairs to consider novel ways to manage presentations and discussion at main paper sessions. Many of these innovations can be grouped into five specific formats that sessions chairs are encouraged to adapt to their particular session: (1) traditional format (four paper presentations and discussion), (2) roundtable format (four facilitated roundtables, one around each paper); (3) pecha kucha format (short presentations of six minutes with 20 images, followed by an in-depth discussion), (4) teaser format (three minute presentations and extended discussion); and (5) swap format (participant present someone else's paper). | These formats have largely been well received (as documented in newsletters, e.g. Appendix H, Appendix I), although some tweaks have been recommended. For instance, the short presentations were considered too short and were slightly extended. Similarly, we now encourage words and pictures in the pecha kucha format, though the latter still dominates. Sessions chairs are asked to report back on their sessions each year, providing valuable feedback about the formats and how to further tweak them. | Create a list of different types of formats for session chairs to consider. Urge to make sessions lively. Continue developing and testing new formats to encourage interaction, engagement and the highest possible quality of feedback |</p>
<table>
<thead>
<tr>
<th>Written feedback for papers</th>
<th>In 2015, we also began asking session participants (chair and authors) to provide written feedback comments to each other. While the feedback is not very onerous (just under a page), it encourages authors to read each other’s papers and ensures a vivid discussion in the session. We also encourage our members, as other people attending these sessions, to read the papers to get a better understanding of the work and be able to provide better quality feedback.</th>
<th>This has been extremely well received. Feedback has been that this mechanism is invaluable, helping to foster discussion and providing tangible feedback that transfers beyond the session. It also connects the authors, as we ask them to email feedback to each other before the session, therefore putting people working in the same area in direct touch with each other.</th>
<th>Continue making this explicit to session chairs and authors to foster high quality feedback and encourage increased submission to SAP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asking Distinguished Speaker a question card</td>
<td>We introduced this tradition in 2015 to balance the demand for questions from the audience with the limited available time available for such questions. At these large Distinguished Speaker sessions, audience members are given a card asking them to write a question for the Distinguished Speaker. Audience members are given the opportunity to “Ask the Speaker” a question. At the end of the formal Distinguished speaker speech (usually while a SAP member is making comments on the speech), SAP members walk the aisles to collect these cards with questions (usually about 15 cards).</td>
<td>Enhances volunteering as two to three SAP members cull the cards for the most pertinent questions, which are asked during the Q&amp;A session. All cards are provided to All cards are provided to the Distinguished Speaker. The card is also used to advertise the SAP business meeting and social, which appears at the back of it.</td>
<td>Continue this opportunity for audience interaction.</td>
</tr>
</tbody>
</table>
VI. Finances

This section of the report discusses the current status and trends of the SAP Finances over the period 2013-2017. The SAP treasurer looks after our finances, provides reports as needed and guides our decisions at the budget level.

Overall Financial Development

SAP ended 2017 with its best financial results to date with a total of $11,718.55 in its operating account\(^{13}\). It establishes a comfortable start to 2018 and the highest opening balance of operating funds in the last 6 years\(^{14}\) (see Tables 3.17). This is due to a steadily increasing membership and related funds allocated by the Academy (Table 3.17) as well as having significantly increased our sponsorship revenue (Table 3.18) over the past years.

While SAP was able to start every year in the past 5-year cycle with a positive balance, we experienced one year carrying a minor negative balance forward as we ended 2016 with negative operating funds of $(113.08). This balance was a result of a contribution expense charged to our accounts end-Dec 2016 (12/30/2016) for the AOM New Doctoral Student Consortium (NDSC) in 2016. This was immediately rectified on Jan 1st 2017, with the new membership allocation funds received into the account. Furthermore, the annual meeting in Atlanta in 2016 caused significantly higher expenses for onsite and offsite catering compared to previous years (Table 3.19) and, therefore, caused particular challenges for the Interest Group to cover expenses whilst retaining an expected standard of service to our members. The combination of a lower membership allocation for Interest Groups and slow traction to increase sponsoring revenue coupled with overall increasing expenses to cater at the annual meeting (see Table 3.19) constrained SAP’s flexibility to build up large amounts of reserves to be carried forward to cover in such occasions.

The Executive Committee, with strong leadership from the Treasurer, has taken this situation very seriously and implemented mechanisms to avoid overdrawning in the future. With a change in our long-term treasurer after the annual meeting in August 2016 and preparations for the upcoming 5-year review and division status application over the last couple of years, we have established a strategic approach to managing our finances especially with regards to sponsoring income (as discussed below) as well as planning and budgeting. In 2017, SAP has created a healthy balance carried forward to Jan 2018 providing the basis to fully restore a financial reserve in accordance to the Academy guidelines of an amount about one year’s worth of membership allocation (for 2017: $5,718; 2018: $6,012). As a war-chest, it was agreed retain $6,000 as financial reserves, leaving about $11,718.55 to cover operating expenses for 2018. Even after deducting this reserve, we are carrying over a significant amount of money compared to previous years into the next year and we have already successfully started to attract new sponsors and renew established sponsorships for 2018. A reliable and steady sponsorship income stream (as discussed separately below) as well as increasing allocations from the Academy expected with a Division status will allow us to be insured against unexpected expenses such as occurred in 2016 as well as unexpected fluctuations in membership, for example triggered by travel restrictions into the United States. It will also allow us to consider funding of new initiatives during the Annual Meeting and across the year to further improve the service to our membership.

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\(^{13}\) An estimate per Nov 2017 as end of year accounts were not yet ready at time of submission.

\(^{14}\) Estimate based on information available Nov 2017: $11,718.55 end of year operating funds balance + $6012 membership allocation.
Sponsorship Development

In the past couple of years, we have established a systematic approach to generate value for sponsors, resulting in successful recruitment and retaining of sponsors. This has involved creating a transparent structure of available sponsorship opportunities. In addition, the Treasurer has been very active in approaching potential sponsors and following-up with previous sponsors. We believe that the changes in our approach to sponsoring and budgeting have been a huge contributor to the strong financial position at the end of 2017. Our sponsoring income in the past year significantly exceeded our initial fund allocation.

Overall, we were able to raise $18,195 from sponsors for the Annual Meeting in Atlanta in August 2017, doubling the contributions from previous years. With these numbers, we have stabilized the upwards trend in both sponsor numbers and revenue over the past five years as summarized in Table 3.18. By end-2017, we had already a strong basis of revenue generation for 2018 in place. For example, we already secured three new sponsors by end-2017 and received multiple confirmations for continuous support from last year’s sponsors. This means that we are in the exceptional situation of already having most expected expenses for the annual meeting in Chicago 2018 covered by Jan 2018, despite traditionally only expecting the bulk of revenue to be acquired in the spring.

With regards to the types of sponsorships, we have focused on expanding the circle of sponsors beyond the institutions that our committee members are affiliated with – which had been a primary source of sponsorship revenue previously. In 2016/17 (for the Atlanta 2017 annual meeting), more than half of our sponsors have been institutions that do not represent home institutions of the executive board. We have also recently further expanded our circle of sponsors to other institutions than universities that were traditionally the focus of our sponsoring. For example, we recently recruited publishers as sponsors including *Organization Studies* and *Long Range Planning/Elsevier*. The increase in the number and type of sponsors in the past years also allowed us to expand the activities we are sponsoring. Previously, most of our budget was allocated to catering related expenses during the Annual Meeting. In the past couple of years we used our income to sponsor reoccurring initiatives such as the Early Career and Doctoral Programme of the SAP community. In the future, we plan to further expend sponsored activities, including the SAP awards in 2018. We are currently looking into rewarding authors receiving awards with book vouchers, and providing travel bursaries to enable doctoral students to attend the annual meeting.
## Five Years Historical Actual Financials - Based on Calendar Year

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>RESERVE &amp; ALLOCATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BALANCE FORWARD</td>
<td>$2,182.48</td>
<td>$599.86</td>
<td>$5,910.79</td>
<td>81.29</td>
<td>(113.08)</td>
<td>$1,732.27</td>
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<tr>
<td>DIVISION ALLOCATION</td>
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<td>$5,032.00</td>
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<td>5,718.00</td>
<td>$5,131.40</td>
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<tr>
<td>TOTAL OPERATING FUNDS AVAL Jan 1</td>
<td>$6,766.48</td>
<td>$5,631.86</td>
<td>$10,914.79</td>
<td>$5,400.29</td>
<td>$5,604.92</td>
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<tr>
<td><strong>REVENUE BY YEAR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>SPONSORSHIPS</td>
<td>$1,400.00</td>
<td>$5,750.00</td>
<td>$0.00</td>
<td>6,400.00</td>
<td>18,195.00</td>
<td>$6,349.00</td>
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<td>MISC INCOME</td>
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<td>$3,432.00</td>
<td>$0.00</td>
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<td>1,950.00</td>
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<td>TOTAL REVENUE</td>
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<td>$9,182.00</td>
<td>$0.00</td>
<td>$11,853.00</td>
<td>$20,145.00</td>
<td>$8,516.00</td>
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<td><strong>EXPENSE BY YEAR</strong></td>
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<td></td>
<td></td>
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<tr>
<td>AUDIOVISUAL</td>
<td>$0.00</td>
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<td>125.00</td>
<td>43.00</td>
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<td>AWARDS</td>
<td>399.78</td>
<td>459.9</td>
<td>481.5</td>
<td>391.46</td>
<td>569.00</td>
<td>$460.33</td>
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<td>BANK FEES/RET CKS/CHGBACKS</td>
<td>$28.66</td>
<td>$176.28</td>
<td>$3.95</td>
<td>162.66</td>
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<td>ENTERTAINMENT</td>
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<td></td>
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<td>EXPENSE OTHER</td>
<td>$0.00</td>
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<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
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<tr>
<td>EXPENSES REIMBURSED</td>
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<td></td>
</tr>
<tr>
<td>FOOD &amp; BEVERAGE</td>
<td>$7,024.56</td>
<td>$7,710.83</td>
<td>$10,348.05</td>
<td>16,373.50</td>
<td>13,364.37</td>
<td>$10,964.26</td>
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<td>GENERAL ADMIN</td>
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</tr>
<tr>
<td>PERSONNEL/PROF FEES/ WAGES</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POSTAGE &amp; DELIVERY</td>
<td></td>
<td></td>
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<td>PRINTING PRODUCTION</td>
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<td>$556.06</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$133.94</td>
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<td>PROFESSIONAL DEVELOPMENT</td>
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<td></td>
<td></td>
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<tr>
<td>SPACE RENTAL</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLIES/OFFICE</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>58.08</td>
<td>$0.00</td>
<td>$11.62</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
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<tr>
<td>TRAVEL</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>5.67</td>
<td>$0.00</td>
<td>$1.13</td>
</tr>
<tr>
<td>TOTAL EXPENSE</td>
<td>$7,966.62</td>
<td>$8,903.07</td>
<td>$10,833.50</td>
<td>$17,366.37</td>
<td>$14,031.37</td>
<td>$11,740.19</td>
</tr>
<tr>
<td><strong>FUND NET</strong></td>
<td>$599.86</td>
<td>$5,910.79</td>
<td>$81.29</td>
<td>$113.08</td>
<td>$11,718.55</td>
<td>$3,639.48</td>
</tr>
</tbody>
</table>

Table 3.17 SAP Finances
Table 3.18 SAP Sponsorship

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorship Amount</td>
<td>$1,000</td>
<td>$1,250</td>
<td>$4,500</td>
<td>$6,400</td>
<td>$18,195</td>
</tr>
<tr>
<td># of Sponsors</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

Table 3.19 SAP funding allocations

<table>
<thead>
<tr>
<th>Degree to which the division supplements allocation &amp; total operating funds</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>Five Yr Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of revenue generated compared to allocated funds</td>
<td>33%</td>
<td>31%</td>
<td>182%</td>
<td>0%</td>
<td>223%</td>
<td>94%</td>
</tr>
<tr>
<td>% of revenue generated compared to total operating funds Jan 1</td>
<td>25%</td>
<td>21%</td>
<td>163%</td>
<td>0%</td>
<td>219%</td>
<td>86%</td>
</tr>
</tbody>
</table>

| Degree to which meeting expenses consume resources                        |      |      |      |      |      | 192%           |
| % of annual meeting exps compared to annual allocation                    | 103% | 162% | 162% | 216% | 318% |                 |
| % of annual meeting exps compared to total operating funds Jan 1          | 78%  | 110% | 145% | 99%  | 313% | 149%            |

| Surplus and Carryover                                                     | X    |      |      |      |      |                 |
| Year-end net as a % of total annual revenue                               | 31%  | 7%   | 40%  | 1%   | -1%  | 16%             |
| % of balance forward as compared to total operating funds Jan 1           | 25%  | 32%  | 11%  | 54%  | 2%   | 25%             |

| Operating expense as compared to dollars available                        |      |      |      |      |      | 200%           |
| expense as a % of allocation                                              | 115% | 165% | 177% | 216% | 326% |                 |
| expense as a % of total operating funds on Jan 1                          | 86%  | 112% | 158% | 99%  | 322% | 155%            |
| expense as a % of total annual revenue                                    | 69%  | 93%  | 60%  | 99%  | 101% | 84%             |
VII. Member suggestions

One of our core aims is to be member-centric. Thus, in this section we provide an overview of our members’ perceptions of the SAP Interest Group’s key strengths and weaknesses, followed by suggested areas of improvement. While we offer multiple formal and informal feedback mechanisms to our members throughout the year, the information presented in this section come from the recent membership survey.

Information from members’ perceptions about SAP provides the basis to identify several strengths and weaknesses.

a) Strengths

The survey revealed that SAP members strongly value the Annual Meeting. This is evident in three core survey items, which have seen increased support between 2013 and 2017. First, we see an increase in members attending the Annual Meeting every year. Secondly, the group of members who never attend is declining (see Figure 3.5). Third, fewer members belong to the Academy for reasons other than the Annual Meeting (see Figure 3.6). In particular, members highlight the value that the Annual Meeting generated through PDWs and the Early-Career Program stand out.

In addition to these core observations, members also provide high scores on the quality of feedback. They consistently rate the feedback they receive as ‘very useful’. Qualitative comments underpinned this message, highlighting that feedback comments received from our DIG were more extensive and helpful than feedback received from other DIGs in the past.

Further, members express a very strong connection to SAP and value the networking opportunities. Consequently, members have a very strong sense of community, perceiving SAP to be a very receptive and open community. This is also evident in the Diversity & Inclusion Award that was awarded to SAP in 2017.

b) Weaknesses

Despite SAP’s considerable strengths, there are several areas for improvement. First and foremost, the status of SAP as an Interest Group was recognized as a weakness. Members expressed concern about the longevity and legitimacy of the group in the context of temporary membership of the Academy. This concern was particularly pronounced in ECRs and untenured Faculty.

Secondly, mid-career scholars expressed the desire for support, particularly mentoring, to be extended to them. The strong focus on ECRs seems to have drawn attention from this group. Practitioners are a second group that would like to see increased inclusion. Collaboration with other DIGs was mentioned as one particular venue to improve services for these members. This is a serious consideration for us because, as a small DIG, SAP has access to limited financial resources. Thus, despite extensive fundraising efforts, it is difficult for us to widen membership and membership services.

15 Information from the membership survey is complemented by members’ responses to Q17 ‘I believe that I receive the greatest value from my membership with the SAP Interest Group through following activity or initiative’ and Q23 ‘What do you like best about membership in the SAP Interest Group’

16 Information from the membership survey is complemented by members’ responses to Q18 ‘Please identify ways that the SAP Interest Group could serve you better’, Q20 ‘If you ranked ‘other’ in the previous question, please describe your suggestion here’ and Q24 ‘If there is one thing you would like to improve regarding the SAP Interest Group, what would it be?’
Further, as a DIG with a very diverse and international membership, our members expressed the desire to engage more throughout the year. In particular, they voiced the desire for regional meetings, including meetings outside of the United States.

Despite our members having a very positive perception of the SAP program, we seek to continuously improve our offering. A key focus is strengthening the quality of submissions, providing high quality feedback, and offering member-enhancing services such as networking and mentoring. One of our key focal areas for 2018 is member communication and looking at ways in which we can improve our reach.

c) **Members Suggested Areas of Improvement**

Members provided some helpful suggestions for how we could strengthen SAP. Table 3.20 outlines the proposed areas of improvement, which are drawn upon to identify priorities for 2018-2023 (see Section 3/VIII).

Table 3.20 Improvement suggestions$^{17}$

<table>
<thead>
<tr>
<th>Suggestion for tomorrow (Q26: n= 69, 34%)</th>
<th>Suggestion for the next 5-years (Q25: n= 91; 45%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enhancing status of SAP (13%)</strong></td>
<td><strong>Enhancing status of SAP (24%)</strong></td>
</tr>
<tr>
<td>- Applying for Division status</td>
<td>- Establish SAP as Division</td>
</tr>
<tr>
<td><strong>Foster SAP research (19%)</strong></td>
<td><strong>Foster SAP research (24%)</strong></td>
</tr>
<tr>
<td>- E.g. more special issues in TOP journals</td>
<td>- New topics and diverse methods</td>
</tr>
<tr>
<td></td>
<td>- Research quality and rigor</td>
</tr>
<tr>
<td><strong>Increase support for members (8%)</strong></td>
<td><strong>Increase support for members (17%)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Widen participation in program activities</strong></td>
</tr>
<tr>
<td></td>
<td>(10%)</td>
</tr>
<tr>
<td>- Create special events (outside of the U.S)</td>
<td>- Use video conferences</td>
</tr>
<tr>
<td></td>
<td>- Introduce scholarships</td>
</tr>
<tr>
<td><strong>Enhance inclusion, diversity &amp; engagement of members (17%)</strong></td>
<td><strong>Enhance inclusion, diversity &amp; engagement of members (3%)</strong></td>
</tr>
<tr>
<td><strong>Collaboration with practitioners (8%)</strong></td>
<td><strong>Collaboration with practitioners (7%)</strong></td>
</tr>
<tr>
<td><strong>Improve communication (8%)</strong></td>
<td><strong>Improve communication (8%)</strong></td>
</tr>
</tbody>
</table>

$^{17}$ Appendix K provides a full overview of members suggestions, identifying common themes in response to Question 25 and 26.
VIII. Priorities for strategizing, activities & practices

The proposed priorities and new initiatives are intended to provide a framework to guide SAP’s activities for the next five years, irrespective of the outcome of SAP’s application for Division status. We believe that SAP is well positioned for continued success over the next five years.

The tremendous effort and hard work of consecutive SAP’s Executive Committees have contributed to successfully reaching goals set in 2013 (see Appendix O). Given the early-stages of SAP as an Interest Group, these initial goals were primarily aimed at growth and establishing structures and by-laws that reflect SAP’s goals and aspirations. A progress update on the goals and actions is provided in Appendix O.

Given SAP’s growth in membership, and our desire to continue supporting this stimulating and vibrant community, we identify three strategic priorities (see Table 3.21). These priorities, and the initiatives designed to address them, are interconnected, providing a clear and coherent strategic direction for SAP.

We emphasize that our priorities and supporting initiatives are drawn directly from member feedback. In particular, we incorporate those new initiatives that members identify as most important and meaningful:

- More attention to doctoral students (Rank 1: 23%; Rank 2: 18%)
- More attention to junior faculty (Rank 1: 15%; Rank 2: 25%)
- More invited or special presentations by leaders in the field (Rank 1: 19%; Rank 2: 21%)
- Introduction of grants or scholarships for travel to the annual meeting (Rank 1: 17%; Rank 2: 15%)
- More attention to the practitioner membership (Rank 1: 14%; Rank 2: 9%)
- Improved communication with members (Rank 1: 8%; Rank 2: 9%)
- More attention to senior faculty (Rank 1: 6%; Rank 2: 5%)

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18 In response to Q19 ‘Please rank order the following potential new initiatives that the SAP interest group can make from highest priority (1) to lowest priority (8)’. We indicate the percentage of members that ranked an issue as a top priority, here meaning that they assigned either the first or second rank to a particular category.
Table 3.21 SAP proposed priorities and new initiatives

<table>
<thead>
<tr>
<th>Priority/action</th>
<th>Proposed initiatives</th>
<th>Support for additional priority/action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority 1:</strong> Innovative ways for increasing or diversifying engagement with the SAP community</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1A, Creating local communities, international engagement | - Create smaller communities of interest, e.g. topical or methodological sub-communities  
- Leverage SAP presence at national and international meetings  
- Utilize format of SAP-R meetings  
- Establish opportunities to increase frequency of meetings, e.g. through regional meetings which may piggy-back off international conferences such as EGOS (Europe), LAEMOS (South America), or ANZAM (Australia/New Zealand)  
- Use communication technologies to create virtual access to participate in local meetings  
- Widen participation through travel bursaries/stipends | Priority 3C |
| | | Priority 3A |
| | | Priorities 3E & 3D |
| 1B, Foster career progression and career-specific support for ECP and mid-career members | - Continuing to improve ECP program  
- Create a program to enhance career- and skill-building of Mid-Career Scholars (MCS).  
- Continue individual mentoring for PhD, ECR and extend to MCS, and create a forum to ensure mentoring relationship continues beyond ad hoc conversation at annual meeting | Priority 3C |
| | | Priority 3A |
| 1C, Continue fostering relationships with other DIGs | - Creating a brief but succinct introduction of SAP to new members, e.g. a SAP 1-on-1 slide-deck  
- Continue to host ‘SAP Meets ABC’ themed breakfasts to explore the nexus with other Divisions/Interest Groups  
- Establishing honorary members to recognize or create advocates for SAP in other Divisions/Interest Groups | May offer support for Priority 1A too |
| 1D, Foster teaching pedagogy experience and expertise | - Widen the teaching resources available to SAP members  
- Foster the creation of a community of interest around sharing best practice in teaching strategy | Priority 1C |
**Priority 2: Strengthening and widening program activities to increase value for members**

<table>
<thead>
<tr>
<th>2A, Encouraging joint collaborations for research</th>
<th>Host a match-making event at the Annual Meeting with a particular focus on MCS, with the aim of stimulating research and publication-oriented MCS collaborations (e.g. in the form of speed-dating events)</th>
<th>Priorities 1B &amp; 1C</th>
</tr>
</thead>
</table>
| 2B, Enhance knowledge sharing | - Continuing to use the newsletter as a platform to inform members about latest trends and publications; and set up a new section on news from regional settings  
- Continuing to run PDW specifically focused on sharing insights from senior scholars on certain topics, such as advancing SAP research, qualitative data analysis | Priority 1A  
Priority 1C |
| 2C, Build capacity for members’ to reach publishing aspirations | - Continuing to offer PDWs that focus on providing tips, advice and guidance  
- Making effort to engage in skill-building through regional meetings  
- Continuing to offer peer mentoring and feedback | Priority 1B, mentoring  
Priority 1A |
| 2D, Foster engagement with and inclusion of practitioners | - Creating awareness of applied sessions at the annual meeting (e.g., symposia or PDWs) and at regional meetings. For instance, sessions could focus on sharing best practice of academics successfully collaborating with practitioners  
- Creating opportunities for practitioners to get involved in sessions at AOM and beyond, e.g., starting with online survey to assess motivations and expectations of practitioners and theme-breakfasts with practitioners to brainstorm ideas about how to facilitate strong mutual engagement. | Priority 1C |
**Priority 3: Enhance growth through aligned structure and governance**

| 3A, Enhance communication services to support membership engagement and activities | Support other proposed initiatives (see next row)  
- Further develop the newsletter as a means of canvassing and disseminating member activities and call for engagement in running events or standing for governance roles in SAP.  
- Use the AOM listserver and social media including the Facebook page and twitter, as well as posting on linked-in groups to ensure our governance activities are widely communicated in all relevant means | Supports most Priorities |

| 3B, Institutionalizing monitoring and planning processes | Create a ‘continuous improvement’ working group  
- Establish dedicated strategic planning session to plan activities and direction for SAP at AOM  
- Ensure a strong documentation trail of strategic planning that can be built upon year-on-year | Ensures progress to attain other Priorities |

| 3C, Creating volunteering opportunities through ambassadors | Create ambassador roles to recognize support for the Early-Career Program  
- Establish regional ambassadors to support regional activities | Enables Priority 1A |

| 3D, Widening participation through grants and scholarships | Consider the potential to introduce a bursary, or travel stipend | To support Priority 1A |

| 3E, Increase sponsorship | Continue to create sponsorship opportunities | Enables in particular Priority 1A & 1B and 3D |

| 3F, Ensuring efficiency in structure and governance procedures by keeping procedures up-to-date | Annual check to whether By-laws requiring updating | Provides the broader framework to achieve other Priorities |
Priority 1: Innovative ways for increasing and diversifying engagement with the SAP community

SAP builds on a very strong sense of community (as consistent response, cf., Question 16 and Question 23) and has an extensive scholarly network. To strengthen SAP’s engagement with and diversity of members, the following actions are proposed.

1A, Enhance international engagement through creating smaller communities of interest

A majority of members suggests meetings additional to the Annual Meeting in August. To enable such meetings, SAP proposes to create smaller communities fostering more frequent interactions beyond the core Annual Meeting. Smaller communities may form around particular topics, e.g. strategy tools, or certain geographies, e.g. European SAP stream. Such groups may meet regularly to provide generic or tailored advice, e.g. sessions on about how to publish or targeted paper feedback sessions. Meetings may occur in international locations or may be created through virtual means. Local meetings may follow the successful SAP-R format, which meets quarterly, touring locations in the United Kingdom (e.g. Warwick University, or Cass Business School). Virtual meetings may follow on from the series of blog posts on Strategizing blog, which will be coordinated by a subject leader to stimulate interest.

To increase the frequency of meetings beyond the annual meetings, regional meetings are proposed, especially to enhance communities with many members where demand is buoyant, yet which geographically lies outside the main hub of SAP members (for a breakdown of membership, see Figure 3.1 and Figure 3.11). For instance, Asia, Africa, and Australia would match this brief.

To facilitate the creation of regional meeting, regional ambassadors may be introduced as a new, volunteer-based position. Depending on SAP’s financial position, regional ambassadors may be empowered and supported with a small budget, for instance $500 put towards the creation of a regional meeting, or supported to bid for funding from the AOM via the ‘small conference’ scheme. The budget would be closely coordinated with the SAP Chair and Treasurer and/or the AOM, as appropriate. Initially, representatives-at-large may serve as regional ambassadors.

To further enhance participation, we propose exploring available options to create opportunities for members to partake virtually in the Annual Meeting and local meetings, which was a suggestion received by a large number of members. Virtual access provides an ideal vehicle to widen participation of members whilst recognizing the diverse locations of SAP members (see Figure 3.1) which is also evident in its authorship (Figure 1.3).

The introduction of bursaries/travel stipends is proposed as consideration to widen participation for members from disadvantaged backgrounds, especially those members with little financial support from their respective institutions. This notably includes PhD students and Early-Career Scholars. Once introduced, travel bursaries could be awarded for the attendance of the Annual Meeting or a regional meeting since both would provide access to high quality feedback to improve scholarly work and offer access to a scholarly network that facilitates the establishment of an international network.

1B, Foster career progression and career-specific support for ECP and mid-career researchers

To enhance skill-building and career progression, we propose extending and institutionalizing the ECP program. The creation of two new roles – a student representatives and a ECR representative – will ensure consistency and innovation in the ECP day. The creation of these
roles will also recognize the hard work of volunteers who coordinate the ECP as volunteers, and have done so for the past two years. Individuals enacting these roles will closely coordinate with the PDW Chair to ensure they are creating innovative but relevant content and a supportive environment.

To support Mid-Career Scholars, responding to one of the suggested areas of improvement (Appendix K), we propose creating session to assist Mid-Career Scholars to navigate new demands and expectations. Relevant topics may include ‘how to supervise’, ‘applying for grants’, ‘engaging with industry partners’, or ‘common traps for scholars post tenure (or five-year post PhD).

We also propose continuing and extending individual mentoring for PhD, ECR and MCS, and create a forum to ensure mentoring relationship continues beyond ad hoc conversation at annual meeting. Communication technologies, e.g. private group chats on Facebook or LinkedIn may serve a communication means. More frequent interactions via online tools may also foster a stronger sense of belonging and ‘virtual connectedness’, thereby ensuring a lasting impact of such community-building efforts.

1C, Continue fostering relationships with other Divisions/Interest Groups

To foster collaboration, we propose closer engagement with individual members and leadership teams of other Divisions/Interest Groups. First, we propose creating a SAP 1-on-1 slide-deck. The slide-deck would offer a brief but succinct introduction to SAP, explain what is meaningful to engage with SAP, and how to identify SAP research (potential suggestions – but these might vary). The slide-deck would be freely accessible via the SAP website and SAP platforms created on Facebook and LinkedIn. The resource could thus be used by anyone to introduce SAP to colleagues. We could complemented this by adding a Frequently Asked Questions about SAP to the official SAP website.

Building on the successful and long-standing collaborations with other DIGs (see Section 3/II, h), we propose following a procedure that has worked well for SAP, using smaller events and initiatives to generate interest. For instance, providing a spotlight on work at the nexus of SAP and entrepreneurship research in response to member feedback in the membership survey (see Appendix K, Question 20). At first, a themed-breakfast may be initiated to invite members from another Divisions/Interest Group (DIG) to a conversation with the broad aim of discussion “SAP meets DIG” over coffee. An invitation to the event would be distributed via both the SAP and the other DIG list-server. Depending on interest, a PDW may be created and submitted to feature in the Annual Meeting in the subsequent year. From thereon, communities of interest may form, and may result in future research collaborations, continued submissions of PDWs and symposia, research collaborations, papers, and special issues.

Additionally, leaders in the strategy and management field may be invited to give guest talks, which has been recognized as a core area to create value. In addition, SAP is considering awarding Honorary Membership to leading scholars in different fields, who are, or may become, advocates that bridge the nexus of SAP with another DIG.
1D, Foster teaching pedagogy experience and expertise

Members expressed growing interest in receiving support and participating in facilitated discussions to share best practice in relation to teaching pedagogy. Members interested in teaching may form a community of interest, as proposed in Priority 1A.

Sharing teaching resource is already an integral part of the SAP community. Yet, several improvements could be made in order to make the material more accessible to SAP members and invite more sharing teaching pf material and resources, e.g. in LinkedIn groups or a blog series on strategizing.blog.

Priority 2: Strengthening and widening program activities to increase value for members

2A, Joint collaborations for research

To enhance joint collaborations for research, we propose a 'match-making' event targeted specifically at mid-career scholars. Since mid-career scholars often lack extensive publications, but need these to enhance their careers, the event would help them find potential co-authors. In particular, mid-career scholars within the division often share similar research interests but do not know each other’s interests. The match-making event would help facilitate collaboration by matching groups of scholars with similar interest.

2B, Enhance knowledge sharing

In order to enhance knowledge sharing among SAP members, we suggest continuing and widening the newsletter sections to include current trends in SAP research, upcoming publications, and the latest information from local hubs (see also section on local ambassadors). In addition, we will continue to encourage the submissions of PDW dedicated to specific topics as a platform to share knowledge, e.g. on qualitative data analysis, the future of SAP research, or the application of particular theoretical lenses to SAP research.

2C, Build capacity for members’ to reach publishing aspirations

Support with the publishing process was raised as another area of improvement. SAP is in a strong position as many of SAP scholars serve as editors and are or have served on editorial boards of leading strategy and management journals (see Table 1.3). SAP has also a good record of successful PDWs on publishing, which it will continue to offer and extend as part of the PDW program.

2D, Foster engagement with and inclusion of practitioners

Several initiatives are proposed to create better value for practitioners who represent a strong group within SAP’s membership base (see Executive members, Table 3.9). To enhance inclusiveness, we propose initiatives aimed at creating awareness among academics about the benefit of engaging and collaborating closely with practitioners. The relevance debate about academic research (e.g. Bartunek & Rynes, 2011) is also a core theme within SAP research (e.g. Splitter & Seidl 2015), which could serve as an ideal starting point to create a symposium.

Sessions formats may include hands-on exercises, e.g. in form of PDWs or include debates stipulated in symposia. Such sessions may be coordinate with the AOM Practice-Theme committee and may provide a source for collaboration with other DIGs who may also share an interest in fostering the engagement with practitioners. To start such engagement in the immediate future, an online survey targeted at academics may assess the current level of engagement with practitioners.
To foster engagement with practitioners, several initiatives are proposed. An online survey targeted at Executive Members may establish the basis to assess motivation and expectations to engage with academe and assess the level of interest in attending the annual meeting or other, potentially regional events. Running a themed breakfast with practitioner may provide another fruitful avenue to foster the inclusion of practitioners during the annual meeting.

In future, and depending on the interest, SAP may introduce a ‘practitioner’ representative who will be responsible for the coordination of engagement activities.

Despite all the intent, one may also recognize several challenges. An invitation to a themed-breakfast may appeal to and thus draw in practitioners who live and work nearby the location of the annual meeting. The span of locations however remains limited to a very few selected places along the East and West Coast of the United States. To embrace a globally dispersed community may thus require relying on virtual means.

**Priority 3: Enhance growing program activities and membership services through aligned structure and governance**

Structural means and levers are proposed to attain efficiency in governance and retain consistency in the successful operation of SAP whilst accounting for additional services to keep a strong sense of community in a diverse and growing membership base.

**3A, Enhance communication services to support membership engagement and activities**

Increasing communication services were a repeated suggestion for improvement. Communications services are an integral part of SAP to connect with and generate a strong sense of community amidst the diverse and geographically spread membership base (for an overview, see Figure 3.1). It is proposed that SAP enhances its communication services by increasing its use to initiate and promote specific activities, such as membership activities (e.g. forming online communities). We plan to continue our approach of integrating various communication channels (e.g., blog as a communication hub, content being disseminated via various means such as Facebook, Twitter or email) and will add AOM Connect and LinkedIn with its Slideshare platform to the mix. The final column in Table 3.21 demonstrates the role of communication services to support many of the proposed initiatives.

**3B, Institutionalizing a monitoring process and procedures**

SAP has been thriving through continuous improvement. To ensure continuous improvement happens consistently, processes are proposed to institutionalize such initiatives and to ensure hand-overs.

It is proposed to create a ‘continuous improvement’ working group with the remit to oversee and work with the current Executive Committee. It is suggested that the working group consists of three to four members. Each member should serve for a maximum of three years. Short tenure ensures that the working group remains engaged and in tune with changes to the annual program. The committee should comprise the Outgoing Chair, who will serve as Chair of the working group, and three additional members elected from the SAP Advisory Group.

The remit for the working group may also include overseeing an ‘equal’ contribution of individuals serving as representative-at-large to accomplish tasks during the annual meeting and leading up to it.
3C, Create volunteering opportunities through ambassadors

Growth in members and in the membership services generate demands for the creation of additional roles. The creation of the following ambassador roles are proposed to ensure recognition of outstanding individual contributions and consistency in services and activities: PhD ambassador and Early-Career Ambassador. The inclusion of additional roles are necessary to ensure a stimulating and tailored program for PhD student and ECR scholars. Both roles should be created immediately in recognition of individuals (Katharina Dittrich and Christina Wawarta, Krista Pettit) who have been initiating, coordinating and executing a very successful ECP program. In future, another ambassador role may be created to recognize the individual coordinating the Mid-Career Scholars program.

To foster the creation of regional communities, we propose creating regional ambassadors. The expectation and remit of regional ambassadors are to ensure regional communities are formed and/or maintained. Regional ambassadors may cluster in regions which already have a small but substantial membership base, for instance Australia & New Zealand or South Africa (see Figure 3.1).

3D, Widening participation through grants and scholarships

Depending on SAP’s financial situation, a small bursary may be created to support a small number of members to attend of the AoM annual meeting. Strict eligibility criteria ought to be established in conjunction with the Treasurer. For instance, it is stipulated the bursary should support primarily PhD students and/or Early-Career Researchers, who are presenting their work at the Annual Meeting or mid-year conference. The bursary explicitly seeks to widen participation, especially of members from disadvantaged countries.

3E, Increase sponsorship

To enable grants and scholarships (Goad ‘3C’), SAP aims to increase its sponsorship activities. Since 2016, SAP has actively and successfully created sponsorship opportunities for corporate sponsors (Section 3/VI), receiving continued support from the University of Zurich, Haslam College of Business (The University of Tennessee), University of Liverpool, the University of Queensland, HEC Montréal, the University of Bern.

3F, Ensuring efficiency in structure and governance by keeping procedures up-to-date

Additional members have been invited by the SAP Executive Committee to contribute to membership activities in order to meet the demands of our growing membership base and the support requirements of our increasing number of initiatives. For instance, the role of IT officer was introduced and, later, due to the increasing role of social media, an assistant was introduced to manage this particular segment. This will ensure the creation of online content and potentially generate virtual access to Annual Meeting sessions and possible regional meetings. Such growth may warrant modification of the SAP by-laws to include various roles and functions.
SECTION 4: CLEAR SUPPORT FOR DIVISIONAL STATUS
The application of the SAP Interest Group for Division status is strongly supported by the IG’s members in addition to evidence of SAP representing a distinct and established body of knowledge.

A. Members strongly support the application for Division status
The majority of members (80%) demonstrated strong support for SAP to seek Division status (Figure 4.1). This result is well above the minimum threshold of 67% required to apply for Division status and with a 32% response rate exceeds the minimum level of participation (set at 15%), as set out by the AOM guidelines.

Figure 4.1 The future and scholarship of the SAP interest group would be best served by: (Question 21, results shown in order of question)

The importance of Division status is also evident in members’ responses to open-ended questions. The largest group of respondents raised ‘Getting Division status’ (Q24: 14%; Q25: 9%) and ‘Strengthening SAP’s status’ (Q24: 8%; Q25: 13%) when asked about ‘one thing you would most like to improve regarding the SAP interest group, what would it be?’ (Question 24) and ‘What issues should occupy the SAP interest group’s time over the next 5 years?’ (Question 25).

As pointed out in Section 2b, members were well informed about the SAP Executive Committee’s intent to apply for Division status. Through frequent communication about the intent in newsletters, emails distributed via the AOM Listserv and social media as well as the SAP Business Meeting in Anaheim (2016) and Atlanta (2017). Members had several opportunities to comment and input. Yet, no concern about seeking Division status was voiced in written or face-to-face communication, which is reflected in the result of the membership survey. Asked about the future of SAP, 80% (141 members) voted for Division status, with 16% (29 members) opting for continuation as Interest Group (see Figure 4.1). Whilst 4% suggested to merge, none of the 7 members make suggestions about which Division was most appropriate. No member suggested dissolving.
B. Strong evidence of SAP representing a distinct and established body of knowledge

In summary, the authors of this SAP report strongly believe the metrics provided in this report provide strong evidence to support the intent for SAP to seek Division status, especially as

- SAP represents an established body of knowledge with a record of over 670, including articles in top-tier outlets (Figure 1.1) book chapters (Table 1.1), influencing the field of management, evident in significant citations (Figure 1.2).
- SAP inspires future generations of scholarship across the world, evident in 194 Dissertations and thesis (see Appendix E).
- The IG has an effective and transparent governance structure running fair elections (Section 2c) and has transparent procedures in place to recognize scholarly achievements (Section 3/IV, d).
- The IG represents a growing and diverse, international community of scholars, evident in
  o Significant increase in number of publications since 1996 (Section 1B and Section C, Table 1.4).
  o International authorship (Figure 1.3) and membership (Section 3/III, a, b; Figure 3.11).
  o Significant membership growth especially in international and executive members (Section 3/III, a, b; Figure 3.12, Tables 3.8 and 3.9).
- Members have a strong attachment and identification with SAP and the IG delivers a strong sense of community (Section 3/I, b; also recognized by Diversity & Inclusion Award received in 2017, Section 3/IV, d), offering strong support for PhD student and Early-Career Scholars (see Section 3/II, f).
- Members’ perceive a high-level of value-add from participating in the scholarly program (Section 3/II, d), including feedback on submitted work (Section 3/II, g), in addition to high levels of appreciation of the membership services offered by the SAP IG.

On behalf of SAP members, the current SAP Executive Committee, Membership Committee, Advisory Board and many volunteers, I respectfully request that the Board of Governors create the Strategizing, Activities & Practices Division of the Academy of Management.
List of References19 (based on records in ABI/Inform, as per Table 1.1)

2018


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19 References are listed in chronological order, differentiated by year


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2008


2006


2005


2004


Pre-2003
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Appendix A: Domain statements from SAP, STR, OMT, and ODC (accessed on AoM website, Sept 8, 2017)

**Strategizing Activities & Practices**
To advance knowledge and understanding of strategy as something people do and not just something organizations have, and therefore the work involved in doing strategy. Empirically the focus is on the day-to-day-work, activities and practices of strategists, with an interest in how this work socially accomplishes a wide range of individual and organizational outcomes, and also relates to broader societal and institutional trends. The focus on strategists extends beyond concerns with upper echelons and even middle managers to include other influential players such as consultants, non executives and business school gurus, and beyond considerations such as demographics to a consideration of how aspects such as training, knowledge, identity and emotions can affect an individual's strategy making activity. The focus on the work of strategists includes both understanding at a micro level traditional areas of strategy process and content research and the generic practices (e.g. planning routines, discourse, tool-use) by which they are accomplished. Methodologically this research focus generates particular challenges in terms of closeness to strategic practitioners. Thus the interest group encourages methodological innovation through, for example, collaborative and mixed method approaches, action research interventions, executive development and coaching based relationships, video and narrative approaches. Theoretical pluralism is also encouraged with recognition of the potential contributions from a wide range of sociological and organization theories such as practice based, institutional, discourse, sensemaking, routines and cognition.

**Strategic Management**
Specific domain: the roles and problems of general managers and those who manage multi-business firms or multi-functional business units. Major topics include: strategy formulation and implementation; strategic planning and decision processes; strategic control and reward systems; resource allocation; diversification and portfolio strategies; competitive strategy; cooperative strategies, selection and behavior of general managers; and the composition and processes of top management teams.

**Organization and Management Theory**
Specific domain: involves building and testing theory about organizations, their members and their management, organization-environment relations, and organizing processes. The area has a rich intellectual heritage. Theoretical advances in organization theory have included strategic choice, resource dependence theory, organizational ecology and institutional theory. More recently, we have provided a home for critical, feminist, cognitive, and post-modern theorists. We encourage new theory development and the application of our existing theory base to such emerging and continuing management challenges as quality improvement, strategic alliances, new technology implementation, organizational restructuring.
governance and control, and strategic global diversity. The division celebrates theoretical activity, methodological pluralism and linkages between theory and practice.

<table>
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<tr>
<th>Organization Development and Change</th>
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<td>Specific domain: The ODC division is devoted to empirical research, theory development, and practical application concerning all forms of organization change. The ODC content domain focuses on the processes and outcomes of organization change and development at the individual, group, organizational, and institutional levels using multiple methods and perspectives. Major topics include:</td>
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<td>- the causes and dynamics of different forms and types of change, such as emergent change, evolutionary change, planned change, continuous change, and strategic change;</td>
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<td>- the forms, processes, and types of interventions—e.g. individual, group, and large scale—and the factors that influence their use and effectiveness;</td>
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<td>- the leadership and facilitation of organization change and development, such as forms and functions of leadership; leaders' approaches, behaviors, and activities of leaders and change agents; leadership and change agent effectiveness, and the contextual factors that influence these;</td>
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<td>- the reactions and responses of people to change such as readiness for change, engagement in change, and resistance to change and the individual, interpersonal, and organizational factors that contribute to these responses and reactions;</td>
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<td>- the impact of contexts, such as organizational type, industry structure and dynamics, institutions, and nationality on the content and processes of organization change and development;</td>
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<td>- the integration of change outcomes such as human-social, financial, and environmental as system goals and measures of success; the development of paradigms and methods that address values such as sustainability, justice, dignity, and integrity in ODC contexts and generate ethical, positive, and meaningful contributions as they relate to organizational change and its processes. (Revised 8/2013)</td>
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<td>Strategizing: The challenges of a practice perspective</td>
<td>Jarzabkowski, Paula; Balogun, Julia;</td>
<td>HUMAN RELATIONS</td>
<td>2007</td>
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<td>Year</td>
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<td>On the problem of participation in strategy: A critical discursive perspective</td>
<td>Mantere, Saku; Vaara, Eero</td>
<td>ORGANIZATION SCIENCE</td>
<td>2008</td>
<td>106</td>
<td>10.6</td>
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</table>
Appendix C: SAP publications per year, as recorded by different databases
Appendix D: Examples of SAP research agendas and research themes
An overview of strategy-as-practice research (reproduced from Golsorkhi, Rouleau, Seidl & Vaara 2016 with permission from the editors).

<table>
<thead>
<tr>
<th>Example papers</th>
<th>contribution</th>
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<tbody>
<tr>
<td><strong>Development of the research agenda</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Relation to other sub-fields of strategy</strong></td>
<td></td>
</tr>
<tr>
<td>Chia and MacKay 2007</td>
<td>Relation to process approach</td>
</tr>
<tr>
<td>Fauré and Rouleau 2011</td>
<td>Relation to accounting</td>
</tr>
<tr>
<td>Johnson <em>et al.</em> 2003, 2007</td>
<td>Relation to process approach and resource-based theory</td>
</tr>
<tr>
<td>Regnér 2008</td>
<td>Relation to dynamic capabilities/resource-based theory</td>
</tr>
<tr>
<td>Suddaby, Seidl and Lê 2013</td>
<td>Relation to institutional theory</td>
</tr>
<tr>
<td>Teulier and Rouleau 2011</td>
<td>Relation to information technology</td>
</tr>
<tr>
<td>Whittington 1996</td>
<td>Relation to policy, planning and process approach</td>
</tr>
<tr>
<td>Whittington 2007</td>
<td>Relation to process approach</td>
</tr>
<tr>
<td>Whittington 2011</td>
<td>Relation to transdisciplinarity</td>
</tr>
<tr>
<td>Whittington 2014</td>
<td>Relation to strategic information systems</td>
</tr>
<tr>
<td><strong>Definition of the Strategy as Practice agenda and/or frameworks</strong></td>
<td></td>
</tr>
<tr>
<td>Balogun <em>et al.</em> 2014</td>
<td>Characterization of Strategy as Practice with a particular emphasis on discursive perspectives, literature review and research agenda</td>
</tr>
<tr>
<td>Jarzabkowski 2005</td>
<td>Characterization of Strategy as Practice with an emphasis on the activity theory perspective</td>
</tr>
<tr>
<td>Jarzabkowski <em>et al.</em> 2007</td>
<td>Characterization of Strategy as Practice together with a research framework, literature review and research agenda</td>
</tr>
<tr>
<td>Jarzabkowski and Spee 2009</td>
<td>Review of the Strategy as Practice literature and future directions</td>
</tr>
<tr>
<td>Johnson <em>et al.</em> 2003</td>
<td>Characterization of Strategy as Practice as ‘activity-based view’</td>
</tr>
<tr>
<td>Johnson <em>et al.</em> 2007</td>
<td>Characterization of Strategy as Practice together with a research framework and research agenda</td>
</tr>
<tr>
<td>Seidl &amp; Whittington 2014</td>
<td>Review of Strategy as Practice literature in terms of connecting ‘micro’ and ‘macro’ and directions for future research</td>
</tr>
<tr>
<td>Vaara &amp; Whittington 2012</td>
<td>Review of Strategy as Practice literature and future directions</td>
</tr>
<tr>
<td>Whittington 2006</td>
<td>Characterization of Strategy as Practice together with a research framework and research agenda</td>
</tr>
<tr>
<td><strong>Exploration of different theoretical perspectives</strong></td>
<td></td>
</tr>
<tr>
<td>Brown &amp; Thompson 2013</td>
<td>Narrative perspective</td>
</tr>
<tr>
<td>Campbell-Hunt 2007</td>
<td>Complexity theory</td>
</tr>
<tr>
<td>Authors</td>
<td>Methodological Reflections</td>
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<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
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<tr>
<td>Chia and Holt 2006</td>
<td>Heideggerian perspective</td>
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<tr>
<td>Denis et al. 2007</td>
<td>Actor-network theory, theories of social practice, convention theory</td>
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<td>Denis et al. 2011</td>
<td>Actor network theory (Latour)</td>
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<tr>
<td>Herepath 2014</td>
<td>Archerian critical realism</td>
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<tr>
<td>Jarzabkowski 2003; 2005</td>
<td>Activity theory</td>
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<tr>
<td>Jarzabkowski 2004</td>
<td>Theories of social practice (Bourdieu, Giddens, de Certeau)</td>
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<td>Johnson et al. 2007</td>
<td>Situated learning, Actor-network theory, Carnegie tradition (sensemaking, routines), institutionalist theories</td>
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<tr>
<td>Jørgensen &amp; Messner 2010</td>
<td>Practice theory (Schatzki)</td>
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<tr>
<td>Seidl 2007</td>
<td>Systemic-discursive approaches</td>
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<td>Vaara et al. 2004, 2010</td>
<td>Critical discourse analysis</td>
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<tr>
<td>Whittington et al. 2011</td>
<td>Sociology of professions</td>
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<tr>
<td>Johnson et al. 2007</td>
<td>Reflection on methodological challenges and exploration of novel methodologies</td>
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<tr>
<td>Huff, Neyer and Möslin 2010</td>
<td>Broader methods to support new insights</td>
</tr>
<tr>
<td>Rasche and Chia 2009</td>
<td>Propagation of ethnographic approaches</td>
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<tr>
<td>Venkateswaran and Prabhu 2010</td>
<td>Propagation of processual and clinical methodologies</td>
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</table>

**Critical reflections on Strategy as Practice**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Reflection on methodological challenges and exploration of novel methodologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carter et al. 2008</td>
<td>Need for more theoretically advanced and critically oriented studies</td>
</tr>
<tr>
<td>Chia and MacKay 2007</td>
<td>Criticism for lack of differentiation from process research</td>
</tr>
<tr>
<td>Clegg et al. 2004</td>
<td>Need for more theoretically advanced and critically oriented studies</td>
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<tr>
<td>Rasche and Chia 2009</td>
<td>Criticism for lack of reflection of different strands of practice thinking</td>
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<tr>
<td>Rouleau 2013</td>
<td>Critical reflection about the development of Strategy as Practice</td>
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</tbody>
</table>

**Central themes within Strategy as Practice research**

<table>
<thead>
<tr>
<th>Authors</th>
<th>Reflection on methodological challenges and exploration of novel methodologies</th>
</tr>
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<tbody>
<tr>
<td>Hydle forthcoming</td>
<td>Spatio-temporal organization of strategy work</td>
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<tr>
<td>Jarzabkowski and Balogun 2009</td>
<td>Strategizing in multinationals</td>
</tr>
<tr>
<td>King 2008</td>
<td>Strategizing of venture capital firms</td>
</tr>
<tr>
<td>Maitlis and Lawrence 2003</td>
<td>Strategizing in an orchestra</td>
</tr>
<tr>
<td>Paroutis and Pettigrew 2007</td>
<td>Strategizing in multi-business firms</td>
</tr>
<tr>
<td>Regnér 2003</td>
<td>Strategizing in the centre vs. periphery</td>
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</table>
**Formal practices**

Bourque and Johnson 2008  
Strategy workshops

Clark et al. 2012  
Strategy meetings

Healey et al. forthcoming  
Strategy workshops

Hendry and Seidl 2003  
Strategy workshops

Hodgkinson et al. 2006  
Strategy workshops

Hoon 2007  
Committees

Jarzabkowski 2003, 2005; Jarzabkowski and Wilson 2002  
Administrative practices

Jarzabkowski and Seidl 2008  
Strategy meetings

Kwon et al. 2014  
Strategy meetings

MacIntosh et al. 2010  
Strategy workshops

Spee and Jarzabkowski 2011  
Strategy meetings

Johnson et al. 2010  
Strategy workshops

Kwon et al. 2014  
Strategy meetings

Liu and Maitlis 2014  
Strategy meetings

Paroutis and Pettigrew 2007  
Formal teams

Van Aaken et al. 2013  
Strategy workshops

Whittington et al. 2006  
Strategy workshops

Whittington and Cailluet 2008  
Strategic planning practices

Wodak et al. 2011  
Strategy meetings

---

**Sensemaking**

Balogun and Johnson 2004; 2005  
Socially negotiated nature of sensemaking

Heracleous and Jacobs 2008  
The role of embodied metaphors in sensemaking

Hodgkinson and Clark 2007  
Cognition in action

Kaplan 2008  
Framing contests

Kaplan and Orlikowski 2013  
Temporal dimension of sensemaking

Liu and Maitlis 2014  
Emotional dynamic in top management teams and their impact on strategic sensemaking

Mueller et al. 2013  
The role of politics in sensemaking

Rouleau and Balogun 2011  
Discursive competence in strategic sensemaking

Rouleau 2005  
Contextual factors of sensemaking/sensegiving and context

Stensaker and Falkenberg 2007  
Interaction between individual-level and organizational-level sensemaking

Thomas, Sargent and Hardy 2011  
Sensemaking in meetings

---

**Materiality, tools and techniques**

Giraudeau 2008  
Strategic plans as visual and textual representation of contexts and strategies

Heracleous and Jacobs 2008  
Embodied metaphors

Jarzabkowski et al. 2013  
Knowledge inscription in strategy tools

Jarzabkowski and Kaplan forthcoming  
Interrelation between affordances of strategy tools and the agency of strategy makers
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<th>Topic</th>
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<tr>
<td>Kaplan 2011</td>
<td>PowerPoint as facilitating collaboration and cartography</td>
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<td>Whittington et al. 2006</td>
<td>Physical objects as means of communication</td>
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<td>Wright et al. 2013</td>
<td>The usefulness of strategy tools</td>
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<td>Jarzabkowski and Wilson 2006</td>
<td>Change of tools and techniques according to context</td>
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<tr>
<td>Molloy and Whittington 2005</td>
<td>Impact of everyday technologies on strategizing</td>
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<td>Seidl 2007</td>
<td>Change of tools and techniques according to context</td>
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<td>Spee and Jarzabkowski 2009</td>
<td>Tools as boundary objects</td>
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<td>Werle and Seidl forthcoming</td>
<td>Epistemic and partial objects in the strategy process</td>
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<td><strong>Discursive aspects</strong></td>
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<td>Brown and Thompson 2013</td>
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<td>Clarke et al. 2011</td>
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<td>Cornut et al. 2012</td>
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<td>Fenton and Langley 2011</td>
<td>Strategy narratives</td>
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<td>Hendry 2000</td>
<td>Strategy as technological and appropriative discourse</td>
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<td>Hardy and Thomas 2014</td>
<td>Discursive production of strategic objects and subjects</td>
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<td>Knights and Morgan 1991</td>
<td>Historical emergence of the strategy discourse</td>
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<tr>
<td>Kwon et al. 2014</td>
<td>Discursive strategies to create consensus or shared views</td>
</tr>
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<td>Laine and Vaara 2007</td>
<td>Discursive struggles in strategy work</td>
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<td>Mantere 2013</td>
<td>A language-based view on strategy</td>
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<tr>
<td>Mantere and Vaara 2008</td>
<td>Discourses impeding or promoting participation</td>
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<td>Mirabeau and Maguire 2014</td>
<td>Practices of strategy articulation</td>
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<td>Paroutis and Heracleous</td>
<td>First order strategy discourse in institutional adoption</td>
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<td>Pälli et al., 2009</td>
<td>Discursive practices in the production of strategic plans</td>
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<td>Seidl 2007</td>
<td>Differentiation between different strategy discourses</td>
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<td>Sillince et al. 2012</td>
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<td>Sminia 2005</td>
<td>Layering of the strategy discussions</td>
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<tr>
<td>Spee and Jarzabkowski 2011</td>
<td>Interplay between the talk and text during planning conversation</td>
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<td>Vaara et al. 2004</td>
<td>Discursive practices in the construction of strategies</td>
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<td>Vaara et al. 2010</td>
<td>Strategy discourse as a multifaceted interdiscursive phenomenon</td>
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<td>Vaara and Pedersen 2014</td>
<td>Strategy narratives</td>
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<td>Whittle et al. 2014</td>
<td>Power and politics in a strategy conversation</td>
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<td><strong>Roles and identities</strong></td>
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<td>Balogun and Johnson 2004, 2005</td>
<td>Middle managers</td>
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<td>Beech and Johnson 2005</td>
<td>Recursive relation between strategist’s identity and his/her strategizing activities</td>
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<tr>
<td>Dameron and Torset 2014</td>
<td>Subjectivity of senior managers</td>
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<tr>
<td>Jarzabkowski et al. 2009</td>
<td>Regulators</td>
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<tr>
<td>Knights and Morgan 1991</td>
<td>Impact of the emergence of strategic management on managers’ identity</td>
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<tr>
<td>Lounsbury and Crumley 2007</td>
<td>Constraining and enabling of agency through wider/societal theories and belief systems</td>
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<tr>
<td>Mantere 2005, 2008</td>
<td>Middle managers</td>
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<td>Nordqvist and Melin 2008</td>
<td>Consultants</td>
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<td>Rouleau 2003</td>
<td>Impact of gender on strategizing</td>
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<td>Rouleau 2005; Rouleau and Balogun 2011</td>
<td>Middle managers</td>
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<tr>
<td>Schwarz 2004</td>
<td>Consultants</td>
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<td>Mantere and Mueller 2007</td>
<td>Middle managers</td>
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<tr>
<td><strong>Power</strong></td>
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<tr>
<td>Dick and Collings forthcoming</td>
<td>Strategy discourse, senior management subjectivity and power effects</td>
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<td>Ezzamel and Willmott 2008</td>
<td>Power differentials and modes of resistance in strategizing processes</td>
</tr>
<tr>
<td>Knights and Morgan 1991</td>
<td>‘Disciplinary force’ of strategy as institutional practice</td>
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<td>Kornberger and Clegg 2011</td>
<td>The power effects of strategic plans</td>
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<tr>
<td>Laine and Vaara 2007; Mantere and Vaara 2008</td>
<td>Power differentials and modes of resistance in strategy processes</td>
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<tr>
<td>McCabe 2010</td>
<td>Power differentials and modes of resistance in strategy processes</td>
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<tr>
<td>Mueller et al. 2013</td>
<td>Role of power and politics in sensemaking</td>
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<tr>
<td>Whittle et al. 2014</td>
<td>Power and politics in a strategy conversation</td>
</tr>
</tbody>
</table>
Appendix E – Section 1 – Dissertations and Theses

SAP has provided a basis for and inspired a huge number of Dissertations and Theses at a global scale. To date, over 194 Dissertations and Theses, as recorded in the database Proquest Dissertations & Thesis Global. The database search followed similar principles as for SAP scholarship, outlined in section B. The Boolean search, conducted on January 24, 2018 used "strategy-as-practice" as search term in the Abstract OR Title OR Full Text. Figure E1 illustrates the strong trajectory of the Dissertations and Theses since 2000. The first thesis was authored by Paula Jarzabkowski in 2000, a founding member and seminal scholar advocating SAP scholarship. The inception of SAP at AoM in 2011 has had a huge impact on the recognition and legitimacy of SAP for Dissertations and Theses. The majority (73%) of Dissertations and Theses has been submitted between 2011 and 2017 (n = 131).

Figure E1: Dissertations and Theses on SAP

A break-down of countries (Figure E2) reflects the international scholarship of dissertations and theses.

---

1 The search was conducted on January 24 2018.
Figure E2: Overview of geographic institution of thesis/dissertation

- USA, 124
- United Kingdom, 41
- Canada, 29
- South Africa, 3
- France, 3
- People's Republic of China, 1
- Portugal, 1
- India, 1
- Australia, 1
Appendix F – SAP membership affiliations (p. 133)
### Appendix: SAP members affiliation

<table>
<thead>
<tr>
<th>SAP members also in the following divisions:</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Policy and Strategy</td>
<td>307</td>
<td>42.40%</td>
</tr>
<tr>
<td>Organization and Management Theory</td>
<td>272</td>
<td>37.57%</td>
</tr>
<tr>
<td>Organization Development and Change</td>
<td>169</td>
<td>23.34%</td>
</tr>
<tr>
<td>Technology &amp; Innovation Management</td>
<td>156</td>
<td>21.55%</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>154</td>
<td>21.27%</td>
</tr>
<tr>
<td>Organizational Behavior</td>
<td>116</td>
<td>16.02%</td>
</tr>
<tr>
<td>Research Methods</td>
<td>111</td>
<td>15.33%</td>
</tr>
<tr>
<td>Managerial and Organizational Cognition</td>
<td>100</td>
<td>13.81%</td>
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<tr>
<td>Management Education and Development</td>
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<td>13.67%</td>
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<tr>
<td>Management Consulting</td>
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<td>12.85%</td>
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<tr>
<td>International Management</td>
<td>89</td>
<td>12.29%</td>
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<tr>
<td>Social Issues in Management</td>
<td>68</td>
<td>9.39%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>61</td>
<td>8.43%</td>
</tr>
<tr>
<td>Public and Nonprofit</td>
<td>57</td>
<td>7.87%</td>
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<tr>
<td>Critical Management Studies</td>
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<td>7.46%</td>
</tr>
<tr>
<td>Organizations and The Natural Environment</td>
<td>52</td>
<td>7.18%</td>
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<tr>
<td>Organizational Communication &amp; Information Systems</td>
<td>48</td>
<td>6.63%</td>
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<tr>
<td>Management Spirituality &amp; Religion</td>
<td>44</td>
<td>6.08%</td>
</tr>
<tr>
<td>Gender &amp; Diversity in Organizations</td>
<td>37</td>
<td>5.11%</td>
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<tr>
<td>Health Care Management</td>
<td>30</td>
<td>4.14%</td>
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<tr>
<td>Operations and Supply Chain Management</td>
<td>30</td>
<td>4.14%</td>
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<tr>
<td>Management History</td>
<td>29</td>
<td>4.01%</td>
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<td>Careers</td>
<td>27</td>
<td>3.73%</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>27</td>
<td>3.73%</td>
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</table>
Appendix G SAP Bylaws (p. 135)
BYLAWS OF THE STRATEGIZING ACTIVITIES AND PRACTICES (INTEREST GROUP)

ARTICLE 1.

NAME

The name of the Interest Group shall be "Strategizing Activities and Practices (Interest Group)" hereinafter referred to as the SAP Interest Group.

ARTICLE 2.

MISSION

1. Purpose

A. The SAP Interest Group is a professional division of the Academy of Management whose primary purpose is to advance knowledge and understanding of strategy as something people do rather than something organizations have and, as such, is concerned with the work involved in doing strategy.

B. With its focus on the work of strategists the SAP Interest Group propagates a micro-level approach to traditional areas of both strategy process and content research, taking a particular interest in the generic practices (e.g. planning routines, discourse, tool-use) by which strategy is accomplished. Methodologically this research focus generates particular challenges in terms of closeness to strategic practitioners. Thus the interest group encourages methodological innovation through, for example, collaborative and mixed method approaches, action research interventions, executive development and coaching based relationships, video and narrative approaches. Theoretical pluralism is also encouraged with recognition of the potential contributions from a wide range of sociological and organization theories such as practice-based approaches, institutional theories, discourse analysis, sensemaking, routines and cognition. The linkage through to strategic outcomes remains an important component of the research. It is ultimately necessary to link the outcomes of (multiple) strategizing activities, events and behaviors within the firm to more macro organizational, institutional and, possibly, even broader social contexts and outcomes.

2. Prime Objectives

A. The SAP Interest Group is founded to:

i) Enable the growth and visibility of a body of scholarship that is showing significant potential for scholarly contribution in opening up a venue for exploring strategic management as it is practiced within and across organizations

ii) Enable further development of an emerging community of international scholars
iii) Meet the development needs of this community of scholars through recognizing and advancing their particular methodological and epistemological traditions

iv) Increase the vibrancy of the Academy through a body of scholarship that enables connections to, yet has no exact overlap with, many other divisions

C. The SAP Interest Group meets at the annual Academy of Management meeting to present public discussion groups, fora, panels, lectures, workshops, and similar programs.

ARTICLE III.
ORGANIZATION STRUCTURE

1. Officers. Elected Officers of the Interest Group shall be the Chair, Chair-elect, Immediate Past Chair, Program Chair, Secretary, Membership Secretary, Treasurer, PDW Chair.

A. Chair. The Chair shall:

1. Serve as the chief executive officer for the Interest Group.

2. Be responsible for the conduct of the Interest Group’s activities in a manner that will assure the accomplishment of the Interest Group’s objectives, subject to

   a. The Bylaws of the Academy of Management;

   b. The Bylaws of the SAP Interest Group

   c. The concurrence of the Executive Committee in matters of policy.

3. Chair all Executive Committee meetings.

4. Chair all SAP Interest Group meetings (The Chair may delegate this responsibility to the Chair–Elect at his or her discretion)

5. Present a report on the status and progress of the SAP Interest Group at its annual business meeting.

6. Become Immediate Past Chair after completing one year of office.

B. Chair Elect. The Chair Elect shall:

1. Succeed the current SAP Interest Group Chair at the termination of the Chair’s year in office.

2. Act for the Chair in case of the Chair’s absence or disability.
4. Perform other duties as may be assigned by the Chair or the Bylaws.

C. **Immediate Past Chair.** The Immediate Past Chair shall:

1. Serve as Chair of the Nominating Committee.
2. Conduct the elections.
3. Perform such duties as may be assigned by the Chair or the Bylaws.

D. **Program Chair.** The Program Chair shall:

1. Act as Program Chair for the Annual Meeting according to the procedures outlined by the Academy of Management program process and assisted by a Program Committee appointed by and reporting to the Program Chair.
2. Encourage symposia and other program events that involve development of group members, and collaboration with other Divisions, international scholars and practitioners.
3. Succeed to the position of Chair-elect
4. Perform other duties as may be assigned by the Chair or the Bylaws, or by the Program Chair of the Academy of Management.

E. **Secretary.** The Secretary shall:

1. Take minutes of the Interest Group meetings and Executive Committee meetings and report these minutes to Interest Group members.
2. Be responsible for maintenance of Interest Group files and records
3. Be responsible for the Interest Group’s web-presence and listserv, in collaboration with others as designated
4. Perform other duties as may be assigned by the Chair or the Bylaws

F. **Membership Secretary.** The Membership Secretary shall:

1. Be responsible for the Interest Group’s membership communications, including the Newsletter
2. Be jointly responsible with the Chair for membership liaison and campaigns
3. Coordinate with the Chair the membership and recruitment activities of Representatives–at-Large
4. Perform other duties as may be assigned by the Chair or the Bylaws
G. Treasurer. The Treasurer shall:

1. Be responsible for maintenance of all SAP Interest Group financial records in co-ordination with Academy of Management Financial staff.

2. In addition to the SAP Interest Group Chair, be eligible to approve and to sign for disbursement of SAP Interest Group funds.

3. Provide a report of SAP Interest Group finances for the Executive Committee meetings and the annual meeting of the group.

4. Perform other duties as assigned by the Chair or the Bylaws.

H. PDW Chair. The PDW Chair shall:

1. Arrange and administer annual workshops to be held immediately after or before the annual meeting according to SAP Interest Group and Academy of Management procedures assisted by a PDW Committee appointed by and reporting to the PDW Chair, if possible.

2. Encourage program activities that involve development of SAP Interest Group members and collaboration with other Divisions, international scholars, and practitioners. The emphasis in the development of the PDW program is on presenting high quality activities that are aimed at both professional development and the creation of networking opportunities. This may be combined with collaboration with other Divisions and international scholars/practitioners.

3. Report to and co-ordinate with the Interest Group Program Chair.

4. Perform other duties as assigned by the Chair, the Interest Group Program Chair or the Academy of Management PDW Chair or Program Chair.

2. Executive Committee.

A. The Executive Committee shall consist of the elected Officers (Chair, Chair-elect, Immediate Past Chair, Program Chair, Secretary, Membership Secretary, Treasurer, PDW Chair) and 3 elected representatives of the SAP Interest Group members.

B. The Executive Committee shall

1. Meet at least annually to consider policy and planning for the Interest Group.

2. Serve as the executive body for advice and for decision making on affairs not requiring a member vote in the interim between annual meetings.
a. The Nominating Committee shall consist of the eight elected officers of the SAP Interest Group serving on the Executive Committee.

b. The Nominating Committee shall nominate candidates for elected positions as provided in the Bylaws.

3. The Standing Committees authorized by the Bylaws consist of the Nominating Committee, the Executive Committee, the Program Committee and the PDW Committee.

4. The Chair, with the advice of the Executive Committee, may appoint such additional Committees as he or she may believe are necessary.

ARTICLE IV.
ELECTIONS AND TENURE OF OFFICERS

1. Eligibility. A nominee for office or Executive Committee shall:
   A. Be a member of the Interest Group.
   B. Not be a current officer of another division in the Academy of Management.
   C. Not have previously held that position within the SAP Interest Group within the previous five years.

2. Election.
   A. The Nominating Committee, headed by the Immediate Past Chair, oversees the election.
   B. The Nominating Committee shall nominate one or more candidates for each office of Secretary, Membership Secretary, Treasurer, (in years in which these offices will become vacant), PDW Chair, and three or more candidates for openings on the Executive Committee.
   C. The Nominating Committee will send the membership notice requesting nominations for each open position. If the number of candidates for each office exceeds four, the nominating committee will select the candidates to include as nominees on the election ballot based on the needs of the Interest Group and the qualifications of the nominees.
   D. The Nominating Committee may use its discretion to nominate additional qualified candidates, as well.

3. The election ballot, with names of candidates listed alphabetically, shall be distributed, rated, and counted electronically using the Academy timetable and methods. The results of the election shall be announced to the full membership of the interest group following the election.

4. Tenure of Officers and Executive Committee. In accordance with the Bylaws of the Academy of Management, the tenure of Officers and Executive Committee members will extend to the end of the annual meeting. Outgoing Officers are responsible for
settling financial obligations incurred during their term by the end of the current Academy fiscal year.

A. The term for the elected representative members of the Executive Committee (other than the elected Officers of the Interest Group) shall be three years. One-third of the members are to be elected each year.

B. Each elected Officer (except Membership Secretary, Treasurer and the Secretary) shall serve in that office for one year. The Secretary, Membership Secretary and Treasurer, shall serve for three years.

5. Removal of Officers/filling vacancies. In accordance with the Bylaws of the Academy of Management any vacancies among the Officers or elected representatives of the Interest Group must be filled.

   A. Resignation. Any Officer or representative may resign at any time by giving written notice to the Chair. Such resignation shall take effect at the time specified therein, or, if no time is specified, at the time of acceptance thereof as determined by the Chair. Should the Chair need to resign then he / she may do so by giving written notice to the Chair Elect.

   B. Removal. A two-thirds (2/3) vote of the elected officers of the Interest Group shall be required to remove an Officer or elected representative from office prior to the expiration of the term for which that individual has been elected.

   C. Vacancies among the Officers and elected representatives, whether caused by resignation, death, or removal, may be filled by the remaining Officers at any regular or special meeting. Replacements must satisfy the election criteria for the missing Officer as defined in Article IV.

ARTICLE V.
MEMBERSHIP

Membership shall be open to any active member of the Academy of Management, in accordance with current Academy membership requirements.

ARTICLE VI.
AMENDMENTS

1. Amendments to these Bylaws may be proposed either by (a) a majority vote of the Executive Committee or (b) a written request from two percent (2%) of the Group’s membership that the Executive Committee authorize a ballot on proposed amendments.
2. The Bylaws may be amended at any time by a two-thirds (2/3rds) majority of the ballots returned. However, no amendment shall be considered adopted unless fifteen percent (15%) of the members have voted. The vote shall be taken by electronic ballot under conditions that will ensure the secrecy and accuracy of the vote. Counting and certification of ballots shall be the responsibility of the Secretary.

3. Any proposals to amend these Bylaws must be submitted to the members at least forty-five (45) days before the closing date of the vote. A report of the results must be made (to the interest group’s membership) at the next annual business meeting of the Interest Group.

ARTICLE VII.
ENACTMENT

The provisions of this document shall become effective upon the adoption of this document by the SAP Interest Group membership and subject to approval by the Academy's Board of Governors.
Dear SAP Members

Welcome to the Fall Edition of the SAP newsletter!

Looking ahead, we focus our attention on a key turning point in the SAP history at the Academy: moving from the status of an Interest Group to a Division. We hope you support us in applying for Division status by staying an active member of our IG, submitting your paper & symposium proposals for the Atlanta meeting and by completing the membership survey. You can find more details on the road ahead from p.2 on.

Looking back, it feels as if the AoM meeting in Atlanta was just a moment ago. In this newsletter, you will find many traces of this conference, including reflections on our second successful SAP Doctoral & Early Career Program, on Denny Gioia’s keynote and many pictures from our scholarly and social activities (from p. 12 on)

Preparing for the future, this newsletter also provides you with a collection of announcements relevant for our SAP community: we hope to encourage and energize you to respond to Calls for Papers, PDWs at the AoM meeting in Chicago as well as two SAP related tracks at EGOS. You might also be interested in the upcoming special issue in the Strategic Management Journal on strategy processes and strategy practices. Lastly, the newsletter also features emerging scholars in the SAP community.

At this point, we would like to thank the ground-breaking work of the previous newsletter team of Katharina Dittrich and Cyrus Parks!

As the new publishing team we are open to your perspectives, suggestions, contributions and critiques, so we would like to invite you all to email us your feedback.

We hope you enjoy catching up on the Strategizing Activities and Practices Interest Group!

Your (new) Publishing Team:

Violetta Splitter (violetta.splitter@business.uzh.ch)

Charmaine Williamson (chammie@vodamail.co.za)
I would like to invite all active members to participate in the membership survey which opened on 16 October, 2017. The survey is a key feedback mechanism on which we shall base adapting and developing responses to our member services as well as positioning our location within a broader scholarly community.

This year’s membership survey is of particularly importance as it shapes the ability to move Strategizing Activities & Practices from an Interest Group to a Division. We feel strongly that the scholarly success and the vibrant community of SAP researchers provide a substantive complement to the Academy of Management. This, in turn, offers a strong case to establish SAP as a Division within the Academy of Management.

Gaining Division status is important for three reasons:

- **Stability**: Divisional status will offer us a permanent platform for Strategizing Activities & Practices research, giving our members continuity and connection.

- **Legitimacy**: Divisional status puts us, the community of Strategizing Activities & Practices scholars, on par with other sections of the Academy of Management, which offers an important signal that such research is valued equally within our profession. This can be an important consideration for early career scholars and those seeking tenure.

- **Support**: Divisional status is associated with additional financial resources. It would provide the means to offer a broader and improved portfolio of services to our members.

The link to the survey was emailed to you directly by the AoM: Please respond promptly

(Check your inbox or even your “junk” mail).

If you have any questions about the survey or any other SAP issues, please do not hesitate to get in touch. We’re always available to our members.

Thank you for your continued support.

Paul Spee

Chair, Strategizing, Activities & Practices interest group: On behalf of the SAP executive team
THE SAP JOURNEY: APPLYING FOR DIVISION STATUS-
STATEMENTS FROM THE ADVISORY COMMITTEE

We asked members of the Advisory Committee and founding members of the SAP Interest Group why Strategizing, Activities and Practices matter and why the SAP IG needs a permanent home at the AOM.

SAP provides a genuinely innovative way of understanding how those things we label, academically, as strategy, competition and markets are constructed within social interactions between people and their practices. There is no other division devoted to scholarship in this topic area where people who want to advance this important agenda can meet and have their work challenged and developed. I believe strongly that we need a space to advance this scholarship, rather than see it be submerged within other divisions.

I believe that this international community of scholars deserves a place to develop and grow at the Academy of Management. The distinctiveness of their work lies in the adoption of a practice theoretical perspective to strategizing and organizing, often drawing on constructivist epistemologies and qualitative methods. The community is injecting a new and vibrant strand of thinking into the field of management by bringing in forms of data and foci for analysis that have often been neglected in mainstream scholarship. The presence of a SAP Division at the Academy would signal openness to scholarly communities and perspectives beyond the North American mainstream, something that fits well with the Academy’s interest in diversity and internationalization.

Paula Jarzabkowski
Professor of Strategic Management, City University of London

Founding member

Linda Rouleau
Professor of Management at HEC Montréal

SAP Chair, 2011

More than ever SAP matters as it provides a renewed and more relevant organizational view of how strategy emerges, develops and unfolds in the nexus of multiple and complex opportunities. By supporting the SAP entrance in a promising phase of consolidation, the Academy of Management will certainly contribute to support a community of scholars who are exploring new ideas about how strategy is enacted into the daily life of managers and organisational members. I had the extraordinary opportunity to be the first chair program of the SAP interest group launched at the 2010 AoM in Montreal! The event was stimulating and festive as it was the consecration of the efforts of the first SAP researchers’ generation. Since then, the SAP group has developed not only as an interest group but also as a dynamic international community of junior and senior researchers who share similar visions and desires to put the strategy alive and develop an innovative and inclusive research programme.

Linda Rouleau

Founding member

Ann Langley
Professor of Strategic Management at HEC Montréal, Montréal

SAP is a vibrant community

Ann Langley

Founding member

Paula Jarzabkowski

AOM

SAP provides a distinct perspective
The SAP area of research is distinctive from the BPS and OMT groups in terms of research topics, primary methodologies selected, and composition of membership. The SAP group offers a community of likeminded scholars who have created an inviting interest group where new members – doctoral students, new international members – can find a home and become involved to make an impact. Given its distinct boundaries, strong research community, and tremendous growth since founding, the SAP group is ready to have a formal “seat at the [AOM] table” and legitimate voice in AOM matters. Anne Smith

The Strategizing Activities and Practices Interest Group has been - and continues to be - an important space for cultivating innovative approaches to strategy research. The unconventional units of analysis and the distinctive methodologies of the Interest Group fall outside the experience of many scholars in the strategy discipline, and are not always immediately understood by them. Nevertheless, articles from this community are now increasingly being published in the discipline’s leading journals, including the Academy of Management Journal, Organization Science and the Strategic Management Journal. A mark of the vibrancy of the community’s research is the forthcoming special issue of the Strategic Management Journal on Strategy Processes and Practices (see page 21 in this issue). A simple measure of the impact of SAP work is a Google Scholar count of publications using the term “Strategy as Practice”: in 2016, this numbered 791. The Strategizing Activities and Practices Interest Group has been highly instrumental in developing the work of this community, and I very much hope that it will be able to provide more support by graduating to full divisional status. Richard Whittington

I strongly support the ongoing growth and evolution of “Strategizing, Activities and Practices” (SAP). I am familiar with the origins of this interest group because I was one of the first members when it was organized approximately one decade ago. I am pleased that the IG has expanded to include a diversity of theoretical perspectives and methodological approaches. While some divisions within the Academy of Management may include organizational strategies, activities and practices as a focus of topical attention, SAP is unique and rich in its theoretical perspectives and methodological approaches to these topics. SAP attracts hundreds of scholars from a variety of countries outside of North America. Some of these scholars attend the Academy of Management’s annual convention only because SAP gives them a home and a voice for their professional work. When SAP scholars meet, they bring theories and methods that are not represented by other divisions of North American origin. If SAP is advanced to division status, then it will attract more international scholars who will bring a diversity of scholarship. Curtis LeBaron

SAP should be a division

SAP enriches the Academy
THE SAP JOURNEY—CONTINUED

The SAP Interest Group is a great example of how a research stream can grow and prosper when it is built around a community of active scholars that work for continuously advancing it and for enhancing its distinctiveness in the field. While the research foci of the SAP interest group could, in principle, be considered to be in the domain of the strategic management research, the research area would have never received the traction that it got by being part of the Strategy Division (former BPS). Doing the spin-off enabled SAP to establish its own identity and grow. Formalizing as the next step the status of the SAP IG as a division - which it in fact could already be considered to be due its large membership and the amount of activities that it organizes - will enable it to further enhance its activities and to grow to the next level. **Tomi Laamanen**

We are a serious field of research with an international community of high calibre (evidenced by publications) group of scholars and a strong group of ECRs, making an international management forum a natural home for us, from which to meet and develop our thinking, and to contribute to its thinking and development. We also need a permanent home at the Academy for our community as none of the existing divisions provide a home for us. **Julia Balogun**

SAP has been successful in strengthening diversity and internationalization of the Academy, as well as enriched strategy scholarship methodologically and theoretically. The community that submits to SAP did not migrate from BPS but SAP attracted a community of international scholars that did not previously join the AOM. **Saku Mantere**

SAP has proved to be an important part of the Academy of Management, which is shown in the impressive development of the membership figures. SAP has found its place in terms of an intellectual space and it has offered one of the most innovative, exciting and popular programs in the annual conference in the past few years. Also note that ever since the formation of the interest group, SAP has been very international and thus helped the Academy in its internationalization efforts. Moving on to a division status is the logical step for SAP, and it also helps to offer even more to the members of SAP as well as to others who are interested in SAP and attend its program. **Eero Vaara**

The SAP Interest Group was set up several years ago in order to ensure that SAP work, which was very novel at that time, gets its due recognition in the program of the annual Academy Meeting. In the meantime SAP is widely recognized as an important and vibrant stream of strategy research and it is time to take the next step, which is applying for Division status. Being granted Division status will ensure that SAP research will remain an important part of the Academy program in the long run. **David Seidl**

**Founding member**

**Julia Balogun**
Professor of Strategic Management, Director of Management School, University of Liverpool

**Founding member**

**Eero Vaara**
Professor of Organization and Management at Aalto University School of Business,

**SAP Chair, 2014**

**Saku Mantere**
Associate Professor of Strategy and Organization, McGill University, Montréal

**SAP Chair, 2015**

**Tomi Laamanen**
Chair of the Institute of Management, University of St. Gallen

**SAP Chair, 2010**

**David Seidl**
Professor of Organization & Management, University of Zurich
INTRODUCING YOUR PROGRAM TEAM: 2018

Interest Group Chair: Paul Spee

Chair-Elect: Sotirios Paroutis

Program Chair: Rajiv Nag

PDW Chair: Virpi Sorsa
MEET FOUR NEW MEMBERS OF THE SAP INTEREST GROUP LEADERSHIP TEAM...

Service to members, Interest Group and the Academy of Management

This August, these four new members of the SAP IG leadership team begun their service to you, the IG, and the Academy:

**Vinpi Sorsa** of the Hanken School of Economics in Helsinki, Finland, is the incoming PDW Chair. Virpi is mainly responsible for the program activities that involve development of SAP Interest Group members and collaboration with other Divisions, international scholars, and practitioners.

**David Oliver** of the University of Sydney Business School in Sydney, Australia, holds the new Secretary position. David will make sure that our interest group keeps organized.

**Violetta Spltter** of the University of Zurich in Zurich, Switzerland, holds the new Membership Chair position. Besides creating and distributing our tri-annual newsletter, she is responsible for building membership, and communicating with members.

**Vern Glaser** of the University of Alberta USA, is the new Representative-at-Large who will represent members and support the Executive Officers.
SAP IG SCHOLARLY PROGRAM 2018
CALL FOR SUBMISSIONS

Rajiv Nag, Program Chair

The Strategizing Activities and Practices Interest Group is a broad and diverse community of scholars that strives to expand and enrich the understanding of strategy from the perspective of organizational strategists: i.e. how strategy work inhere in the meaningful social and material practices of persons who are engaged in conceiving, formulating and implementing strategies. The implications of such strategy work on various organizational phenomena such as strategic change, organizational learning, competitive advantage, innovation, environmental adaptation, etc. are also integrally part of this conception.

For AOM 2018 (Chicago, USA) the SAP interest group invites intellectually bold and stimulating research that advances the core agenda of the community. Building upon the central theme of AOM 2018 as “Improving Lives”, contributors are encouraged to submit works that ask questions beyond the narrow constraints of traditional organizational scholarship and address the central challenges that people around the world are facing today. Organizations and firms are the preeminent collective mechanisms that influence peoples’ lives all around the world. Therefore, it is all the more germane to ask questions about the nature of strategy work required in present-day organizations to address the steep challenges confronting humankind. Issues such as increasing income disparity, climate change, economic instability, refugee crises, protracted tensions and violence among communities and countries, to name a few, might look as political challenges at the macro level but at their core, reflect failures (and thereby opportunities) in strategizing and organizing. AOM 2018’s core theme of “Improving Lives” therefore, offers the SAP community a great opportunity to lead the academy with its pluralistic and path-breaking approach to scholarship.

We encourage the submission of conceptual and empirical papers that focus on the specific conference theme, works that address other issues within the general domain of the SAP Interest Group and those that explore the intersections of SAP with fellow divisions such as STR, OMT, ODC, RM, TIM and MOC. We also warmly invite symposia that seek to change the conversation on existing scholarly approaches and develop new questions and ways of looking at phenomena. The submission deadline for the 78th AOM Meetings is January 9th, 2018 at 5:00 pm ET (NY Time). All submissions must be made through the AOM submission website at http://aom.org/annualmeeting/submission/ (submission system opens on November 28th, 2017). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., STR, OMT, ODC, RM, MOC, TIM etc.) in the submission document.

Ragiv Nag (sapprogchair2018@gmail.com)
The Strategizing Activities and Practices (SAP) interest group invites creative and forward looking proposals for the professional development workshops (PDWs) to be held during the 2018 AOM conference at Chicago, USA.

The key questions for the SAP interest group are what, when, why, and how organizational leaders carry out strategic work—and how this work matters. “Improving lives”, the organizing theme of the AOM 2018 is particularly relevant for SAP research. Our world today is witnessing increasing challenges for people in organizations particularly in the form of automatization, aging, and unequal distribution of resources that pose, for some, a threat and, for some, an opportunity. For example, new technologies offer us an aid in manual labor and release those that were suffering from dehumanization of scientific management—and also create space in markets for new ventures and entrepreneurship. At the same time, jobs are lost and people suffer from diminishing purpose that was invested in their roles within employment. These changes are problematizing existing conceptions of strategy work and they call for a new wave of scholarship that not only enriches extant theories, but also develops new concepts and frameworks. The thematic stance of AOM 2018 therefore, offers a particularly exciting opportunity to develop and design PDWs that help in exploring and shaping this necessary novelty. Consider some possible themes:

- Providing doctoral students and early career scholars with tools to reflect significant interfaces and transition points in their careers.
- Exploring ways for authors successfully to navigate between their data, theoretical lenses, and the constraints and opportunities posed in the journal review process.
- Building new links between hitherto unconnected ideas, schools of thoughts, disciplines, and scholars.

PDWs at AOM conferences offer a fertile platform for explorations outside the traditional presentation formats in the main conference. These workshops can take on various forms such as paper development sessions, career networking and development meeting, methodological bootcamps, group discussion sessions. As such ground for generative dialogues and collective knowledge creation and sharing, among the participants, is offered.

The PDW sessions will be held between 8:00am Friday, August 10th, and 8:00pm Saturday, August 11th. Keeping the importance of “improving lives” in mind, we strongly encourage PDWs that appeal to wider audience beyond the SAP community by building linkages with other divisions and interest groups. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM). Submitters can request a minimum duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5 hour duration request must be documented in the uploaded proposal document itself at the time of submission.

NOTE: When submitting the PDW in the online submission system, it will still need to be submitted with a minimum duration of 2 hours. If the proposal is accepted, the PDW Chair will reduce the duration to 1.5 hours on the submitter’s behalf. The deadlines for submission is January 9, 2018 at 5:00 PM ET (NY Time). All submissions must be made through the AOM submission website at http://aom.org/annualmeeting/submission/ (submission system opens on November 28). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., STR, OMT, ODC, RM, MOC, TIM etc.) in the submission document. Please feel free to discuss potential PDWs with SAP PDW chair, Virpi Sorsa (virpi.sorsa@hanken.fi).

PLEASE REVIEW FOR SAP (AGAIN)!

Strong scholarship requires good reviews. Reviewing peers’ works is a fundamental process through which knowledge advances in a community. If you are submitting to the SAP Interest Group this year, please also consider reviewing for us to establish the best possible program!
WE WOULD LIKE TO THANK OUR SPONSORS FOR ENABLING
A GREAT ANNUAL MEETING IN ATLANTA!
Want to see your logo among our sponsors?

**Why do we need sponsors?**

As one of the fastest growing communities within AOM the Strategizing Activities and Practices (SAP) Interest Group with its over 700 members takes great pride in being an inclusive community of mid-, and early-career scholars, PhD students and practitioners. We understand that community building is best served by providing a number of formal and informal opportunities to renew existing and foster new collaborations, to exchange ideas and nurture relationships. Your sponsor contributions allow us to financially support very popular and effective networking opportunities such as themed Breakfast Meetings, the Doctoral and Early Career Program, Social Receptions, and other catering during the Annual Meeting. Your sponsorship also supports our ability to organize stimulating exchange of academic ideas and recognizing great scholarly contributions to the community. Finally, with your support we can dream big and develop further growth initiatives for the future, offering even more community building opportunities. Our annual membership allocation fund typically only covers about 1/3 of the above expenses. It is, therefore, only due to our generous sponsors that we are able to offer such a great range of services.

**What sponsorships are available?**

We understand that the rules and regulations to engage in sponsorships vary largely across institutions. Rather than offering fixed sponsoring packages, we therefore discuss tailor-made options with each of our sponsors.

Sponsoring contributions typically range from a few hundred to several thousand Dollars. We offer a General Sponsorship agreement that provides the sponsor with visibility across all our communication channels including:

- your logo on our AOM website,
- inclusion in all our newsletters,
- as well as mentioning in selected other print materials and during social events at the Annual Meeting.

For larger contributions we are able to offer exclusive Event Sponsorship which provides higher visibility in addition to the benefits listed above, and allows you to reach out to particular parts of our community, for example, being affiliated with

- our hugely successful Doctoral and Early Career Program,
- Annual Distinguished Keynote speaker,
- the SAP Business Meeting and Social Reception,
- a particular Professional Development Workshop,
- prizes, e.g., Best Doctoral Paper Award.

**How to get in touch?**

If you are interested in learning more and discussing potential sponsorship arrangements for your institution, please contact Carola Wolf (c.wolf@aston.ac.uk).
Since its inception, our Interest Group has worked hard to make the Academy a welcoming and inclusive environment for all its members. Over the years, we have built the activities for our members, increasingly tailoring them to the needs and interests of our members. Even though we only have limited resources, both in terms of personnel and budget, we have found creative and innovative ways to create the best experience for our members. This year the Diversity and Inclusion and Practice Theme Committee of the Academy has recognized the outstanding efforts of our community by awarding us the Best Practice in Diversity and Inclusion Award.

Here is a snapshot of our activities. In line with SAP’s practice theme, we want to emphasize that it is about HOW we engage in these initiatives to ensure the best possible outcomes for our members.

- SAP Friday Dinner
- SAP Business & Social Meeting
- SAP Newsletter
- Meet & Greet
- Specialized, annual PDWs targeted at members’ needs
- Interactive paper sessions
- Early Career Program
- Targeted sponsorship for early-career scholars
- Welcoming new members
- Outreach to potential new members
- Virtual channels: SAP Youtube Channel; SAP Facebook Group; Twitter; Blog
- Connecting with and supporting localized communities

Katharina Dittrich

If you have any ideas for new activities or for how to improve existing activities, please get in touch with our new Membership Secretary Violetta Splitter (violetta.splitter@uzh.ch).
ANOTHER SUCCESSFUL EVENT– HIGHLIGHTS FROM OUR 2ND DOCTORAL & EARLY CAREER PROGRAM

Krista Pettit and Christina Wawarta

Following the positive feedback from last year’s event, we hosted our 2nd intensive one-day Doctoral & Early Career Program at AoM in Atlanta this year.

Our program included 3 hand selected PDWs covering research methods, SAP focused thematic content and career management. We also provided individual mentoring sessions and opportunities to network with other SAP scholars and peers.

Thank you to all participants, PDW organizers, facilitators, mentors, our patron Julia Balogun, and our sponsors below!

The feedback on this years program was extremely positive! Here is a peek.

“For a first timer at AoM, it gave me a "soft landing" on an event which could have been overwhelming”

“I’m now very interested in helping develop the Interest Group”

“I will recommend the program to my peers

5.0 out of 5.0

The breakfast & SAP dinner were great opportunities to network

5.0 out of 5.0

The PDWs were useful and interesting.

4.5 out of 5.0

This program helped me get to know people with very similar interest as me”

The advice I received during my mentoring session was helpful

4.9 out of 5.0

Patron, Julia Balogun with Krista Pettit, Chris-
THE 2ND SAP DOCTORAL & EARLY CAREER PROGRAM – PROGRAM HIGHLIGHTS OF THE DAY!

Integration into the SAP Interest Group: A warm welcome from Jane Lê and Julia Balogun

Knowledge & Learning in 3 PDWs: From content nuggets to career advice

SAP 101 & individual mentoring: Information from Julia Balogun, a founding member of the SAP IG, and individual mentors

Community building & fun: Networking with established scholars and peers

“From the initial call for participation to the concluding sessions, the program never missed a beat and ensured a constancy of academic development, collegiality and a real sense that indeed, ‘people do count’ (with reference to Whittington, 2006).”

Excerpt from a thank you letter to the program’s sponsors and organizers.

Charmaine Williamson, Program Participant 2017
**October 2017**

**THE 2ND SAP DOCTORAL & EARLY CAREER PROGRAM – MADELEINE RAUCH’S 3 KEY TAKE-AWAYS (1/2)**

*Reflections from a new member on the Doctoral and Early Career Program*

*The AOM in Atlanta remains in the minds and memories of many scholars. The conference was packed with numerous inspirational sessions, workshops, and discussions. Madeleine Rauch shares her three key take-aways as a participant of the SAP Doctoral & Early Career Program*

With much anticipation, I looked forward to the SAP Doctoral & Early Career Program, even more so after “dissecting” on the plane to Atlanta. Scudders, 1997: “Science and its ways of knowing” by J. Hatton – our assigned reading for the 1st PDW on Coding in the Trenches with Karen Golden-Biddle.

Overall, the SAP Doctoral & Early Career Program consisted of various activities, which balanced SAP content sessions with career advice, lively discussions and informal conversations. A very early start at 7.30am with the kickoff breakfast, three different PDWs, some with ‘electives’, informal mentoring session, Q&A with the program patron, Julia Balogun, followed by the now ‘famous’, Friday night dinner...

The first PDW on Coding in the trenches: Qualitative Analysis Boot Camp with Karen Golden-Biddle was a great start of the SAP Doctoral & Early Career Program focusing on how to code for discovery. Through various activities, we practiced “live coding”. As a key take-away: Using provisional fixity to provoke “unfixity”. Provisional fixity refers to making a link expressing a relation between an idea and data, with the understanding that it is firm “for now”, but with this fixity opening up possibilities for unfixity.

Time just flew by and I would have wished to continue to “dissect” coding for the rest of the day!

The second PDW on Visualizing Strategy: How Seeing Influences Saying & Doing (with presentations by Eric Knight, Sotirios Paroutis, Curtis Lebaron and Loizos Heracleous) focused on the growing interest in topics such as material artefacts & tools; semiotics & discourse; body language & emotions. One key take-away from this PDW is based on the three Assertions inspired by the age of enlightenment presented by Curtis LeBaron. My key take-away from this PDW as Curtis LeBaron puts it: “Ideas do not exist until we represent them”.  

*PDW Participants: Doctoral and Early Career Scholars*
MADELEINE RAUCH’S 3 KEY TAKE-AWAYS (2/2)

The last PDW of the day focused on *Advice for Managing International Academic Careers* with Laure Cabantous, Carola Wolf, Saku Mantere, David Oliver, Katharina Dittrich, Kathrin Sele, Rebecca Bednarek, Virpi Sorsa, and Sotirios Paroutis with very hands-on discussions and advice for navigating the waters of global academia.

I would like to focus on two points from the tables of “Manage global careers without relocation” and “Working in a Second Language”:

- Manage global careers without relocation: Bring the international career to you! For example: Invite international scholars to your home institutions; Organize small workshops and conferences at your home institutions; and be active in the international community!

- Working in a Second Language: Embrace the chances you have (and not the downsides!) of knowing more than “just” English!

*My personal highlight of the SAP Doctoral & Early Scholars Program was the mentoring meeting.* Having exchanged several emails with my mentor before the Academy asking me for my expectations, my mentor provided very in-depth feedback on a working paper I have sent him. A very special thanks to Gary Burke!
Denny Gioia provided an insightful and story-rich SAP Distinguished Keynote at the Atlanta AOM. He described his personal journey from Boeing engineer to leading scholar, emphasizing how his background informs his constant focus on understanding how managers decide and act in organizations: “I pick people’s brains for a living, try to figure out how they make sense of their experiences, then write analytical narratives capturing what I think they know”. A self-described “pragmatic idealist”, Denny has always sought both conceptual and practical relevance for the “knowledgeable agents” he studies.

He traced the origins of the “Gioia Method”, a systematic qualitative methodology to make grounded theory more explicit and thus combine revelatory potential with rigour. The method builds credibility for both informants and academics by making data-to-theory connections crystal clear through a data structure (the “picture”) and a grounded model (the “movie”). He also had some useful advice on positioning a literature review in qualitative papers. While “purist” grounded theory would involve putting the theory at the end, he noted that building to the big moment is more effective in telling regular stories than academic stories. Ultimately, readers need to see the elements of the grounded theoretical framework up front to know where the paper is going, so he now places it there (while acknowledging its origins in the field).

Denny appreciates SAP’s emphasis on qualitative research, and while acknowledging the difficulties in getting qualitative studies published, he described them as “low incidence/high impact”. He notes that while less than 15% of papers in AMJ & ASQ over the past 25 years were qualitative, they won 48% of the best paper awards. He further encourages us to avoid using physical science terminology such as “results” or “mechanisms”, and opt instead for “findings”, “processes” and “factors”. Applauding efforts in the SAP community to focus on what managers actually do, he encourages us to continue moving beyond descriptive to prescriptive work. Do certain managerial practices or organizational processes appear more or less successful? Due to our close contact with managers, can we be more prescient and develop innovative research questions based on what they are dealing with today?

In her insightful discussant comments, Ann Langley noted that Denny was doing SAP-style work long before the field existed, starting with his groundbreaking 1991 SMJ article on Sensemaking and Sensegiving. She described how his efforts to systematically demonstrate grounded theory have helped her teach the method to her PhD students. She also expressed admiration for the way he weaves the voice of his informants into his well-written findings sections, and collaborates with “insiders” to provide their perspective on the processes he describes. All in all, a session well worth watching again for its multiple useful insights!

To (re-)view the keynote, please visit https://youtu.be/bd-xBstJAD8 for Denny’s talk and https://youtu.be/UE6R1JQC-GI for Ann’s comments.

David Oliver
The Interest Group again held successful “Meet and Greet” Events across three mornings during the Academy of Management Conference.

On Saturday morning, we held a discussion centred on “The Review Process.” This was an opportunity to get advice from Academy of Management Journal Associate Editor, Eero Vaara, who offered an editor’s perspective, as well as Katharina Dittrich and Gary Burke, who offered authors’ perspectives.

On Sunday, the SAP IG held a joint event with the Entrepreneurship-as-Practice community: “Strategy as Practice Meets Entrepreneurship as Practice”. This was hosted by Richard Whittington & Paul Spee (SAP) and Bill Gartner & Bruce Teague (EAP). The café opened especially for us and about 30 people attended - some staying for 3 hours! Thanks to Neil Thompson for helping organize this event.

On the final morning, colleagues braved a heavy downpour of rain to join Rebecca Bednarek, Curtis LeBaron, and Michael Smets for a discussion about “Innovative Methods”. We shared experiences regarding a number of research projects and insights into topics such as video ethnography.

All in all the Meet and Greets remain a wonderful way for scholars to engage informally, get advice, share stories, and make contacts. Coffee @ 200 Peachtree was the best place for coffee and these discussions, with the benefit of being close to the conference venue!

Thank you to all those who attended and to all those colleagues who hosted these discussions and shared their insights in this informal breakfast setting.

Rebecca Bednarek
Ode to Anne Smith (Past-Chair)

I precisely remember the moment I met Anne. Obviously in a research methods session! Totally unassuming, down to earth, authentic, wearing a beautiful silk scarf and exuding a lot of Southern charm... She radiated competence and kindness, and I immediately liked her. That’s the thing about Anne. She’s quiet and unassuming, but she is incredibly competent and a devotee to hard work. When things need to get done, she will do them and with great competence. This is how we all have come to know her in her role within the SAP leadership track.

As most of you will know, Anne has a long history of working with the Academy, starting out in the Research Methods Division, and working as Assistant Editor on Organizational Research Methods. We are so very lucky to benefit from her skillset and networks. She has gently guided us where we need to go. She has brought the calm and maturity to the transitions, taking us from strength and strength. Simultaneously, she inspired me, as the Chair, during my term, with the enthusiasm and energy that only Anne is able to bring. There are few people that I respect as much as Anne.

I am so pleased that I was allowed to walk in her footsteps and learn from her. She’s inspirational and I aspire to be more like her.

Anne has done SO MUCH behind the scenes: working with leading scholars and the Academy Executive to put SAP into the best possible position. Under her leadership, we have: introduced an exciting program for PhD and Early-Career Scholars; almost doubled our membership numbers and generated excellent relationships with other divisions and interest groups, leading scholars, and the AoM team. I always wonder how she finds the time. But she just does. Because that’s what Anne is like. If it matters and deserves to be done, Anne will do it. She may be a woman of few words and little stage time, but she does not shy away from putting ideas into action. As a community, we have benefitted tremendously from her quiet work ethic and kind consideration and will continue to benefit from her legacy work for many years to come.

Anne – being Anne – will be embarrassed to read what I have written. That’s just how Anne is. She doesn’t want others to make a big deal out of her, although she probably deserves a prize for her contributions to the Academy. I’m (not) sorry, Anne. Someone had to say it. You’re amazing and deserve to be celebrated!

Thank you for your hard work over these past five years. We are going to miss you. Big shoes...

Jane Lê

P.S. Please don’t go too far!!
SAP Scholars, we want you...

... to like our SAP Facebook page: [https://www.facebook.com/sapataom/](https://www.facebook.com/sapataom/).

... to invite your “research friends” on Facebook to like the page, as well.

This is the best way to expand our reach.

In case you are on Twitter, tweet and follow us at [@strategizers](https://twitter.com/strategizers).

In case you want your content to be published on the Facebook page or on the SAP Strategizing blog, just send it to Leonhard.Dobusch@uibk.ac.at.

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*We invite you to send us your SAP calls, conferences and papers. Don’t be afraid to “self-promote” – sending us your SAP related work is a service to the community.*

Leonhard Dobusch—SAP IG IT-Officer

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*Connecting at the AOM social*

*The SAP Interest Group invites you to continue the connections using social media*
This is to announce the forthcoming *Strategic Management Journal* special issue on *Strategy Processes and Strategy Practices: Dialogues and Intersections*, edited by Robert Burgelman, Steve Floyd, Tomi Laamanen, Saku Mantere, Eero Vaara and Richard Whittington.

This will be the first special issue on strategy processes in the *Strategic Management Journal* for 25 years – and the first ever in the journal on strategy practices! The editors’ introductory editorial essay makes the case for a ‘combinatory’ approach to process and practice perspectives in strategy research, proposing a framework that combines classic process concepts such as strategic issues with the SAP concern for strategy practices. The introduction suggest several important themes for future research, including: temporality, actors and agency, cognition and emotionality, materiality and tools, structures and systems, and language and meaning. The issue has 13 further articles in all, so it’s a real treasury of the latest thinking on strategy processes and practices. The articles cover a wide range - from Apple’ strategy presentations to the Indian steel industry. The editors hope that this will be a landmark special issue, developing both Process and SAP traditions, and especially building the dialogue between the two. The special issue attracted 125 papers in all, a strong signal of the vibrancy of contemporary Process and SAP research. The editors are very grateful to all the reviewers for their constructive and timely work.

Richard Whittington

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**These are the forthcoming articles of the special issue...**

- N. Vuori, T. Vuori and Q. Huy: How do emotion-related factors influence inter-firm collaboration in post-merger integration processes
- R. Kannan-Narasimhan, B. Lawrence: How innovators reframe resources in the strategy-making process to gain innovation adoption
- L. Mirabeau, S. Maguire, C. Hardy: Bridging practice and process research to study transient manifestations of strategy
- A. Langley, S. Kouamé: Relating microprocesses to macro-outcomes in qualitative strategy process and practice research
- P. Jarzabkowski, R. Bednarek: Towards a social-practice theory of relational competitive dynamics
- D. Seidl, S. Ma: New CEOs and their collaborators: divergence and convergence between the strategic leadership constellation and the top management team
- D. Seidl, F. Werle: Inter-organizational sensemaking in the face of strategic meta-problems: requisite variety and dynamics of participation
- E. Knight, S. Paroutis, L. Heracleous: Beyond Power Point: A visual semiotic approach to strategy meaning making
- G. Di Stefano, E. Dalpiaz: Dripping water hollows out stone: Exploring dynamics of meaning reconstruction in narratives of transformative change
- M. Wenzel, J. Koch: Strategy as staged performance: A critical discursive perspective on keynote speeches as a genre of strategic communication
- T. Neeley, P. Leonardi: Enacting knowledge strategy through social media: Passable trust and the paradox of non-work interactions
- S. Pratap, B. Saha: Evolving efficacy of managerial capital, contesting managerial practices and the process of strategic renewal
In this sub-theme, we invite scholars to consider the implications of routine dynamics for stability and change in institutions, culture, networks, organizational fields and other large scale assemblages. A focus on routines has allowed us to follow other practice-oriented scholars in re-examining the micro-macro connection in two ways. One way is to move the focus to routines (or practices) as the unit of analysis rather than framing questions in terms of the relationship between individuals and society. The other way is to focus simply on the multiplicity of connections among heterogeneous actors and envision a flat ontology in which there is no foundational unit. From both of these perspectives, individual level phenomena such as agency, motivation and habits as well as societal phenomena, such as inequality and longevity need to be explained by organizational scholars, rather than being used as an explanation.

For this sub-theme, we are open to these ways of re-framing the micro-macro issue and we look outward, understanding routines as embedded in large scale assemblages in a variety of different ways. We expect that scholars who participate in this sub-theme will benefit from this diversity. This sub-theme aims to generate a conversation about the relationality of stability and change with routines at the center. Relationality has been an increasingly important perspective in research on routines (Feldman, 2016; Feldman et al, 2016) and routines (and other practices) are central to understanding how stability and change relate to and define one another. As Bourdieu (1990, p. 99) argues, “The simple possibility that things might proceed otherwise …” changes the whole experience and logic of practice. In the gap between high probability and absolute certainty, we find the possibility for change, and we also find surprises: a key linkage to the EGOS 2018 Colloquium General Theme.

Katharina Dittrich, Martha Feldman and Brian Pentland
Advances in mobile computing have democratized the use of digital technology. Thanks to reduced costs and increased ease of use, innovations such as photo and video technology, eye-tracking, wearable sensors, etc., are more accessible to organization scholars than ever and enable scholars to collect and analyze data in new and different ways. Importantly, these technologies deliver “multimodal data”, i.e., data that reflect the simultaneous unfolding of talk, bodily movements, and materiality in time and space.

Multimodal data are interesting and relevant for the empirical examination of organizational phenomena, as they allow researchers to record richer and more detailed data compared to more traditional methodologies, conduct more fine-grained analyses, and help reviewers and readers “see” and verify the research results. However, digital technology is not just an instrumental tool that researchers can use to display social reality in a more “accurate” way; rather, depending on the choices made, digital technology foregrounds some aspects of social reality while silencing others, thus making it a “tool-in-use” that both enables and constrains organization scholars in the practice of generating empirical research results. This points to the need for a more reflective use of “multimodal methods”—the collection and analysis of multimodal data based on digital technology—that takes the practice of collecting and analyzing multimodal data more seriously.

The aim of this sub-theme is to provide a forum for engaging discussions that continue and advance debates on the use of multimodal methods in organization research. Therefore, we invite papers that present surprising results based on multimodal data and unpack the complex practice of using multimodal methods in organization research. We welcome both conceptual and empirical papers that extend our understanding of the spectrum of possibilities that multimodal methods offer, reflect on the limits of collecting and analyzing multimodal data, and elaborate on ways in which organization scholars can constructively cope with these limits.

Joep Cornelissen
Curtis LeBaron and
Matthias Wenzel

For further information, please visit: https://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1499635422149&subtheme_id=1474852913783

EGOS 2018 SUB THEME: MULTIMODAL METHODS
EGOS 34th colloquium, 2018, Estonia; Deadline: January 8, 2018
Collaboration in Innovation and Organization:

Introducing Georg Reischauer

Georg Reischauer is a senior research associate in the Strategy and Innovation department at WU Vienna University of Economics and Business. His research focuses on collaborative innovation and collaborative organization. More specifically, he is interested in how organizations create, participate in, and respond to collaborative structures and practices that enable them to effectively innovate and organize.

Georg studies organizations in digital and interstitial contexts such as digital manufacturing, sharing economy, and the semi-public sector.

He has held positions at the Hertie School of Governance, the Technical University of Vienna, and the Ludwig Maximilian University Munich as well as was a visiting scholar at Harvard University and University of California, Berkeley. Being trained in management studies, sociology, and philosophy, he shares SAP’s dedication to theoretical and methodological pluralism.

Getting under the skin of strategy:

Introducing Charmaine Williamson

Charmaine Williamson was awarded a Doctorate based on a thesis that challenges theoretical perspectives on rational strategy claimed and assumed by the programmes of international development partnerships. She argues that, in this context, practices and practitioners are the carriers of incremental sustained politics and action towards a calibration of organisational hypocrisy, equilibrium and strategic survival.

Charmaine has also presented and published on researcher, especially doctoral, development and, methodologically, embraces narrative design, arguing for the use of nano narratives in a time of succinct and instantaneous communication.

Charmaine holds Adjunct Faculty at the University of South Africa within the Strategy as Practice research focus areas. She is an Honorary Research Fellow. Charmaine spends much of her time on developing doctoral researchers working with over 1000 Doctoral Candidates, across the African continent, as an Academic Programme Manager, mentor and facilitator. Charmaine has twice been awarded recognition for being a ‘Best Reviewer’ in the Strategizing Activities and Practices track.
Outgoing IG Chair: Jane Lê – The University of Sydney (jane.le@sydney.edu.au)

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

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

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

PDW Chair: Virpi Sorsa – Hanken Business School (virpi.sorsa@hanken.fi)

Secretary: David Oliver – University of Sydney (david.oliver@sydney.edu.au)

Membership Chair: Violetta Splitter – University of Zurich (violetta.splitter@uzh.ch)

Treasurer: Carola Wolf – Aston Business School (c.wolf@aston.ac.uk)

IT Officer: Leonhard Dobusch—University of Innsbruck (Leonhard.Dobusch@uibk.ac.at)

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

Representative-at-Large: Rebecca Bednarek – Birkbeck, University of London (r.bednarek@bbk.ac.uk)

Representative-at-Large: Robert P. Wright – The Hong Kong Polytechnic University

PLEASE GET IN TOUCH & VISIT US @

http://sap.aomonline.org

http://strategizingblog.com
Dear SAP Members -

Welcome to the Fall Edition of the SAP newsletter! Looking back, it feels as if the AoM meeting in Anaheim was just a moment ago. In this newsletter, you will find many traces of this conference, including reflections on our very first SAP Doctoral & Early Career Program, on Jean Bartunek’s keynote and many pictures from our scholarly and social activities.

Looking ahead, we focus our attention on a key turning point in the SAP history at the Academy: moving from the status of an Interest Group to a Division. We hope you support us in applying for Division status by staying an active member of our IG, submitting your paper & symposium proposals for the Atlanta meeting and completing the membership survey. You can find more details on the road ahead on p.2 of this newsletter.

Preparing for the future, this newsletter also provides you with a collection of announcements relevant for our SAP community: the call for papers and symposium for the AoM meeting in Atlanta, three tracks at EGOS focusing on various themes in SAP research and a track at SMS and EURAM. You might also be interested in learning about the Call for Papers for two special issues, the companion website for the book “Practicing Strategy” and the new Standing Working Group on Process Research at EGOS.

Lastly, the newsletter also features emerging scholars in the SAP community and a new line of research: historical approaches to strategy process and practice research.

So, get a coffee, sit back, and enjoy catching up on the Strategizing Activities and Practices Interest Group!

Inside this Issue:

The Road Ahead
- Moving from Interest Group to Division
- 2017 SAP Program Team 2017
- Call for Submissions
- Highlights of visiting Atlanta

Reflections on Anaheim
- SAP’s First Doctoral & Early Career Program
- Jean Bartunek’s 2016 Keynote Address
- Congratulations to Our Award Winners
- A Note from the Program & PDW Chairs

Emerging scholars & an emerging line of research:
- Three early career scholars
- Historical Approaches & SAP

Announcements
- SAP Tracks at EGOS: Subthemes 49, 50, 51
- New EGOS SWG on Process Research
- Tracks at SMS and EURAM
- Companion website for “Practicing Strategy” book
- CfP for two Special Issues
THE ROAD AHEAD: MOVING FROM AOM INTEREST GROUP TO DIVISION!

The Strategizing, Activities and Practices community, as represented by the SAP interest group at the Academy of Management, has had tremendous success both in terms of the number of AOM members attracted to this group as well as impactful scholarly work with the ability to change practitioners’ practices. Our interest group has also seen substantial growth in membership and the number of submissions over the past five years. From humble beginnings, we have grown our membership to 652 members, representing a 33% increase in members since 2011. Paper submissions also show a steady increase, with a record number of 132 submissions in 2015!

In the coming year, we have an opportunity to cement our position within the AoM community by transitioning our status from an Interest Group to a Division. This is an important inflection point for our SAP group and one that we hope members will support.

We think it is very important for SAP to have a presence at the AoM because it is the world-leading association for management scholars; it is thus central to facilitating our research and community engagement goals. As a division, we will make better progress toward these goals through numerous advantages currently unavailable to us. One advantage of being a division is more stability and permanence in the Academy, as division status brings a five-year horizon as opposed to more frequent reviews for continuance. Obtaining division status for SAP also puts us on par with other divisions and gives us the same rights and responsibilities. It also changes the formula for funding allocation and will provide additional funding for community activities.

We are thus reaching out to you, our members, to support our group’s ambition for division status and to inform you of upcoming steps toward this change. In 2017, we are required to provide a review of SAP activities over the past few years in order to renew SAP as an Interest Group. As part of this upcoming review, AoM bylaws provide us with a window of opportunity to apply for an upgrade to division status. Initial conversations with AoM Officers have been favorable; our growth in members and scholarship puts us in a strong position to apply for division status.

For us to become a division in AoM, we need your help! Please stay an active member of our group, send in papers to the Atlanta meeting, and complete the survey when your receive it (February 2018 – yes, we believe in preparing ahead!).

Please support our efforts to secure division upgrade, so that we can continue to serve you as effectively as possible. If you have questions or comments, please don’t hesitate to contact the SAP leadership team.

Thank you for your active support and encouragement!

Paul Spee & Jane Lê
Introducing your program team 2016

IG Chair: Jane Lê

Chair-Elect: Paul Spee

Program Chair: Sotirios Paroutis

PDW Chair: Rajiv Nag
SAP-IG 2017: CALL FOR SUBMISSIONS

Program Chair: Sotirios Paroutis – Warwick Business School (Sotirios.Paroutis@wbs.ac.uk)
PDW Chair: Rajiv Nag – Drexel University (pdwsap17@gmail.com)

August 5 – 9, 2017 in Atlanta, Georgia

The primary purpose of the Strategizing Activities and Practices Interest Group is to advance knowledge and understanding of strategy as something people in organizations do rather than only something that organizations have. This body of knowledge is focused primarily on who organizational strategists are, what they do, how they do it, which practices and materials they draw on, and what the consequences of their activities are. This interest group is concerned with the strategy work involved in strategy development and strategic change, and it seeks to advance understanding through theoretical pluralism and methodological innovation.

The general theme of the 2017 Atlanta Meeting is “At the Interface”. That definition highlights the dual nature of interfaces. Interfaces establish boundaries that differentiate and separate; they mark a space where insiders can jointly define an organization’s mission, develop an organizational identity, and participate in organizational activities. But interfaces also develop connections that facilitate communication, negotiation, and exchange across organizational boundaries. Interfaces are increasingly relevant to today’s organizations, as information, people, and other resources cross organizational boundaries at unprecedented rates. Interfaces create “interstitial spaces” in which information, people and resources are situated neither inside nor outside, but somewhere in between. Organizations leverage these interstitial spaces as they develop alumni networks for former employees, encourage family and friend referrals to job openings, ask customers to bag their own groceries, and crowdsource ideas for new products and markets. These activities are designed to benefit the organization, but society might benefit as well. For more information on the general conference theme please visit: http://aom.org/annualmeeting/theme/.

The SAP Interest Group is well positioned to address a number of questions related to the theme of the 2017 meeting, for example: How is strategy work associated with efforts of organizations and their actors operating at the interfaces? What are the mechanisms through which organizations develop and grow at the interfaces? How do individuals in organizations appreciate and construct these interfaces and with what effects?

How do organizational structures, identities, discourses and cultures contribute to the emergence and decline of these interfaces? How do strategy artefacts and technologies enable or hinder efforts of organizations to become more interconnected at the interfaces? What are the implications of the changing nature of strategy work for the way organizations are becoming more (or less) connected at the interfaces? In short, how strategy work is carried out at the interfaces warrants closer theoretical, methodological and empirical attention and this can be the basis for scholarly and symposia submissions to the SAP IG.
CALL FOR PAPERS, SYMPOSIA AND PDWS

Scholarly Program: We encourage submission of conceptual and empirical papers and symposia that focus on the specific conference theme. We welcome papers that address other issues within the general domain of the SAP Interest Group and papers that explore the intersections of SAP with other closely related areas such as BPS, OMT, ODC, RM, TIM and MOC. We also warmly invite symposia that propose integrative lenses or new methodologies that challenge current organizational and theoretical perspectives. The 2017 AOM program is held from Sunday, August 6 through Tuesday August 8 in Atlanta, Georgia.

PDW Program: We invite submissions for PDWs at the 2017 Annual Meeting in Atlanta, USA. The PDW sessions will be held between 8:00am Friday, August 4th, and 8:00pm Saturday, August 5th. Keeping the importance of “interfaces” in mind, we strongly encourage PDWs that appeal to wider audience beyond the SAP community by building linkages with other divisions and interest groups. Please indicate potential co-sponsors in the submission document (e.g., OMT, BPS, ODC, MC, RM, TIM).

Submitters can request a minimum duration of 1.5 hours if they feel it would better serve the workshop, session flow, and attendee engagement. The 1.5 hour duration request must be documented in the uploaded proposal document itself at the time of submission. NOTE: When submitting the PDW in the online submission system, it will still need to be submitted with a minimum duration of 2 hours. If the proposal is accepted, the PDW Chair will reduce the duration to 1.5 hours on the submitter’s behalf. Please feel free to discuss potential PDWs with SAP PDW chair, Rajiv Nag (pdwsap17@gmail.com).

Details for Submission: The submission deadline for the 77th AOM Meeting is January 10th, 2017 at 5:00 pm ET (NY Time). All submissions must be made through the AOM submission website at http://aom.org/annualmeeting/submission/ (submission system opens on November 15). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., BPS, OMT, ODC, RM, MOC, TIM etc.) in the submission document. For more information on Strategizing Activities and Practices, please visit the SAP Interest Group website (http://divisions.aom.org/sap/).

If you are submitting to the SAP Interest Group this year, please also consider reviewing for us!

PLEASE REVIEW FOR SAP (AGAIN)!

We need the SAP community to support us in these activities if we want SAP to continue thriving at the Academy of Management. An important part of that is helping us establish the best possible program, and we want your help in reviewing submissions. Please sign up to be a SAP reviewer at http://aom.org/annualmeeting/review/.

Thank you for signing up to review!
AOM 2017 – ATLANTA – WORTH THE TRIP!

Cy Parks, Doctoral Student – University of Houston

In my U.S. travels, one of the my favorite destinations is Atlanta. A diverse, comfortable city with a rich history in the U.S. South, a beautiful environment and a global impact on today’s economy, Atlanta is a great place for the annual Academy meeting. So submit your papers, organize your PDWs, and make your plans for Atlanta! I’ve collected a few highlights you may want to consider visiting when you are here – Cheers! Cy

**Stone Mountain Park**
– You can have a good hike or a scenic gondola ride to catch the great view from this mammoth igneous intrusion. Try to catch the laser light show!

**Atlanta Botanical Garden** – My personal favorite, here you can view Chihuly glass sculptures throughout a huge garden while enjoying wine and conversation. Great after a day of academic focus!

**World of Coca-Cola**
– A fun look at a global drink brand – and you can make up your own drink recipe...

**Centennial Olympic Park** - Situated in the middle of the downtown area, the park is the nucleus of the city, with lunchtime concerts and the Fountain of Rings.

**CNN Studios** – Starting with the world’s largest escalator, you can visit the many studios CNN uses for its TV programming and see yourself in front of a green screen.
SAP’S FIRST DOCTORAL & EARLY CAREER PROGRAM –
A SHORT REPORT & SOME IMPRESSIONS

Christina Wawarta – Doctoral Researcher, Warwick Business School, UK
Katharina Dittrich – Assistant Professor, University of Zurich, Switzerland

The AoM Annual Meeting in Anaheim this year demarked the first time that the SAP interest group organized a specific program for Doctoral students and Early Career Scholars.

It was an intense one-day event which balanced SAP content sessions with career advice, individual mentoring meetings and networking. The overwhelming positive feedback that we received for the program showed that this mix of activities as well as the PDW selection were well suited for the target group. Furthermore, it confirmed our plans to establish the Doctoral & Early Career Program as a valuable permanent addition to the existing SAP membership activities.

We would like to thank all participants and PDW organizers, facilitators, mentors, sponsors, and our patron Saku Mantere, once again!

We could not have done it without you!

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Participant feedback

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<th>Rating</th>
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<tr>
<td>6.8</td>
<td>I will recommend the program to my peers out of 7.0</td>
</tr>
<tr>
<td>6.6</td>
<td>The PDWs were useful &amp; interesting out of 7.0</td>
</tr>
<tr>
<td>6.3</td>
<td>Overall the program was suited to my needs &amp; preferences out of 7.0</td>
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SAP’S FIRST DOCTORAL & EARLY CAREER PROGRAM – AN OVERVIEW OF THE DAY

Christina Wawarta – Doctoral Researcher, Warwick Business School, UK
Katharina Dittrich – Assistant Professor, University of Zurich, Switzerland

1) Joint Breakfast: Program participants together with established scholars

2) Three diverse PDWs: From content nuggets to career advice

3) Individual mentoring sessions: Feedback from experienced scholars

4) Meet & Greet with the sponsor: Information on the IG from Saku Mantere

5) Official SAP Dinner: Networking event with the whole IG

“Being part of AoM research community was an outstanding opportunity to learn, engage, and contribute to the growth of organization and management scholarship. I was particularly pleased to attend the SAP Doctoral & Early Career Program and interact with leading and young scholars, all dedicated to share useful knowledge and practical experiences. This event was also a platform to create an intersection of theory & practice, and to make strategy and organization meaningful in the real world.”

Abderaouf Bouguerra - Doctoral Researcher, Warwick Business School
Thanks to the SAP Doctoral and Early Career Program (SAP DECP), my first AoM Conference experience began long before the actual conference dates in Anaheim. I was lucky enough to be assigned Dr. Robert Wright as my mentor. We skyped a few weeks before the conference and he provided very useful writing and publication tips along with some great advice on how to make the most of my AoM conference experience.

I was so looking forward to the SAP DECP day and I was not disappointed. The presentations we had that morning definitely answered the three questions that Dr. Robert Wright had suggested to consider when crafting a great presentation:

- Why is this interesting?
- Why is this important?
- What does this presentation tell me that I didn’t already know?

One of the first presentations of the day was on Bridging Strategic Practices and Information Systems for Real Time Strategic Management. The highlight for me was hearing from Donald Farmer, VP Innovation for Qlik. The information he provided had everyone reflecting on how business intelligence changes strategic practice. Regardless of the computer analytical power the implementation is still a very human activity and the gap that exists between predictive analytics and strategy practice is an opportunity for early career doctorates such as ourselves. “Persuasion through visualization” was a powerful phrase that stuck with me.

The round table discussions, “So you finished your dissertation…now what?” were incredibly valuable. I can’t say enough positives about them. The expert panel consisting of Julia Balogun from Liverpool, Paula Jarzabkowski from City University and Anne Smith from University of Tennessee were each amazing. Our hosts Rebecca Bednarek and Katharina Dittrich facilitated a lively discussion. As a woman, I was smiling proudly on the inside to see such strong role models all in one room.
Some of the great advice I received and jotted down in my journal:

- Know the system and protect yourself
- Understand the playbook of that institution
- Know the informal workload of that institution
- Know what’s valued so you spend your time wisely
- Have a publication strategy
- Have good teaching mentors
- Have good research mentors
- Form a strong peer network
- Know your context and know what you want to achieve
- Write, write, write
- Find an institution that supports your research
- Look for a chair that shoots straight but doesn’t shoot to kill (I smile, hoping this is how my faculty sees me, another mental pat on the back)
- Few people turn down a cup of coffee
- Think about how much service you want to take on
- Don’t become a “Wife to the Organization” (interesting discussion later that evening that points out some very good benefits when you do make this sacrifice temporarily early in your career)
- Do not leave your career for industry, you can observe industry without becoming industry
- Good to have lots of industry experience before your PhD – afterwards you should only focus on publications
- When looking for a co-author, ask yourself what you want from this person; famous no, but hard work yes
- Make sure you have something you want to say
- Make sure you know the message that you want to deliver (without this you will tank every time)
- Make the data “sing” – maybe the better story is leaving out something

And if this all wasn’t enough we then had a Coding in the Trenches: Qualitative Boot Camp session in the afternoon. Dr. Davide Ravasi provided some very useful advice, “You just make sense of the data in an intellectually honest way. You continually question your interpretation of the data until you are confident that it makes sense”. We then had a lively dinner at Zov’s Restaurant. More rich discussions with our fellow colleagues. This was a wonderful way to cap off a great day. The SAP Doctoral and Early Career Program was most definitely a positive transformative experience. I hope this program continues for many years as its value is so immense it is difficult to measure.

Forever Grateful - Reva
A toaster, two lightly-cited academic papers, daytime television show Dr. Phil, and the creation of a new federal agency... What do these have to do with academic relevance?

Professor Jean Bartunek (Boston College) gave a riveting 2016 Strategizing Activities and Practices keynote address. She made clear the connection between scholarship and its impact on practice – academic relevance. If you missed this important talk, you are in luck because it is available on the SAP YouTube channel (found here https://youtu.be/cBvB80s4KGA), and it is a talk you absolutely need to watch!

Professor Bartunek’s keynote address was unconventional, interesting, rigorous AND relevant. She used the work of one law professor – Elizabeth Warren – to connect scholarship and practice in a way seldom seen! To those of you outside the U.S., Elizabeth Warren is a U.S. Senator, who is known for her work protecting consumers from abuse by financial institutions. Just last month in a Congressional hearing, Senator Warren excoriated the CEO of Wells Fargo, one of the largest U.S. banks, about financial abuses at his bank and the audacity of him taking a bonus in light of these abuses; he resigned several weeks later. Elizabeth Warren is extremely well known in the U.S. Prior to her career in politics, Elizabeth Warren was a law professor for decades, with a focus on bankruptcy. Two of Elizabeth Warren’s academic papers, which were lightly-cited, led to the creation of a new federal agency: The U.S. Consumer Financial Protection Bureau (CFPB), a watchdog group for consumers and financial institutions. As Dr. Bartunek stated, “I don’t know how many of your academic papers have led to a new government agency or the equivalent. I can assure that none of mine have.... This is one occasion where we could say that scholarly work really did lead to relevance.” Touché!

Professor Bartunek weaves the tale through the era of risky home loans, a housing bubble, and defaults on home loans, leading to the near collapse of the U.S. and other economies in the early 2000s. Elizabeth Warren’s academic work provided a way forward to protect consumers from the financial abuses of this period. Her fundamental question was: “Why are consumers safe when they purchase tangible consumer products with cash [such as a toaster], but when they sign up for routine financial products like mortgages and credit cards they are left at the mercy of their creditors?” Warren’s work suggested an alternative situation – where consumers would be protected through the creation of a new consumer protection institution. But how to get these academic ideas put into practice?

After reading Elizabeth Warren’s autobiography, Jean Bartunek identified how Warren’s academic ideas, so needed at this time, tipped into the mainstream – beginning with an appearance on the daytime self-help television show Dr. Phil and then escalating through her writing for a wider non-academic audience (e.g., op-ed pieces in
newspapers), connecting with powerful Congressmen, and other visible mainstream activities. The Consumer Financial Protection Bureau was created, but not without costs to Elizabeth Warren. She suffered many personal attacks and, despite her efforts to create the agency, was not appointed to lead it once it was created. (However, she won a seat in the Senate shortly thereafter!)

The tale is a riveting one, and Professor Bartunek tells it with such passion and conviction, that the audience takes note. At the same time, she clearly connects this story with themes found in the SAP literature such as framing (Kaplan, 2008), using biographic methods (Rouleau, 2010), and performativity (Abrahamson et al, 2016), to name a few. There are many takeaways for SAP scholars and academics more generally interested in the transformation of academic scholarship towards practical impact. I dare say others might also enjoy the talk!

The keynote event ended with Professor Julia Balogun (University of Liverpool) reflecting on the career and impact of Jean Bartunek, to our profession and beyond. Professor Balogun stated (full comments can be viewed at https://youtu.be/VtrW8aK3NtE):

So what of Elizabeth Warren and practical relevance? She was indeed an influential academic. And I would like to say that using Elizabeth Warren as an example to focus our attention on the role academics can and should have in influencing practice is typical of Jean’s thoughtful approach to scholarship – and I use the word scholarship deliberately because of what it implies beyond “research”, since Jean is more than an academic, she is a scholar. And Jean carries her scholarship into everything she does.

A fitting ending to one of the best speeches I have heard in my career. Thank you Jean Bartunek for your compelling talk that SAP members and management scholars will return to for insights and inspiration! It is a talk that will not be forgotten.
CONGRATULATIONS AND THANKS!

Best Paper Winner:
Eric Knight – The University of Sydney Business School; Matthew Grimes – Indiana University
“CEO Sensegiving and Legitimacy Projection Across Multiple Strategic Change Episodes”

Best Student Paper Winner:
Lisa Day – London Metropolitan University; Julia Balogun – The University of Liverpool Management School
“Identity in the Making: how Organisation Identity Change is Facilitated in a Business Unit Merger”

The SAP “Pushing the Boundary” Award:
Charlotte Cloutier – HEC Montreal; Jean-Pascal Gond – CASS Business School
“Is This a Worthy Strategy? Critique, Justification and Evaluation in the Practice of Strategy”

Outstanding Reviewers:
Julia Balogun, U. of Liverpool
Gustavo Birollo, HEC Montreal
Giovany Cajaíba-Santana, Kedge Bus. School
Leonhard Dobusch, Freie U. Berlin
Vern Glaser, U. of Alberta
Stephanie Hurt, Meredith College
Marko Kohtamäki, U. of Vaasa
Jane Lê, U. of Sydney
Sotirios Paroutis, U. of Warwick
Mauricio Umana Ramirez, Glasswing Int’l
Christopher Steele, U. of Alberta
Ruifang Wang, Manooth U.
Angelina Zubac, Central Queensland U.

THANK YOU!
A NOTE FROM THE PROGRAM & PDW CHAIRS

Paul Spee, Program Chair and Sotirios Paroutis, PDW Chair

In Anaheim, alongside the Early Career Program (ECP) on Friday, we had four Saturday PDWs with the SAP IG as the primary sponsor on: the intersections of strategy process and practice research; a practice-based perspective on paradox: studying strategic tensions; opportunities for integrating discourse analysis into strategy research; and social practice theory: uncovering large-scale, systemic risks in financial markets. The design of these PDWs, particularly around hands-on interactions in round-tables, sparked some very exciting exchanges during the day. We would like to thank all organizers, panellists, contributors and participants for generating such stimulating sessions.

Building on the success in 2015, we continued session innovations to instil a more dynamic, engaging and constructive discussion between authors and the audience. Thank you again, session chairs, for driving the innovations that were appreciated by authors and participants. Despite competing with Disney characters, sessions were well attended and continued to attract scholars from other divisions to partake in debates that continue to push the disciplinary boundaries of the strategy field.

The program was supported by generous donations from the University of Queensland and the University of Berne. The wheels are turning fast to attract and lock-in another very prominent SAP Distinguished Keynote speaker for the 77th AoM Annual Meeting. A large audience at key events provides a great opportunity to raise the profile of YOUR school. Thus, please consider SAP to fund particular activities such as our keynote event and to support our offering for doctoral candidates and early-career researchers.
A NOTE FROM THE PROGRAM & PDW CHAIRS

Paul Spee, Program Chair and Sotirios Paroutis, PDW Chair

We also continued with the **Meet & Greet sessions** which were hugely popular. Listening to feedback from last year, we tailored each Meet & Greet session to discuss burning issues related to “Publishing SAP research” (featuring Julia Balogun & Jane Lê), “Qualitative methods” (featuring Paula Jarzabkowski) and “Quantitative methods & SAP research” (featuring Tomi Laamanen). Café Biscotti provided a cosy hide-away from the buzzing conference centre to enable intimate conversations. The success of this initiative was enabled by the enthusiasm of Rebecca Bednarek & Katharina Dittrich, who organized the sessions, and the support of our leading scholars who offered constructive albeit frank advice.

More intimate conversations were also possible during the **SAP Friday Dinner** – a long-standing tradition that has successfully run for the 6th year in a row. Over 50 participants used the opportunity to reconnect with old SAP members and meet new ones whilst enjoying the contemporary cuisine with some Eastern Mediterranean influences of Zov’s Anaheim.

**We then moved on to the SAP reception** and extended conversations. After four days in freezing meeting rooms with little to no sunlight, we exchanged (bad) coffee for more pleasant drinks and enjoyed the Californian sunset.
EMERGING SCHOLARS

**Mustafa Kavas** ([mustafa.kavas@cass.city.ac.uk](mailto:mustafa.kavas@cass.city.ac.uk))  
**Topic:** Exploring the Role of Islamic Spirituality in the Strategizing Process of Anatolian-based Family Firms  
Mustafa Kavas is a PhD Candidate in the Strategic Management department at Cass Business School, working under the supervision of Professor Paula Jarzabkowski and Dr Amit Nigam. His main research interests lie in the nexus of spirituality and strategy practices within family firms. More specifically, his PhD research focuses on how religious beliefs inform and shape the strategizing process of profit-seeking organizations selected from the Anatolian part of Turkey where religion penetrates both business and non-business activities. Mustafa recently attended the 11th Organization Studies Summer Workshop on Spirituality, Symbolism and Storytelling in Mykonos, Greece. He also presented one of his working papers at the 32nd EGOS Colloquium in Naples, Italy. In addition, he has won the outstanding reviewer award from the SAP division of AoM in 2015. Since the Fall of 2014, Mustafa has been working as a Bibliography Coordinator of the SAP-IN Website ([http://www.s-as-p.org](http://www.s-as-p.org)), and he expects to complete his PhD in the Fall, 2018.

**Lisa Day** ([lisa.day@liverpool.ac.uk](mailto:lisa.day@liverpool.ac.uk))  
**Topic:** Managing Strategic Change and Strategy as Practice: an investigation into sensemaking and identity  
Lisa Day is a PhD candidate studying part-time with the University of Bath. She recently joined University of Liverpool as Director of Studies for their Online MBA. Lisa has taught strategic management on Masters and undergraduate programs for over 10 years and has a background as a strategy practitioner in the telecoms and retail banking sectors. For her PhD research Lisa followed a merger between an Art & Architecture faculty in real-time for two years. She is exploring the change from a sensemaking perspective, focusing on meetings as a forum for sensegiving and for sustaining the change process over time. In separate chapters she also considers the merger as a process of deliberate organizational identity change and explores identity regulation and identity work. Lisa attended the first SAP Doctoral and Early Career Program in Anaheim, and her submissions garnered ‘best student paper’ awards in the SAP track in both Vancouver 2015 and Anaheim 2016. Lisa will complete her dissertation in 2017.

**Krista Pettit** ([k.pettit2@liverpool.ac.uk](mailto:k.pettit2@liverpool.ac.uk))  
**Topic:** Exploring the relationship between strategic renewal and occupational identity  
Krista Pettit is post-doctoral research associate in strategy-as-practice at the University of Liverpool Management School. She previously earned her PhD in General Management and Strategy from the Ivey Business School at Western Ontario University in Canada in August 2016. Her dissertation was a one-year case study exploring the relationship between strategic renewal and occupational identity in the news media industry. Prior to joining academia, Krista worked in Canada and Japan, holding senior level positions in the financial services, software and real estate industries. Krista attended the first SAP Doctoral and Early Career Program in Anaheim and her paper was nominated for the Best Division Paper. Krista is looking forward to becoming actively involved in the SAP community and meeting other SAP scholars.
EMERGING LINE OF RESEARCH: HISTORICAL APPROACHES TO ADVANCE STRATEGY PROCESS AND PRACTICE RESEARCH

In the latest issue of the Academy of Management Review, Eero Vaara and Juha-Antti Lamberg discuss the close ties between business history and strategy research and how much we have to gain from a historical perspective.

The very beginning of strategic management research was closely linked with historical analysis (Chandler, 1962, 1977), and later landmark studies were based on longitudinal case studies (Burgelman, 1983; Pettigrew, 1985). However, it is fair to say that strategic management research and business, economic, and social history have remained largely separate areas of research with few intersections. Thus, strategic management research, like management research more generally, has lacked historical comprehension and sensitivity. This has hampered our understanding of key issues, such as the historical embeddedness of strategic processes and practices. We know little about how historical conditions shape strategic processes or their causal effects, how strategic practices are linked to their sociohistorical contexts and enacted in situ, and how strategic discourses are products of historical evolution with implications for what is seen as important or appropriate in the strategy field and profession.

The purpose of this article is to explicate how historical research can contribute to our understanding of the historical embeddedness of strategic processes and practices and our conceptions of them. By historical embeddedness, we mean the ways in which strategic processes and practices and our conceptions of them are embedded in and defined by sociohistorical environments. We argue for a strong emphasis on historical embeddedness: one should not merely place processes and practices in context but also understand their inherent historical nature and construction. Thus, like Kipping and Usdiken (2014), in their overall review of history in management research, we strive for a “history-in-theory” approach by focusing on how history can be a key part of our theoretical understanding of strategy, rather than serve “merely” as empirical evidence of context.

We propose and elaborate on three approaches that can be used to add to our understanding of the historical embeddedness of strategic processes, practices, and discourses: realist history, interpretive history, and poststructuralist history.

First, we focus on historical realism, which can enhance our understanding of the historical embeddedness of strategic processes. Historical realism is based on a realist ontoepistemological understanding of social reality that aims to reconstruct past events and to provide explanations of historical processes and mechanisms. Historical case studies have played a key role in strategic process research (Burgelman, 1983, 2002a,b; Pettigrew, 1973, 1985), thus bringing context-specific understanding into strategic process research.

To provide an example of a useful but largely untapped method in historical realist analysis, we point to comparative historical analysis, which has become an increasingly popular perspective in economic history and historical sociology (Mahoney & Rueschemeyer, 2003). Comparative historical analysis aims at a systematic analysis and comparison of historical events and processes to elucidate patterns and causality in them (Mahoney,
Emerging Line of Research (continued)

2003). It can help to identify the historical conditions, mechanisms, and causation in strategic processes and, thus, can contribute especially to strategy process research.

Second, we introduce interpretive history (Collingwood, 1946) as an approach that helps us understand the historical embeddedness of strategic practices. Interpretive history emphasizes the role of the historian-researcher in interpreting the importance of historical events in situ (Collingwood, 1946; White, 1975) and, by so doing, usually reflects a constructionist understanding of social reality. In particular, we focus on microhistory as a useful but largely ignored method in management research (Magnusson & Szijarto, 2013). Through the close analysis of specific events, actions, and practices, microhistorians seek to identify larger sociohistorical patterns and their characteristics (Ginzburg, 1993; Peltonen, 2001). We argue that microhistory can explicate the historical construction and enactment of strategic practices in context and, thus, can specifically add to strategy-as-practice research.

Third, we present the poststructuralist historical approach as a way to increase understanding of the historical embeddedness of strategic discourses and their implications. Poststructuralist history is based epistemologically on radical constructionism and aims at a deconstruction of generally held assumptions. In this case we focus on genealogy (Foucault, 1977) as a methodology that uncovers and problematizes conventionally held assumptions of knowledge and their power effects in strategic discourses. We argue that this method can elucidate the construction of historical truths and subjectivities, as well as their implications, and, thus, can add especially to critical studies of strategic management.

Our analysis contributes to theory building in strategy process and practice research by highlighting the historical embeddedness of strategic processes, practices, and discourses. In particular, it shows how, in their specific ways, historical methods can add to our understanding of various forms of strategic processes and practices and the variations in them, the historical construction of organizational strategies, and historically constituted strategic agency. By so doing, this article helps to theoretically advance strategy process and practice research, as well as research on strategic management more generally. Furthermore, by highlighting the value of specific approaches and methods, it contributes to the discussion of new forms of management and business history (De Jong & Higgins, 2015; Jones & Zeitlin, 2008; Wadhwani & Bucheli, 2014).

EGOS 2017 SUB-THEME 49: “IDENTITY TENSIONS AND STRATEGIZING”

Convenors:
David Oliver – University of Sydney Business School, Australia
Virpi Sorsa – Hanken School of Economics, Finland
Joëlle Basque – HEC Montréal, Canada

Deadline: January 9, 2017

This sub-theme explores the impact of tensions between various aspects of identity on organizational strategizing processes and strategy work. Different understandings of organizational identity (commonly defined as the characteristics that members see as central, distinctive and enduring about the organization) are likely to influence competitive strategy in ways that may diverge from a simplistic focus on profit and efficiency. The “Good Organization” balances values and aspirations to create meaning with which individuals can identify. Strategizing activities, such as strategic planning, strategic change, strategic renewal, and reversal of strategic changes (Mantere et al., 2012) can have implications for the way people think and feel about themselves in relation to their organization, with important consequences for motivation, commitment, and trust (Huy, 2011; Pratt & Foreman, 2000; Voss et al., 2006). Strategy-related events and their associated identity struggles thus appear to be good opportunities to study how organizations balance profits with the greater good, and the tensions that arise when such ambitious goals are at play.

The strategy-as-practice perspective connects to the processual view on identity, which examines ways in which identity is constructed as a form of ‘work’ carried out by organizational members at times in tension with each other and with other stakeholders (Sveningsson & Alvesson, 2013; Schultz et al., 2012). Identity rhetoric has been linked to strategy through notions of time and agency (Sillince & Simpson, 2010), with identity work considered a strategic practice integrating past, present and future temporal orientations (Oliver, 2015). Such a practice involves tensions of various degrees of intensity and control concerning who and what is involved with identity-related strategic decisions (Hatch et al., 2015).

We invite strategy scholars with a variety of theoretical, methodological and empirical persuasions to join us in the exploration of identity tensions and strategizing. A few questions that we would find of interest include:

- What is the role of multiple identities in strategizing processes?
- What practices related with identity and strategy are used in organizations in order to balance tensions, logics or resistances?
- In what ways are strategy and identity construction constrained or “regulated” (Alvesson & Willmott, 2002) by others’ attempts to influence them both internally and externally?
- How do strategy narratives draw on and (re)construct the identities of the organization and of different internal and external organizational stakeholders over time in the face of identity tensions related to strategizing?

For more information, see:
Many organizations in public, private and non-profit sectors are becoming more transparent about their strategies, while also including a wider range of actors in strategy development. These moves involve a variety of strategy practices, for example strategy jamming (Bjelland & Wood, 2008), strategy crowdsourcing (Stieger et al., 2012), strategy blogs and wikis (Dobusch & Kapeller, 2013) or strategy simulations in online games (Aten & Thomas, 2016). Although involving many different practices, this phenomenon has been described most comprehensively as ‘open strategy’ (Chesbrough & Appleyard, 2007; Whittington et al., 2011).

Building upon these studies, recent works on open strategy have begun to look at open strategy from an increasing variety of perspectives such as impression management (Whittington et al., 2016), middle-management inclusion in strategy-making (Wolf et al., 2014) or the inter-organizational explorations of strategic issues (Werle & Seidl, 2015). However, systematic cross-fertilization between the emerging open strategy literature and other areas and concepts of organizational openness are still rare.

The sub-theme thus seeks to situate open strategy within broader shifts towards greater openness of various kinds (open innovation, open source, open government, open science/citizen science and similar). By adopting this broader orientation, the sub-theme aims to access theoretical and empirical insights from other domains capable of informing expectations about organizational strategy in particular (e.g. Dobusch, 2014; Spaeth et al., 2014; von Krogh et al., 2012). The sub-theme will empirically examine various practices of open strategy, consider different theoretical perspectives for understanding this phenomenon, and address potential problems for those involved (employees, managers and other stakeholders).

This sub-theme, therefore, seeks to advance our understanding of strategy openness in different fields. Questions include, but are not limited to:

- How does open strategy manifest and operate in different contexts (sectors, national institutions, organizational structures or ownership forms)?
- How can related and overlapping phenomena (open innovation, open source, open science, open government, etc.) inform our understanding of open strategy?
- What can be learnt for open strategy from more established fields of relevant research (e.g. worker participation, co-operatives, procedural justice, dynamics of online communities, middle management inclusion, organizational learning)?
- What theoretical perspectives are most illuminating for our understanding of open strategy (e.g. practice theory, discourse theory, critical theory, information theory, sensemaking, dialogical, power or technological change theories, behavioural theory, resource-based theory, knowledge-based theory)?

EGOS 2017 SUB-THEME 51: “TOP MANAGERS AND STRATEGIZING”

Convenors:
Julia Balogun – University of Liverpool, U.K.
Shenghui Ma – University of Zurich, Switzerland
Ann Langley – HEC Montréal, Canada

Deadline: January 9, 2017

Over the last few years, there has been an increasing interest in studying the micro-activities and interactions of actors involved in strategy making. Although this research has generated valuable insights on different types of strategy actors, such as middle managers (Balogun & Johnson, 2004; Rouleau & Balogun, 2011), we believe that there is room for more concerted attention to the roles and activities of top managers in this process. While there is a vast literature on the links between top managers and strategy, most studies focus on the demographic or personality composition of top management teams (TMTs). As a result, our understanding of what top managers actually do in the strategy process is still relatively limited (Jarzabkowski, 2008). Given the prominent role of top managers in strategizing, there is clearly a need to investigate their activities and interactions in order to more fully understand how strategy is shaped in organizations. In recent years, a number of such studies have begun to appear (Balogun et al., 2015; Jarzabkowski, 2008; Jarzabkowski & Wilson, 2002; Kifsalfi, Sergi, & Langley, 2016; Liu & Maitlis, 2014; Ma & Seidl, forthcoming; Ma et al., 2015; Samra-Fredericks, 2003), and it is the goal of this subtheme to focus on the activities of top managers and TMTs in strategizing to encourage the development and integration of emerging research in this area.

Studies on top managers and strategizing can advance strategy research in at least four areas. First, by exploring the activities and interactions of top managers inside and outside TMTs, studies can provide rich insights into the contextual, interpersonal, processual and temporal dynamics of strategizing at the apex of an organization (Denis, Lamothe, & Langley, 2001). Such insights can enrich our understanding of strategy as a dynamic phenomenon and help resolve the “black-box” problem frequently raised in connection with demographic research on strategic leadership (Lawrence, 1997). Second, scholars can generate insights into the intervening mechanisms linking strategy work and outcomes. For example, existing studies have shown the importance of certain TMT processes (e.g., behavioral integration) but we know little about how they can be managed to ensure the effectiveness of decision-making. Third, such studies can also provide a better understanding of the co-evolution between characteristics of top managers as strategists (e.g., identity or legitimacy) and their strategizing activities, a topic that is important but has been underexplored. Finally, we need to know more about the interactions between top-level managers and other managers as responsibility for strategic change spreads outwards and downwards and how this influences strategizing.

In order to explore the topics discussed above, we call for papers that deal with the various aspects of strategizing activities in which top managers and TMTs are involved. Possible topics for contributions include, but are not restricted to the following issues: (1) Front-stage and back-stage activities of top managers in forming and realizing strategies; (2) Different types of top managers and their roles in strategizing. (3) Interplay between top managers as strategists and their activities. (4) TMT processes in strategizing and intervention. (5) TMT formation/evolution and its relation to strategy; and (6) Strategizing of top managers and TMTs in various contexts.

For further details, please visit: http://www.egosnet.org/jart/prj3/egos/main.jart?rel=de&reserve-mode=active&content-id=1442567999321&subtheme_id=1442568067823
A NEW STANDING WORKING GROUP AT EGOS: “DOING PROCESS RESEARCH”

Process is an alternative and very fruitful perspective for studying organizing because it speaks to a whole range of topics that interest organization scholars. Anchored in process philosophy, this approach invites scholars to engage with organizational phenomena as ongoing and immanent flows. Process also offers a coherent theoretical foundation for many research fields such as practice-based approaches, performativity and sociomateriality amongst others, helping scholars to bring new perspectives to topics such as strategic management, leadership, innovation, entrepreneurship, creativity, etc.

In recognition of the potential of process thinking for both researchers and practitioners, a new Standing Working Group (10) called Doing Process Research will be launched at EGOS next year. From 2017 to 2020, the aim of the SWG will be to promote and foster empirical studies based on process thinking by clarifying the methodological implications of empirical process research. The SWG will focus on the “doing” rather than “thinking about” process research. The coordinators of this SWG invite scholars to submit their empirical research and to participate in the development of research methods consistent with the assumptions of process philosophy. These are the planned subthemes for SWG 10:


2019 – Progress and Process Research. To be announced.

2020 – Power and Process Research. To be announced.

This Standing Working Group is coordinated by:

Barbara Simpson – Professor of Leadership and Organizational Dynamics in the Department of Strategy & Organisation at Strathclyde Business School, Glasgow

Henrika Franck – Post-doctoral Researcher at the Aalto University School of Business, Finland

Anthony Hussenot – Associate Professor at Université Paris-Dauphine.
EGOS 2017 SUB-THEME 10: “BECOMING GOOD: HOW TO STUDY THE EMERGENCE OF ETHICAL PRACTICE IN ORGANIZING”

Convenors:
Anthony Hussenot – Université Paris-Dauphine, France
Silvia Gherardi – University of Trento, Italy
Caroline Ramsey – University of Liverpool Management School, U.K.

Deadline: January 9, 2017

Practice-based inquiries are increasingly prevalent in the organization studies domain, as evidenced for instance by growing literatures in strategy-as-practice (Jarzabkowski, 2005), leadership-as-practice (Raelin, 2016), practice as knowing (Nicolini et al., 2003), and entrepreneuring (Steyaert, 2007). Many of these studies draw, either explicitly or implicitly, on assumptions taken from process philosophy, which is the underpinning orientation of the Standing Working Group sponsoring this sub-theme. This year’s EGOS Colloquium offers an opportunity for participants in this sub-theme to focus on the as yet under-developed implications of process thinking for ethical practice in organizations. By asking what it might mean to become good, this sub-theme directs attention towards the ethical practices of goodness, and how goodness might emerge in day-to-day practice. The notion of ‘good organization’ often evokes its opposition, ‘bad organization’, but this dualistic formulation is problematic for process scholars, who seek to transcend dualistic thinking in order to better appreciate the fluidity of organizing as it emerges in the flow of becoming. The challenge then, is to find ways of doing research that can adequately engage with this fluidity.

The lack of methodological sophistication in this area is already well recognized (Langley, Smallman, Tsoukas & Van de Ven, 2013; Sandberg et al., 2015; Hussenot & Missonier, 2016), but as yet, few solutions have been forthcoming. There is, therefore, an urgent need to re-examine the assumptions underpinning empirical inquiries that seek to bring about fresh insight into how to experience / describe / transcribe the becomingness of organizing. This sub-theme invites processual responses to the ethical dimensions of ‘goodness’ in organizations. Whilst we are interested in empirical accounts that draw attention to the unfolding processes of becoming good, we are also interested in the methodological practices that enable us to engage with such processes in moment-by-moment organizing. We invite contributors to embrace the methodological and empirical implications of a process-based approach to studying the emergence of organizational goodness by addressing questions such as, but not limited to:

- How to explore empirically the emergence of organizational practices that are changing the goodness of work and life?
- What methodological sensibilities allow us to follow the emergence and evolution of ethical practice?
- How is the notion of ‘becoming good’ constructed in particular categories of organizational practice, such as strategy, leadership, making, governance, operations, quality management, etc.?
- Where is power and agency in the creation of ‘goodness’; not only in the sense of certain practices, positions and people exerting power over, but also in the processes by which power with is expressed in certain ways of going on?

For more information, see: http://www.egosnet.org/jart/prj3/agos/main.jart?rel=de&reserve-mode=active&content-id=1442567999321&subtheme_id=1442568080580
STRATEGIC MANAGEMENT SOCIETY: UNCONVENTIONAL STRATEGIES FOR EMERGING COMPLEXITY AND INTENSIFYING DIVERSITY

Track J: Strategy Practice
Track Chair: George Tovstiga - EDHEC Business School

The thematic scope of the Strategy Practice Interest Group encompasses all aspects relevant to the practice of strategy in real business environments, regardless of whether in the sensemaking, formation or execution stages. This year’s conference theme - Unconventional Strategies for Emerging Complexity and Intensifying Diversity - is particularly relevant to the theme of the Strategy Practice Interest Group, given that complexity and diversity increasingly reflect the nature of real business contexts. These contexts, ambiguous, difficult and imperfectly understood though they might be, nonetheless, demand strategic decision-making in real time. So, how is strategic sensemaking approached in ambiguous circumstances? How is strategy formulated in contexts that are at best imperfectly understood? How is strategy then executed in dynamic and difficult environments? The Strategy Practice Interest Group welcomes empirical and conceptual papers that explore these and other important questions that probe the relevance and impact of strategizing in the practice field. We are particularly keen to invite the contributions of practitioners of strategy to this year’s submission round.

Timeline:
February 23, 2017 Submission Deadline for Proposals
March 2, 2017 Co-Author Confirmation Deadline
Mid-April, 2017 Notifications of Program Review Committee Decisions
Mid-July, 2017 Conference Program Available Online
October 29–31, 2017 SMS 37th Annual International Conference in Houston

For more info, see: http://strategicmanagement.net/houston/overview/overview
In the SPP track, we aim at bringing together organizational and micro levels of analysis to advance our understanding of strategy in the making. Indeed, organizational dynamic is endogenous per se (Hernes, 2014), investigating strategy processes implies focusing on what people do (Whittington 2003) and the role of organizational actors in formulating and implementing strategy (Vaara & Whittington, 2012). We specifically intend this year to explore the relationships between strategic practices and routines. Practice refers to human activity where human agency does not stand for itself but is embedded “within a web of social practices” (Vaara and Whittington, 2012). Routine in turn is defined as a recurrent pattern of interdependent actions (Feldman and Pentland, 2003) that are situated, produced by reflective and conscious actors and appear to be stable on the short term.

The SPP track also aims at drawing from theoretical streams novel to the study of strategy such as sociology, social psychology, linguistics, and political science. Consistent with Tsoukas and Chia’s (2002) call to delve into organizational processes, methods such as participant observation, ethnography, video ethnography and discourse analysis, formerly rarely used in conventional strategy research, we believe that such disciplines can enhance our theorizations about strategic processes and we therefore welcome innovative methodological and theoretical contributions.

Proposals can respond, but are not restricted, to the following themes:

- Opportunities and challenges of employing different practice lenses in understanding routines and their embeddedness within strategic processes.
- The role of mundane routines in strategic processes and practices.
- Whether strategic practices imply specific socio-material arrangement of routines.
- The role of power and hierarchies in change and stabilisation of organizational routines.
- The relationship between strategic practices and the emergence and development of routines and vice versa.
- Whether a flat/tall ontology of practice theory allows different kind of relationships between strategy and routines.

For more information, please contact the proponents:

**Aura Parmentier** – Université Côte d'Azur, France GREDEG CNRS (aura.parmentier@unice.fr)

**Isabelle Bouty** – Université Paris-Dauphine (isabelle.bouty@dauphine.fr)

**Mehdi Safavi** – University of Edinburgh Business School (mehdi.safavi@ed.ac.uk)

**Omid Omidvar** – Coventry Business School (Omid.Omidvar@coventry.ac.uk)

Submission Deadline: **10 January 2017** (2 p.m. Belgian time)
The companion website for Practicing Strategy (2nd Edition) has just been launched! It features author videos further explaining key topics covered in the book, as well as a combination of the following resources for each chapter: chapter summaries, additional resources and SAGE journal articles. For instructors, the companion website provides: presentation slides, teaching notes and a comprehensive instructor manual with details on how to design a course/module on the topic of strategy-as-practice.

https://study.sagepub.com/paroutispracticingstrategy2e

Chapter Overview:
1. Practicing Strategy: Foundations and Importance
2. Chief Executive Officers
3. Chief Strategy Officers
4. Strategy Teams
5. Middle Managers
6. Strategy Consultants
7. Strategy Tools
8. Influencing Strategy through Discourse
9. Strategic Alignment: The ESCO Model
10. Practicing Strategy across Firms: Insights from M&As
11. Strategic Ambidexterity: Dealing with Tensions
12. Teaching Strategy using the Strategy-as-Practice Approach
13. Strategic Leadership and Innovation at Apple Inc.
14. Centrica: Strategizing in a Multi-Utility
15. Narayana Health: Bringing Quality Healthcare to the Masses
16. A “Reliable” Recovery? The Turnaround of the Reliant Group
17. Marconi: When Strategists Hit the Perfect Storm
18. Lafarge vs. Blue Circle: Practices in a Hostile Takeover
19. Room for Improvement? Relocating a Business School
20. Strategy-making 2.0: Strategy Development Process at the Wikimedia Foundation
How can the global problem of climate change be connected to the actions of individuals and organisations? This special issue builds on the topic of a symposium within the British Academy of Management 2015 Sustainable and Responsible SIG track, which comprised a chaired panel discussion focusing on how scaling can contribute to future business and management research on sustainability. We invite a broad range of theoretical and empirical contributions focusing on the scaling of sustainability initiatives, connecting supranational regulation, sponsored by intergovernmental bodies, via regional, community, and organisational projects, to localised and individual activities. Discussions may explore forms of sustainability across different levels of analysis, examining the hinge elements articulating the movement and translation of action between scales, but we also encourage investigations of how we can understand the movements of action across scales for example: from individual activism to organisational change; from intergovernmental regulation to community action; from community action to regional and national initiatives; and from organisational action to institutional change. We also invite explorations of how researchers understand the mechanisms and processes that enable environmental sustainability initiatives to move between scales, as well as deriving practical implications for the management of sustainability across scales and how these may be translated into sustainability-driven managerial initiatives across scales.

In terms of climate change, there is a clear mandate for considering how notions of individual and collective decisions are reflected at each level of analysis and how actors can drive change through each level. Rather than focussing on just one level of analysis, this special issue seeks to explore the connections and movements between them by working with the concept of scales, adopted from human geography (see Spicer, 2006; Adger, 2005). In this, we would like to locate the idea of scales not only in terms of spatial, or even temporal, scales, but also in terms of institutional scales, ranging from relatively micro-social, sub-cultural scales, through meso-level organisational scales, to more macro-social and field level scales. As such we are interested in how institutional scales might be used as a model for locating and analysing managerial sustainability initiatives and discourses.

Indicative topics are:
• Facilitating sustainable consumption and supply chains at varying organisational scales
• Developing performance management/measurement across scales to reduce climate change impacts
• The impact of action across scales in not-for-profit organisations on climate change
• Adapting organisational behaviour within or across scales to address climate change

Paper submission deadline: December 1, 2016
See the links for more information: https://www.bam.ac.uk/news-story/8883

For further information, please contact
Mike Zundel,
Management School,
University of Liverpool,
M.Zundel@liverpool.ac.uk
SPECIAL ISSUE CALL FOR PAPERS
“RE-CONCEPTUALIZING GOOD RESEARCH IN ORGANIZATION AND MANAGEMENT STUDIES”

Journal: Qualitative Research in Organizations and Management

Guest Editors:
Nadia deGama – Anglia Ruskin University, UK (nadia.degama@anglia.ac.uk)
Sara R. S. T. A. Elias – University of Victoria, Canada (selias@uvic.ca)
Amanda Peticca-Harris – Grenoble Ecole de Management, France (amanda.peticcaharris@grenoble-em.com)

Criteria for evaluating the rigor and trustworthiness of qualitative research were popularized with Guba’s (1981) focus on credibility, transferability, dependability, and confirmability. These guidelines, however, have been criticized not only for stemming from positivist research—mirroring reliability and validity measures—but also because of the attempt to universally apply these criteria to justify what constitutes good research (e.g. Amis & Silk, 2008; Brinkmann, 2007; Devers, 1999; Johnson, Buehring, Cassell, & Symon, 2006; Tracy, 2010). In this Special Issue (SI), we play with the “virtual cult of criteria” (Tracy, 2010, p. 838), aiming to provoke a conversation about what makes good qualitative research, from different theoretical traditions.

We seek paper submissions that problematize what is good research by revealing dilemmas and choices that we, as researchers, are forced to navigate, some arising from the hegemonic, institutionalized pressures that blanket and silence the political landscape of academia (see Koning & Ooi, 2013). We aim to render the invisible aspects and vulnerabilities of research visible while creating a space for greater methodological pluralism (e.g. Harley, 2015). We invite submissions that advance qualitative inquiry, either theoretically or empirically, by exposing and exploring researchers’ “blind wanderings” (Van Maanen, 2011, p. 153) and the emotional baggage that they carry as they navigate the research process. Overall, paper submissions should aim to answer the following question: How can we problematize and re-conceptualize good research in organization and management studies?

Anticipated Deadlines
Submission deadline - March 31, 2017.
There will be a pre-submission 2-day paper development workshop for interested authors at Grenoble Ecole de Management in Grenoble, France January 25 – 26, 2017.
Deadline for paper proposals for the writing workshop – November 30, 2016.
See the link for more information: http://emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=6923
IG Chair: Jane Lê – The University of Sydney (jane.le@sydney.edu.au)
Past IG Chair: Anne D. Smith – University of Tennessee (asmith51@utk.edu)
IG Chair-Elect: Paul Spee – University of Queensland (p.spee@business.uq.edu.au)
Program Chair: Sotirios Paroutis – Warwick Business School (Sotirios.Paroutis@wbs.ac.uk)
PDW Chair: Rajiv Nag – Drexel University (rn362@drexel.edu)
Secretary: Gary Burke – Aston Business School (g.burke@aston.ac.uk)
Membership Chair: Katharina Dittrich – University of Zurich (katharina.dittrich@uzh.ch)
Treasurer: Carola Wolf – Aston Business School (c.wolf@aston.ac.uk)
Webmaster: Leonhard Dobusch, Universität Innsbruck (Leonhard.Dobusch@uibk.ac.at)
Representative-at-Large: Rebecca Bednarek – Birkbeck, University of London (r.bednarek@bbk.ac.uk)
Representative-at-Large: Robert P. Wright – The Hong Kong Polytechnic University (robert.wright@polyu.edu.hk)

PLEASE GET IN TOUCH & VISIT US @
http://sap.aomonline.org
http://strategizingblog.com/
Appendix J – Health and Governance Checklist (p. 201)
Health and Governance Checklist

The purpose of this checklist is to monitor basic division/interest group health and governance. It is intended to stimulate conversation among the officers and prompt reflection. Copies of documents referenced in the checklist are NOT being requested. For each item please share an example that illustrates your answer or a quick idea for improvement, where applicable. Officers should expand on items calling for improvement in their report.

<table>
<thead>
<tr>
<th>Bylaws and Domain</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The division/interest group’s bylaws are up to date and periodically reviewed and revised, if necessary.</td>
<td></td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>

**Example/quick idea:**
The SAP by-laws are reviewed annually by the Chair and Outgoing Chair, and discussed during the Executive meeting held at the annual meeting, which continues to form a goal (see Priority 3F, Table 3.21). Due to the rapid growth of membership and membership activities, it is proposed to modify the by-laws to institutionalize volunteering roles, such as the ECP coordinator and student ambassador. For further information on proposed changes, see Priority 3B, Priority 3B (Table 3.21).

| 2. The division/interest group’s domain statement is current and activities reflect its full scope. |    | x |    |

**Example/quick idea:**
The Domain Statement continues to encapsulate and convey SAP’s distinct conceptualization of strategy which expands the phenomenon of strategy by theorizing strategy as something people do, focusing empirical analysis on the day-to-day work, activities, and practices of strategies. The perspective promotes theoretical pluralism and encourages a wide range of methodological innovations.

| 3. The division/interest group conforms to all official Academy policies as detailed in the Division and Interest Group Chair’s Guidebook. |    | x |    |

**Example/quick idea:**
SAP adheres to AoM’s policies through high integrity and ethical standards of elected SAP Officers, volunteers and regular discussions among SAP officers.

<table>
<thead>
<tr>
<th>Membership</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Membership statistics are periodically reviewed to understand trends (growth, decline) and who the division/interest group is serving (students, academics, practitioners, emeritus, international, etc.)</td>
<td></td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>

**Example/quick idea:**
Membership statistics are reviewed and discussed by the Membership Committee which meets monthly. The Membership Committee proposes initiatives to, which have been extremely successful (evidence is provided in response to the next question). Membership statistics are shared with the Executive Committee and during the Business Meeting, accessible to current SAP members and anyone interested in getting to know the community.
### Membership (continued)

<table>
<thead>
<tr>
<th>5. The division/interest group delivers programs/services for all member constituencies.</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
</table>

**Example/quick idea:**

SAP offers several activities to foster skill-building of members, such as the Early-Career Program. SAP’s efforts have been recognized by Diversity & Inclusion Theme Committee, as SAP received the Diversity & Inclusion Award in 2017. The Membership Committee and volunteers have been instrumental in initiating, designing and executing membership activities, which are supported financially. Based on members suggestions and areas of improvement (see Section 3/VI, Table 3.20), SAP proposes several initiatives to enhance inclusiveness, e.g. support for Mid-Career Scholars (see Priority 1B, Table 3.21).

### Finance

<table>
<thead>
<tr>
<th>6. At least one person has responsibility for reviewing and understanding the division/interest group’s financial reports.</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
</table>

**Example/quick idea:**

SAP’s Treasurer is responsible for the finances. The Treasurer works closely with the Chair and Program Chair to ensure. Data on SAP’s Finances are shared and discussed annually during the executive meeting held during the annual meeting.

<table>
<thead>
<tr>
<th>7. The division/interest group follows the Academy’s financial policies, and routinely operates in the black.</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
</table>

**Example/quick idea:**

SAP has ran its accounts prudently, as described in Section VI, and illustrated in Table 3.17.

<table>
<thead>
<tr>
<th>8. If feasible, the division encourages outside sponsorship to extend its resources.</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
</table>

**Example/quick idea:**

Since its inception, SAP has been successful in recruiting university’s or departments as sponsors. Sponsorship income has increased significantly in the review period, reaching a high of $18,195 in 2017.

### Governance

<table>
<thead>
<tr>
<th>9. Periodic planning takes place to consider how the division/interest group might meet new challenges and opportunities.</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
</table>

**Example/quick idea:**

SAP’s planning occurs in four Committees. The Program Committee plans and coordinates program activities. The Executive Committee oversees and plan program and membership activities. The Membership Committee, which includes the IT officer plan and coordinates membership activities. A wider executive committee meets at the annual meeting to review program and membership activities in the current year, and which serves as baseline to plan next year's program and membership activities.
**Governance (continued)**

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. There is a climate of mutual trust and respect among the officers.</td>
<td>❌</td>
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</table>

**Example/quick idea:**
SAP leadership enjoys a high-level of mutual trust and respect. High-level of mutual respect and respect is evident in frequent and informal conversations among SAP Officers which facilitates fast responsiveness to address any issues that may arise.

| 11. The respective roles of officers and key volunteers are understood and some level of orientation/guidance takes place. | ❌ | | |

**Example/quick idea:**
Orientation occurs at two levels: AoM and SAP-specific. SAP Officers attend AoM and thus regularly participate in AoM inductions to new roles, as well as role-specific meetings, e.g. for Treasurers or Program Chairs. A SAP-specific orientation occurs through informal mentoring and formal hand-overs.

| 12. The division/interest group actively attempts to involve members in volunteer and leadership positions, including international members and other underrepresented populations. | ❌ | | |

**Example/quick idea:**
Several volunteering positions have been created due to the growing demands to serve members. For example, the Early-Career Program is organised and coordinated by one to two student volunteers. SAP has also introduced an Assistant IT Officer given the wide range of electronic communication services employed (see Table 3.11). SAP’s leadership has seen a very balanced representation of gender and geographic location (see Tables 2.1 and 2.2).

| 13. The current governance and committee structure serves the division/interest group well. | ❌ | | |

**Example/quick idea:**
The current structure serves SAP well to create a stimulating program and serve its members, as recognized in the membership survey. In future, SAP proposes a working group to institutionalize monitoring and planning processes (see Section 3/VII, Priority 3B).

| 14. The division/interest group has a fair and open process for nominations and elections. | ❌ | | |

**Example/quick idea:**
Members' responses demonstrate high levels of satisfaction about becoming leaders in SAP (see Figure 2.3) and the fair election process, as explained in Section 2/c in more detail.
<table>
<thead>
<tr>
<th>Programs/Activities</th>
<th>Yes</th>
<th>Yes, but needs improvement</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>15. The officers periodically consider adopting new programs and modifying or</td>
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<tr>
<td>discontinuing others. They know the strengths and weaknesses of their programs.</td>
<td>X</td>
<td></td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>SAP introduces several innovations to ensure a stimulating environment, such as</td>
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<tr>
<td>innovative ways to chair a session, or engage the audience in Distinguished</td>
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<tr>
<td>Keynote speeches, which are listed as Best Practice (see Table 3.16).</td>
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<tr>
<td>16. Scholarships, travel stipends, or other funding programs are transparent and</td>
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<tr>
<td>open to all who are eligible.</td>
<td>X</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>Due to limited funding currently available, SAP does offer any bursaries or</td>
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<tr>
<td>funding programs to members. Depending on increased sponsorship, a travel</td>
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<tr>
<td>bursary is proposed to widen participation of members from disadvantaged regions</td>
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<tr>
<td>(see Section 3/VII, Priorities 3D and 3E, Table 3.21). If introduced, SAP will</td>
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<tr>
<td>establish very clear guidelines and eligibility criteria, which will be made</td>
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<tr>
<td>transparent and made available online on SAP’s website.</td>
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<tr>
<td>17. The division/interest group has well publicized recognition programs (for</td>
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<tr>
<td>service, scholarly contributions, etc) and the criteria for awards are</td>
<td>X</td>
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<tr>
<td>transparent.</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>SAP has clear criteria and procedures to select best papers and Distinguished</td>
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<tr>
<td>Keynote speakers, which are described in Section 3/IV/c. Criteria for the</td>
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<td>awards are made explicitly defined in the submission program. Award recipients</td>
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<td>(see Table 3.15) are announced during the Business Meeting and are recognized by</td>
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<td>featuring with full name, paper and photo in the Fall Newsletter.</td>
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<tr>
<td>18. The division/interest provides opportunities and services to members with</td>
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<tr>
<td>different interests, including teaching, research and practice-based interests.</td>
<td>X</td>
<td></td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>SAP runs several sessions to foster skill-building and to serve members' needs,</td>
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<tr>
<td>especially within its PDW program. For instance, SAP offered many teaching-</td>
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<tr>
<td>focused PDWs throughout the review period (see Table 3.12). Practice-based</td>
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<tr>
<td>studies are integral to SAP, which feature throughout the program.</td>
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<tr>
<td>19. Services to members extend beyond those provided at the annual meeting.</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>SAP's electronic and communication services extend beyond the annual meeting, for</td>
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<tr>
<td>instance creating stimulating debates on particular topics (cf., Table 3.10). Yet,</td>
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<tr>
<td>the need for smaller, regional meetings has been recognized forming a Priority for</td>
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<tr>
<td>the next review period (see Section 3/VII, Priority 1A).</td>
<td></td>
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</tr>
<tr>
<td>Programs/Activities (continued)</td>
<td>Yes</td>
<td>Yes, but needs improvement</td>
<td>No</td>
</tr>
<tr>
<td>--------------------------------</td>
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</tr>
<tr>
<td>20. The division/interest group carries out regular communication with members (minimally including a newsletter and up-to-date website).</td>
<td>✗</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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<tr>
<td>SAP runs regular newsletter and employs several electronic communication services to engage with members, which are explained in detail in Section 3/VI/f. The Membership Committee Chair coordinates the newsletter whilst the IT Officer coordinates SAP's electronic communication services.</td>
<td></td>
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<tr>
<td>21. The division/interest group actively works to build community (communities of practice, listservs, collaboration activities, social and special events) etc.</td>
<td>✗</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Example/quick idea:</strong></td>
<td></td>
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<tr>
<td>SAP. For example, it runs a dinner on the Friday of the annual meeting for an informal Meet &amp; Greet, which is accessible to anyone featuring on the PDW online program (see Best Practice, Table 3.16). In addition, SAP foster community-building by running an Early-Career Program which creates a stimulating and supportive environment for PhD students and Early-Career Scholars (see Section 3/VI/f). Beyond the annual, SAP adopts a range of communication services to create small communities, e.g., Facebook Groups or blog series (cf. Section 3/IV/a&amp;b), which have been extremely popular (see Table 3.10)</td>
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<tr>
<td>22. The division/interest group actively strives to improve the annual meeting program by periodically reviewing program statistics to monitor meeting trends.</td>
<td>✗</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
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</tr>
<tr>
<td>Potential innovations and improvements to the program are discussed during the first call of the Program Committee held in September/October. The call serves as a reflection of Past Program and PDW Chairs, and lessons learned, which provide the incoming PDW and Program Chair with valuable insights. Over the years, SAP has introduced several innovations to enrich attendees' experience, e.g., the format to chair sessions or asking Distinguished Keynote (cf., Best Practice, Table 3.16).</td>
<td></td>
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<tr>
<td>23. Collaboration exists with other division/interest groups in the Academy.</td>
<td>✗</td>
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<tr>
<td><strong>Example/quick idea:</strong></td>
<td></td>
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</tr>
<tr>
<td>SAP has been very active to foster collaboration with other Divisions/Interest Groups. Collaboration has been most evident in the design and initiation of Professional Development Workshops (PDWs) and themed breakfasts. For example, SAP runs a teaching PDW together with Strategic Management (STR), which features panelists and facilitators from both DIGs (for an overview, see Table 3.12). It has also run many PDWs with OMT, e.g. to explore or further discuss research areas of mutual interest, e.g., routines or institutional theory (for additional details, see Table 1.6 and 1.7).</td>
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</tbody>
</table>
Appendix K – SAP full survey responses (p. 209)

SAP INTEREST GROUP REVIEW SURVEY 2017
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Summary of 2017 SAP Interest Group Review Survey

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<tr>
<td>4</td>
<td>SAP Interest Group Programs, Services &amp; Leadership (Q15-Q21)</td>
<td>11</td>
</tr>
<tr>
<td>5</td>
<td>Satisfaction Overall (Q22-Q24)</td>
<td>17</td>
</tr>
<tr>
<td>6</td>
<td>Open Questions (Q25-Q27)</td>
<td>19</td>
</tr>
</tbody>
</table>
2017 Survey Part 1
RESPONDENT PROFILE (Q1-Q5)

Q1-Approximately how many years have you been a member of the SAP Interest Group?
(n=205)

Q2-What is your membership type?
(n=204)
Q3-In which world region do you currently reside?

(n=206)

- Asia
- Middle East
- North Africa and Greater Arabia
- Europe
- North America
- Central America
- The Caribbean
- South America
- Sub-Saharan Africa
- Australia and Oceania

Q4-What is your gender?

(n=205)

- Male
- Female
- Transgender
- Prefer not to answer
- Other (please specify)
Q5-What is your age?
(n=204)

Responses

18-29: 0%
30-39: 10%
40-49: 30%
50-59: 40%
60-69: 20%
70-79: 10%
80 and above: 10%
Q6-Do you consider the SAP interest group to be your primary division/interest group?  
(n=204)  

Q7-Please comment on your answer to the previous question, if desired.  
(n=103)
Q8-Please rank order why you belong to the SAP interest group
(1 = the most important reason, 5 = the least important reason)
(n=205)

- Gain and share information relevant to information research
- Gain and share information relevant to teaching
- Gain and share information relevant to training and management practice
- To learn more about a domain that is new to me
- Develop and maintain social connections

Q9-If there are other reasons that you belong to SAP that are not included in the ranking list above, please list them here.
(n=31)
Q10-How frequently, on average, do you attend the Academy’s Annual Meeting?

- Pretty much every year; I give priority to the AOM annual meeting even if I am not on the program: 40%
- Only when I am on the program: 30%
- Once in a while: 10%
- Rarely: 5%
- Never: 5%

(n=202)

Q11-If you do not attend the Academy’s Annual Meeting, why do you not attend? Please check all that apply.

- I do not have access to funding: 60%
- I do not have time to attend: 50%
- I’m not interested in attending: 10%
- I belong to the Academy for benefits other than the Annual Meeting: 10%

(n=142)
Q12-If there are other reasons that constrain your attendance but are not included in the ranking list above, please describe them here:

(n=41)

- Logistical / financial constraints
- Conflicting work events
- Family obligations
- New member
- Life circumstances / Illness
- Lack of funding due to rejection of paper
- Unclear agendas regarding concept applications
- Sexual harassment on conferences
- Focus too narrow
- Academy conference too big
Q13-During the past 5 years, how frequently, on average, did you engage in each of the following Annual Meeting activities for the SAP interest group?

(1 = never, 2 = once, 3 = a few times, 4 = every year)

(n=202)

Q14-Please rate your level of satisfaction with the following features of the SAP interest group’s annual meeting program.

(1 = not satisfied, 2 = somewhat satisfied, 3 = satisfied, 4 = very satisfied, 5 = extremely satisfied)

(n=200)
Q15-Submitting my work to the Strategizing, Activities & Practices Interest Group offers useful feedback to improve my work. (n=193)
Q16-Please rate your satisfaction with the following:
(1 = not satisfied, 2 = somewhat satisfied, 3 = satisfied, 4 = very satisfied, 5 = extremely satisfied)
(n=182)

<table>
<thead>
<tr>
<th>Category</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection process for awards and recognition</td>
<td></td>
</tr>
<tr>
<td>Fair and open elections</td>
<td></td>
</tr>
<tr>
<td>Opportunities to influence the SAP interest group</td>
<td></td>
</tr>
<tr>
<td>Ability of interested members to become leaders in the SAP interest group</td>
<td></td>
</tr>
<tr>
<td>Responsiveness of SAP officers to member concerns</td>
<td></td>
</tr>
<tr>
<td>Value of listservs</td>
<td></td>
</tr>
<tr>
<td>Usefulness of website</td>
<td></td>
</tr>
<tr>
<td>Quality of newsletter</td>
<td></td>
</tr>
<tr>
<td>Level of communication received from the SAP interest group</td>
<td></td>
</tr>
<tr>
<td>Opportunities for members like me to receive mentoring</td>
<td></td>
</tr>
<tr>
<td>Encouragement from division leaders to form network communities for members like me</td>
<td></td>
</tr>
<tr>
<td>Opportunities outside of the annual meeting to network/collaborate with peers</td>
<td></td>
</tr>
<tr>
<td>Efforts to foster good relations and work collaboratively with other divisions/interest groups</td>
<td></td>
</tr>
<tr>
<td>Efforts to reach out to international members</td>
<td></td>
</tr>
<tr>
<td>Welcoming of members from various demographic groups (e.g. ethnicity, gender, age, nationality...)</td>
<td></td>
</tr>
<tr>
<td>Activities that address SAP's domain</td>
<td></td>
</tr>
<tr>
<td>Sense of community within the SAP interest group</td>
<td></td>
</tr>
</tbody>
</table>

0 1 2 3 4 5

Average
Q17-I believe that I receive the greatest value from my membership with the Strategizing, Activities & Practices interest group through the following activity or initiative:

(n=99)
Q19-Please rank order the following potential new initiatives that the SAP interest group can make.

(1 = highest priority, 8 = lowest priority)

(n=169)

- More attention to doctoral students
- More attention to junior faculty
- More invited or special presentations by leaders in the field
- Improved communication with members
- More attention to the practitioner membership
- Introduction of grants or scholarships for travel to the annual meeting
- More attention to senior faculty
- Other, please specify in the following question
Q20-If you ranked "other" in the previous question, please describe your suggestion here:

(n=23)

- Internationalisation / global focus
- Online conferences
- More hands-on workshops on methods
- More attention to mid career scholars
- Collaboration with other divisions / scholars
- Support of visiting scholarships
- Mentoring program
- Enhance website & social media presence
- Create networks between SAP members
- Communicate opportunities for engagement
- Collaboration with practitioners
- Business schools

Responses
Q21-The future and scholarship of the SAP interest group would be best served by:

(n=177)

Responses:
Q22-Overall, how satisfied are you with your membership in the SAP interest group?

Not satisfied | Somewhat satisfied | Satisfied | Very satisfied | Extremely satisfied

Responses

Q23-What do you like best about membership in the SAP interest group?

Community & involvement | Networking | Relevance of topics | Quality of program & research | Source of identity | Diversity of thinking & scholarship | Newsletter | Learning opportunities | Keeping informed & updated | Collaboration of scholars & practitioners | Website | Small interest group

Responses
Q24-If there is one thing you would most like to improve regarding the SAP interest group, what would it be?

(n=75)

- Getting division status
- Connections to other divisions
- International focus & involvement
- Collaboration with practitioners
- Strengthening SAP's status
- Increase transparency of SAP governance
- Meeting location & facilities
- More attention to doctoral students & junior faculty
- Communication
- Renew interest from senior scholars
- More workshops
- More exchange on research
- Access to resources
- Increase mentorship opportunities
- Improve website
- Quality & focus of topics
- Working with developing countries
- Online collaboration & forum
- More opportunities for interaction with leading scholars
- Increase sessions focused on teaching

Responses
Q25-What issues should occupy the SAP interest group’s time over the next 5 years?

(n=91)

- New topics & diverse methods
- Strengthening SAP's status
- Member development & support
- Research quality & rigor & positioning & publishing
- Advocate, communicate, connect outside division
- Practical application value & collaboration with practitioners
- Internationalisation / Global focus
- Inclusion, diversity & engagement of members

Responses
Q26-What can the SAP interest group do tomorrow morning that would increase its effectiveness?

(n=69)

- Foster SAP research
- Inclusion, diversity & engagement of members
- Enhance website & social media presence
- Become Division to enhance status within AoM
- Member development & support
- Organisation of visiting programs, conferences & additional workshops
- Increase practitioner collaboration
- Improve communication
- More special issues in TOP Journals

Q27-What does the SAP research agenda mean to you as a scholar?

(n=84)

- Research identity
- Openness for new perspectives & push of research boundaries
- Relevance to practitioners & real world impact
- Gain knowledge on new topics & diverse methods
- Improvement of quality of own research
- Support for future collaborations
- Interaction & sharing of ideas
- Community & involvement

SAP Interest Group Review Survey 2017
### Appendix L: List of Professional Development Workshops, 2013-2017 (p. 230)

(only captures PDWs with SAP as primary affiliation)

#### 2017

<table>
<thead>
<tr>
<th>Research method</th>
<th>Coding in the Trenches: Qualitative Analysis Bootcamp II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizers:</td>
<td>Anne D Smith, U. of Tennessee, Knoxville; Krista Pettit, U. of Liverpool</td>
</tr>
<tr>
<td>Presenter:</td>
<td>Karen Golden-Biddle, Boston U.</td>
</tr>
<tr>
<td>Panelist:</td>
<td>Michael Lerman, U. of Tennessee</td>
</tr>
<tr>
<td>Facilitators:</td>
<td>Wendy Tate, U. of Tennessee; Lisa Ellram, Miami U; Katharina Dittrich, U. of Zurich; Tine Koehler, The U. of Melbourne; Jina Mao, Skidmore College; Paula Marie O’Kane, U. of Otago</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research method</th>
<th>The Role of Visuality in Strategy: How Seeing, Influences “Saying” and “Doing”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizers:</td>
<td>Eric Knight, U. of Sydney; Henrika Franck, Aalto U; Sotirios Paroutis, U. of Warwick</td>
</tr>
<tr>
<td>Speakers:</td>
<td>Anne D Smith, U. of Tennessee, Knoxville; Loizos Heracleous, U. of Warwick; Curtis LeBaron, Brigham Young U.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career building</th>
<th>Advice for Managing International Academic Careers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizers:</td>
<td>Rebecca Bednarek, Birkbeck, U. of London; Katharina Dittrich, U. of Zurich; Carola Wolf, Aston U.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Teaching Strategy: Innovative Approaches and Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators:</td>
<td>Russell Coff, U. of Wisconsin, Madison; Dan洛vallo, The U. of Sydney; David Oliver, The U. of Sydney.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaborate with OMT</th>
<th>Strategy-As-Practice Meets Routine Dynamics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizers:</td>
<td>Katharina Dittrich, U. of Zurich; Vern Glaser, U. of Alberta</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Publishing</th>
<th>Publishing Strategy-as-Practice Research in Top Journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizers:</td>
<td>A. Paul Spee, U. of Queensland; Shenghui Ma, U. of Zurich.</td>
</tr>
<tr>
<td>Facilitators:</td>
<td>Michel Antebey, Boston U; Rebecca Bednarek, Birkbeck, U. of London; Shenghui Ma, U. of Zurich; Sotirios Paroutis, U. of Warwick; A. Paul Spee, U. of Queensland; Gianmario Verona, Bocconi U; Richard Whittington, U. of Oxford; Michael Zundel, U. of Liverpool.</td>
</tr>
<tr>
<td>Year</td>
<td>Event Title</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2016</td>
<td>Coding in the Trenches: Qualitative Analysis Boot Camp</td>
</tr>
<tr>
<td></td>
<td>A Practice-based Perspective on Paradox: Studying Strategic Tensions</td>
</tr>
<tr>
<td>Year</td>
<td>Research methods</td>
</tr>
<tr>
<td>------</td>
<td>------------------</td>
</tr>
<tr>
<td>2014</td>
<td>Video Ethnography in Practice: A Workshop on 'How to' Do it</td>
</tr>
<tr>
<td></td>
<td>Organizer: Michael Jarrett; INSEAD; Feng Liu; Warwick Business School;</td>
</tr>
<tr>
<td></td>
<td>Discussant: Michael G. Pratt; Boston College;</td>
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<tr>
<td></td>
<td>Presenter: A. Paul Spee; The U. of Queensland, Australia; Charlotte Cloutier; HEC Montreal;</td>
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<tr>
<td></td>
<td>Distinguished Speaker: Curtis LeBaron; Brigham Young U.;</td>
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<tr>
<td>2015</td>
<td>Exploring the Practice of Qualitative Research</td>
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<tr>
<td>Teaching</td>
<td>Exploring Innovative Ways of Teaching Strategy</td>
</tr>
<tr>
<td>----------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Speakers: <strong>Russell Coff</strong>, U. of Wisconsin, Madison; <strong>Steven W. Floyd</strong>, U. of Massachusetts Amherst; <strong>Sotirios Paroutis</strong>, U. of Warwick</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career Building</th>
<th>Publishing from your PhD Thesis in the field of Strategizing, Activities and Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Participants: <strong>Sotirios Paroutis</strong>, U. of Warwick; <strong>Rajiv Nag</strong>, Georgia State U.; <strong>A. Paul Spee</strong>, The U. of Queensland, Australia; <strong>Feng Liu</strong>, Warwick Business School</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
<th>Cooperative Strategies and Relationships: A Historical Perspective from Benjamin Franklin’s Life</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizer: <strong>Marlene A. Biseda</strong>, Pepperdine U.; <strong>Marie D. Tumolo</strong>, St. George's U.; <strong>2013</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Publishing</th>
<th>Publishing Strategy as Practice Research: Meet the Editors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizer: <strong>Julia Balogun</strong>, Lancaster U., <strong>Anne D. Smith</strong>, U. of Tennessee, Knoxville</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Teaching Strategy as Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizer: <strong>Stephane Guerard</strong>, Stanford U.; <strong>Jane Kirsten Le</strong>, U. of Sydney;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frontiers of SAP Research</th>
<th>New Directions in Research on Strategizing Activities and Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Organizer: <strong>Chahrazad Abdallah</strong>, U. of London, Birkbeck; <strong>David Seidl</strong>, U. of Zurich;</td>
</tr>
<tr>
<td></td>
<td>Discussant: <strong>Steven W. Floyd</strong>, U. of Massachusetts, Amherst;</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
<th>Capitalist Approach to Strategy as practice and the role of numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Facilitator: <strong>Alla Heorhiadi</strong>, U. of St. Thomas</td>
</tr>
<tr>
<td></td>
<td>Discussant: <strong>Michel Peron</strong>, ISEOR, IAE - U. of Lyon 3</td>
</tr>
<tr>
<td></td>
<td>Distinguished Speaker: <strong>Henri Savall</strong>, ISEOR, Magellan, IAE Lyon, U. Jean Moulin</td>
</tr>
<tr>
<td></td>
<td>Presenter: <strong>Veronique Zardet</strong>, ISEOR, Magellan, IAE Lyon, U. Jean Moulin</td>
</tr>
<tr>
<td>Foundational actions</td>
<td>Activity</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>(A) Membership Chair &amp; Membership Committee</td>
<td>The Membership Chair is an official, elected position. We have monthly membership meetings online involving the IG chair, different reps-at-large, and our IT officer to discuss various membership issues, i.e., different initiatives aimed at promoting inclusion, getting a sense of the different needs of our members etc.</td>
</tr>
</tbody>
</table>

| Goal 1: Increasing the interactions and networking of our diverse members during the Annual Meeting | (B) SAP Friday Dinner | Provides networking opportunities with senior SAP scholars; increases interaction among members (e.g., introduced icebreaker activities in 2015); scholarships for PhD students to attend. | Since 2010 | Regular attendance by approx. 50 members each year | Goal 2 (developing support for PhD and early career scholars) and Goal 3 (integrating new members) |

| (B) SAP Business & Social Meeting | Acknowledge and thank for contributions by our members (e.g., emergency reviewers, PhD & PostDoc reps, work of the officers); acknowledge outstanding work through paper awards in different areas (increases diversity & inclusion, e.g., best student paper, practitioner-oriented paper, pushing the boundaries award). Overall goal being to provide an amenable atmosphere for reconnecting with old members and networking with new members. | Since 2010 | Regular attendance by 100 to 150 members each year | |

| (C) Meet and Greet | Breakfast networking opportunity with a dedicated senior and junior scholar at a café close to but still separate from the conference venue. Informal networking opportunity with leading figures in SAP scholarship in small groups. Advertised with a particular theme (e.g., publishing) to increase interest. | Since 2015 | Regular attendance by 8 to 12 people per Meet and Greet | |
(D) Specialized, annual PDWs targeted at members’ needs

Since the inception of the Interest Group, different members of the leadership team have taken initiative to organize PDWs targeted at meeting the needs of our members, such as an annual dedicated teaching PDW, an annual hands-on PDW on qualitative methods and a careers PDW. In the past specialized paper development PDWs were also developed were early-career scholars could get feedback on their work and/or discuss the publishing process with journal editors from the SAP community.

(E) Interactive paper sessions

Session chairs were encouraged to use one of the following formats (1) Traditional format, (2) Roundtable format (3) Pecha kucha format; (4) Teaser format (5) Swap format.

**Goal 2:**
**Developing comprehensive support for PhD and early career scholars**

(G) Early Career Program (incl. dedicated Facebook group)

Specifically addresses the needs of PhD & early career scholars that have been little targeted before; challenge was to find a format that would work for such a small IG as ours (not able to provide a full one or two-day doctoral consortium); virtual ECP provides first-time AoM attendees with an SAP mentor; provides plenty of networking opportunities with senior SAP scholars (much more than regular doctoral consortium); further networking on Facebook;

(H) Targeted sponsorship for early-career scholars

University of Tennessee Knoxville has sponsored doctoral attendance at the SAP IG Friday dinner (since 2015). University of Liverpool has sponsored the early-career programme networking breakfast.

(I) PhD & PostDoc Representatives

Involve junior scholars early on in organizing the interest group

**Goal 3:**
**Integrating new members**

Since 2016, capped at 20 participants in 2016

Currently six PhD and PostDoc representatives from four different countries

Goal 2 (developing support for PhD and early career scholars)
<table>
<thead>
<tr>
<th><strong>Goal 3:</strong> Integrating new members quickly within the SAP family</th>
</tr>
</thead>
<tbody>
<tr>
<td>(J) <strong>Supporting AoM activities for new members</strong></td>
</tr>
<tr>
<td>The IG has actively supported all of the activities centrally organized by the AoM to welcome new members. Each year different members of the IG extended executive committee attend the New Member Welcome Reception, the New Member Orientation and the Quad. Several IG members have also participated in the Adopt-a-Member Initiative.</td>
</tr>
<tr>
<td>Since 2011</td>
</tr>
<tr>
<td>Newsletter about the Adopt-a-Member Initiative</td>
</tr>
<tr>
<td>(K) <strong>Information flyer</strong></td>
</tr>
<tr>
<td>Update-to-date information flyer summarizing the main resources for new members. We distribute this flyer to interested AoM members at the New Members Orientation, the New Members Reception and the Quad.</td>
</tr>
<tr>
<td>Since 2011</td>
</tr>
<tr>
<td>(L) <strong>Outreach to potential new members</strong></td>
</tr>
<tr>
<td>We target members of other neighbouring divisions (e.g., OMT, BPS) with targeted mailshots when they have shown an interest in our work (e.g., attending a PDW or other event) or we recognize the relevance of their work from the AoM program</td>
</tr>
<tr>
<td>Since 2015</td>
</tr>
<tr>
<td>Direct positive responses from a few scholars; for an example see Appendix 8.</td>
</tr>
<tr>
<td>(M) <strong>Further resources for new members</strong></td>
</tr>
<tr>
<td>Introductory readings, summary of communication channels and ways to get connected with SAP</td>
</tr>
<tr>
<td>See Appendix 6 of original application.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal 4:</strong> Facilitating ongoing community building with our members outside the Annual Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>(N) <strong>SAP Newsletter</strong></td>
</tr>
<tr>
<td>Regular newsletter three times per year that features new research of our members, interesting contributions of our members (in terms of research, practice or teaching), our award winners, emerging scholars (PhDs &amp; postdocs) and that is inclusive of other related communities (e.g., EGOS, SMS); we solicit contributions by all members.</td>
</tr>
<tr>
<td>Since 2010</td>
</tr>
<tr>
<td>Spontaneous positive responses by members, e.g., “Thank you for this very nicely edited Newsletter! It makes me happy to see everything that happens in this active community, you are doing an important job that...”</td>
</tr>
<tr>
<td>Goal 2 (developing support for PhD and early career scholars) and Goal 3 (integrating new members)</td>
</tr>
</tbody>
</table>
**(O) Virtual channels:** SAP Youtube Channel; SAP Facebook Group; Twitter; Blog

These varied means of virtual connection provide information for all members. For instance the YouTube Channel provides access to talks held at the AoM meeting (e.g., keynote speeches) to those members that could not attend AoM. While the Facebook Group includes regular posts and updates about SAP-related topics.

The YouTube channel was established in Fall 2014 and the Facebook page in Fall 2015. There are 115 subscribers; 6,049 views of the SAP YouTube Channel and the Facebook group already reaches 550+ people on Facebook.

**(P) Connecting with and supporting localized communities**

Members of the IG leadership team and advisory board frequently promote and support localized activities, such as in the UK, Australia and Canada. These provide an opportunity for IG members to connect and build local communities.

Since 2010, twice to three times per year a paper development workshop (SAP-R) in the UK. Workshops at the University of Queensland.
Appendix N - 2017 Program Design (p. 239)
AUGUST 4 - 8, 2017

2017 ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT

SESSION INFORMATION

The Strategizing Activities & Practices Interest Group of the

ACADEMY OF MANAGEMENT
FRIDAY, AUGUST 4TH

Professional Development Workshops
8:00am – 9:30am
18 (CMS, SAP) Writing Fieldnotes: An Intersubjective Approach
Atlanta Marriott Marquis, Lobby L404
Organizers: Carrie M. Duncan, U. of Missouri; Sara Rosa Soares Traquina Alves Elias, U. of Victoria.

8:00AM - 11:00AM
Hilton Atlanta, Galleria 4
Part 1 of the workshop is open to all. Pre-registration is required for Part 2 of the workshop.
To register visit: http://processresearchmethods.org/pdw-registration/.
Organizers: Claus Rerup, Frankfurt School of Finance & Management; Harry Sminia, U. of Strathclyde.

8:30AM - 10:30AM
51 (SAP, RM, OMT) Coding in the Trenches: Qualitative Analysis Bootcamp II
Hyatt Regency Atlanta, Techwood
Pre-registration is required for this session. Please contact the workshop organizer at k.pettit2@liverpool.ac.uk to obtain the approval code.
Organizers: Anne D Smith, U. of Tennessee, Knoxville; Krista Pettit, U. of Liverpool
Presenter: Karen Golden-Biddle, Boston U.
Panelist: Michael Lerman, U. of Tennessee.
Facilitators: Wendy Tate, U. of Tennessee; Lisa Ellram, Miami U; Katharina Dittrich, U. of Zurich; Tine Koehler, The U. of Melbourne; Jina Mao, Skidmore College; Paula Marie O’Kane, U. of Otago.

10:45AM - 12:45PM
Hyatt Regency Atlanta, Edgewood
Participants will not need to pre-register for the workshop.
Organizers: Eric Knight, U. of Sydney; Henrika Franck, Aalto U; Sotirios Paroutis, U. of Warwick
Speakers: Anne D Smith, U. of Tennessee, Knoxville; Loizos Heracleous, U. of Warwick; Curtis LeBaron, Brigham Young U.
FRIDAY, AUGUST 4TH

2:00PM - 4:00PM
136 (SAP) Advice for Managing International Academic Careers
Hyatt Regency Atlanta, Piedmont
Pre-registration is required. Please contact the workshop organizer at r.bednarek@bbk.ac.uk to obtain the approval code. The deadline to register is July 21.
Organizers: Rebecca Bednarek, Birkbeck, U. of London; Katharina Dittrich, U. of Zurich; Carola Wolf, Aston U.

3:30PM - 5:30PM
157 (ODC, SAP) Navigating Interstitial Spaces as a Precondition for Leadership in Transformational Change
Atlanta Marriott Marquis, Marquis M202
Coordinators: Mzamo P Mangaliso, U. of Massachusetts, Amherst; Xueting Jiang, New York Institute of Technology.
Participants: Robin Mark Back, U. of Central Florida; Charles C. Manz, U. of Massachusetts, Amherst; Leah Ndanga, UMass Amherst; Hellicy C. Ngambi, mulungushi U. Sylvia Van De Bunt-Kokhuis, U. of Amsterdam; Craig Pearce, U. of South Alabama.
Facilitator: Nceku Nyathi, UCT Graduate School of Business.

4:00PM - 6:00PM
165 (SAP, BPS) Teaching Strategy: Innovative Approaches and Tools
Hyatt Regency Atlanta, International Ballroom South
Pre-registration is required. Please contact the workshop organizer at Jane.Le@sydney.edu.au to obtain the approval code. To register online, please visit https://secure.aom.org/PDWReg. The deadline to register online is August 5, 2017.
Facilitators: Russell Coff, U. of Wisconsin, Madison; Dan Lovallo, The U. of Sydney; David Oliver, The U. of Sydney.
FRIDAY, AUGUST 4TH

6:00PM - 9:00PM
194 SAP Dinner Social Event: Offsite at Ray’s in the City
Ray’s in the City (www.raysrestaurants.com/raysinthecity/home) is located next to the conference locations, so you can easily stroll down after a full day of PDWs and unwind from the day in a relaxing atmosphere with old friends and new colleagues. This event is open to SAP veterans, newcomers, partners, and doctoral students alike. There will be a choice of meat, seafood and vegetarian options available. If you are interested in joining us, please send an email to Paul Spee (p.spee@business.uq.edu.au) to get access to the approval code. To register online, please visit https://secure.aom.org/PDWReg. The deadline to register online is July 20, 2017 and the cost for the event is US$60.

SAP IG Doctoral & Early Career Program
This Program was created to help Doctoral and Early Career scholars maximize their conference experience and build new networks. The program runs through Friday and includes an ice-breaker breakfast with key members of the SAP community, three thematically relevant PDWs (content, method, career), an individual mentoring session, and an aperitif with the program’s patron Julia Balogun to recap and ask questions about the SAP Interest Group. The day concludes with another highlight - the SAP dinner at Ray’s in the City. For more information on the program, please visit: https://strategizingblog.com/2017/04/18/doctoral-and-early-career-program-aom-in-atlanta/
Sponsor: Julia Balogun, U. of Liverpool.
**Professional Development Workshops**

**8:00AM - 9:30AM**

**255 (OMT, BPS, SAP) Paradox Theory and Ambidexterity**

Atlanta Marriot Marquis, Lobby L405, 406

*Coordinator:* Konstantinos Andriopoulos, Cass Business School, City U. London.


**8:00AM - 9:30AM**

*Informal Meet & Greet breakfast discussing “The review process: The editors’ perspective”*

*Venue:* Coffee at 200 Peachtree, 200 Peachtree St NW, Atlanta, GA 30303.

*Organizers:* Rebecca Bednarek, Katharina Dittrich, Neil Thompson.

An opportunity to meet and engage in conversation with experienced editors Professors Eero Vaara (AMJ) and Anne Smith (ORM & Research Methodology in Strategy and Management) about what editors are looking for from reviewers (what makes a good reviewer?) and authors (what does a successful response entail?) in the review process. They will be joined by Katharina Dittrich who will provide an author’s perspective of the review process in leading management journals.

**8:00AM - 10:00AM**

**257 (OMT, SAP) Behind the Scenes: Highly Cited Ethnographic Research in Organizational Studies**

Atlanta Marriot Marquis, Marquis M304

Pre-registration is required for this workshop. Please contact the workshop organizer at azafar@ualberta.ca with any questions. To register online, please visit https://secure.aom.org/PDWReg. The deadline to register online is July 1, 2017.

*Organizers:* Asma Zafar, U. of Alberta; Leanne Mara Hedberg, U. of Alberta School of Management.


**8:00AM - 9:30AM**

**258 (OMT, SAP, ODC) Performativity and the Debate About the Relevance of Academic Theory for Practitioners**

Atlanta Marriot Marquis, Marquis M202

*Organizers:* Laure Cabantous, Cass Business School, City; Vern Glaser, U. of Alberta.

11:30AM - 2:00PM
334 (SAP, OMT, BPS) Strategy-As-Practice Meets Routine Dynamics
Hyatt Regency Atlanta, Greenbriar
Part I is open to all. Pre-registration is required for Part II. Please contact the organizer at katharina.dittrich@uzh.ch to obtain the approval code.
Organizers: Katharina Dittrich, U. of Zurich; Vern Glaser, U. of Alberta

1:00PM - 3:00PM
370 (ODC, BPS, SAP, OB, OMT) What is New in Research, Teaching, and Consulting about Managing Major Organizational Change?
Atlanta Marriott Marquis, Marquis M304
Organizer: Quy Nguyen Huy, INSEAD.
Presenters: Henrik M. Bresman, INSEAD; Davide Ravasi, Cass Business School, City U. London; Inger G. Stensaker, Norwegian School of Economics; Richard W Woodman, Texas A&M U; Michael Jarrett, INSEAD.

1:00PM - 2:30PM
371 (ODC, SAP) Sites and Contexts of Plural Leadership Plural Leadership
Atlanta Marriott Marquis, Lobby L401,402
Organizers: Suzanne Marie Gagnon, McGill U; Ann Langley, HEC Montréal; Viviane Sergi, UQAM.
Panelists: Laura Empson, Cass Business School; Kathryn S. Quick, U. of Minnesota; Dennis Tourish, U. of Sussex.

4:15PM - 6:45PM
443 (SAP, OMT, BPS, ENT) Publishing Strategy-as-Practice Research in Top Journals
Hyatt Regency Atlanta, Courtland
Pre-registration is required for this session. To register online, please visit https://secure.aom.org/PDWRReg. The deadline to register online is August 5, 2017.
Organizers: A. Paul Spee, U. of Queensland; Shenghui Ma, U. of Zurich.
Facilitators: Michel Anteby, Boston U; Rebecca Bednarek, Birkbeck, U. of London; Shenghui Ma, U. of Zurich; Sotirios Paroutis, U. of Warwick; A. Paul Spee, U. of Queensland; Gianmario Verona, Bocconi U; Richard Whittington, U. of Oxford; Michael Zundel, U. of Liverpool.
SUNDAY, AUGUST 6th

8:30AM - 10:00AM
Informal Meet & Greet breakfast discussing “Strategy as Practice (SAP) meets Entrepreneurship as Practice (EAP)”
Venue: Coffee at 200 Peachtree, 200 Peachtree St NW, Atlanta, GA 30303.
Organizers: Rebecca Bednarek, Katharina Dittrich, Neil Thompson.
As practice-based studies gain traction in different fields come and explore the intersections between strategy and entrepreneurship! Scholars in attendance include Paul Spee & Richard Whittington (SAP) and Bill Gartner & Bruce Teague (EAP), all leaders in their fields. Please email Neil Thompson (n.a.Thompson@vu.nl) and indicate which division you are a part of to reserve your spot!

12:15PM - 1:45PM
639 Discussion Paper Session (SAP) Strategizing at the Interface
Hyatt Regency Atlanta, Courtland
Chair: Rebecca Bednarek, Birkbeck, U. of London.
Leading SMEs in a Difficult Period: What Differentiates Success from Failure | Emmanuel Quansah, Case Western Reserve U. WSOM.
Ante-narratives as interface in the process of M&A becoming | Etieno S. Enang, U. of Strathclyde; Harry Sminia, U. of Strathclyde.
Bad Luck or Is Something Broken?: Shareholder Reactions to Data-Breaches | Xinran Joyce Wang, U. of Tennessee; Jiaju Yan, U. of Tennessee, Knoxville; Thomas R. Crook, U. of Tennessee, Knoxville.

2:00PM - 3:30PM
699 Symposium (SAP, AAT) What’s the Next Chapter for Strategy as Narrative?
Hyatt Regency Atlanta, Kennesaw
Organizer: Jeannie Holstein, The U. of Nottingham.
Presenters: Anniina Rantakari, U. of Oulu; Gwyneth Edwards, HEC Montreal; Rick Molz, Concordia U.
Discussants: Ann Langley, HEC Montréal; Eero Vaara, Aalto U. School of Business; Mike Wright, Imperial College London.
Strategy as an Intertextual Narrative: A Process? | Jeannie Holstein, U. of Nottingham; Mike Wright, Imperial College London; Kenneth Starkey, U. of Nottingham.
The Intertextuality of CEO Narratives | Gwyneth Edwards, HEC Montreal; Ann Langley, HEC Montréal; Rick Molz, Concordia U.

5:15PM - 7:15PM
774 (SAP) SAP Executive Committee Meeting
Hyatt Regency, Embassy Hall G
Restricted to SAP executive committee and advisory board members.
MONDAY, AUGUST 7TH

8:00AM - 9:30AM
839 Showcase Symposium – (BPS, SAP, TIM) Open Strategy: Dimensions, Dilemmas, Dynamics
Hyatt Regency Atlanta, Regency Ballroom VII
Participant: Julia Hautz, U. of Innsbruck.
Panelists: Loizos Heracleous, U. of Warwick; Santi Furnari, Cass Business School, City U. London; Arvind Malhotra, UNC Chapel Hill; Gabriel Szulanski, INSEAD.
Discussant: Tomi MM Laamanen, U. of St. Gallen.

8:00AM - 9:30AM
927 Paper Session – (SAP) Timing and Rhythm in Strategizing
Hyatt Regency Atlanta, Hanover Hall C
Timing practices and material markers in coordinating collective market patterns | Rebecca Bednarek, Birkbeck, U. of London; Laure Cabantous, Cass Business School, City, U. of London (SAP Best Paper Award, Carolyn Dexter Award Nominee).
Perceptions of Change and New Routine Adoption | Alex James Wilson, U. of Minnesota
Three Sides of the Same Coin: Practice(d) Time as Rhythms in Household Food Collectives. Galina Kallio, Aalto U; Mikko Jalmari Vesa, Aalto U; Kathrin Sele, Aalto U. School of Business (SAP Best Student Paper Award).

9:45AM – 11.15AM
1015 Showcase Symposium – (ODC, SAP, OSCM) Implementing Transformational Change: Challenges and Opportunities at the Interface
Atlanta Marriott Marquis, Atrium A703
Coordinators: Karen Jansen, Australian National U; Ofer Zwikael, Australian National U.
Presenters: Inger G. Stensaker, Norwegian School of Economics; Jack R. Meredith, emeritus Wake Forest U; Chris Worley, NEOMA Business School; Michael Beer, Harvard U.

9:45AM – 11.15AM
1036 Paper Session – (SAP) Boundaries and Dualities in Action
Hyatt Regency Atlanta, Hanover Hall C
Chair: Eric Knight, The U. of Sydney
Discussant: Julia Balogun, U. of Liverpool
The Differential Becoming of Business | Thomas Preetzmann, Aarhus School of Business and Social Sciences; Lars Esbjerg, Aarhus U.
Conscious Uncoupling: The difficulty of establishing and enforcing new organizational boundaries | Rene Wiedner, Warwick Business School
Disentangling Social Influence in Strategic Decision Making Practice | Richard DeJordy, California State U.; Fresno; Cheryl Mitteness, Northeastern U; Melissa Smith Baucus, Texas State U.
11:30AM - 1:00PM

1133 Paper Session – (SAP) Identity in Strategizing
Hyatt Regency Atlanta, Hanover Hall C
Chair: Curtis LeBaron, Brigham Young U.
Discussant: Tomi MM Laamanen, U. of St. Gallen.
What it means to be a strategist: occupational background from a discourse perspective | Eric Knight, The U. of Sydney; Joe O'Mahoney, Cardiff U; Andrew Sturdy, U. of Bristol
Accomplishing collective identity endurance whilst retaining identity distinctiveness | Gary Burke, Aston U; A. Paul Spee, U. of Queensland; Paula Jarzabkowski, City U. London
Identification Processes and the Strategic Dilemma of Autonomous NPD Teams | David Oliver, The U. of Sydney; Benjamin Matthew Cole, Fordham U.

1:15PM - 2:45PM

1246 Showcase Symposium – (OMT, BPS, SAP) Authenticity in Markets: Organizations, Principals and Audiences
Atlanta Marriott Marquis, Marquis M104
Organizer: Glenn R Carroll, Stanford U.
Participants: Kieran O'Connor, U. of Virginia; Balazs Kovacs, Yale School of Management; Peter Younkin, McGill U.
Discussant: Ezra Zuckerman, Massachusetts Institute of Technology
Internal Production and Authenticity in Micro-Distilled Spirits | Cameron Verhaal, Georgia State U.
Authenticity and Musicians’ Career Trajectories | Giacomo Negro, Emory U.
All About Illusions: Managing the Organizational Authenticity Paradox | Daphne Ann Demetry, Said Business School
Strategic Authenticity: The Artist’s Role in Actively Producing an Authentic Identity | Oliver Hahl, Carnegie Mellon U. - Tepper School of Business
Audience Responses to Different Types of Authenticity | David Lehman, U. of Virginia.

1:15PM - 2:45PM

1260 Distinguished Keynote – (SAP) Thinking About and Doing Strategy, Activities and Practice Research
Hyatt Regency Atlanta, Regency Ballroom V
SAP Annual Keynote Speaker: Professor Dennis Gioia
Discussant: Professor Ann Langley, HEC Montréal.
MONDAY, AUGUST 7TH

1:15PM - 2:45PM
1271 Symposium – (TIM, BPS, SAP) Managing Revolutionary Inter-Organizational Interdisciplinary R&D Project Teams
Hyatt Regency Atlanta, Roswell
Organizer: Beverly B. Tyler, North Carolina State U.
Facilitator: Melissa M Appleyard, Portland State U.
Creative and technological Meshing in Video Game Development | Nachiket Bhawe, North Carolina State U; Shaker A Zahra, U. of Minnesota
NSF-Funded Project on Unpacking Interdisciplinary R&D in Nanomedicine | Melissa M Appleyard, Portland State U; Beverly B. Tyler, North Carolina State U; Turanay Caner, St. John’s U.
Interdisciplinary Knowledge Meshing | Deborah J. Dougherty, NC State U.

3:00PM - 4:30PM
1371 Symposium – (OMT, BPS, SAP) Music Genres and Identity in Markets: The Role of Categories in Market Identities and Outcomes
Atlanta Marriott Marquis, Marquis M104
Organizers: Phech Colatat, Washington U. in St. Louis; Oliver Hahl, Carnegie Mellon U. - Tepper School of Business
Discussant: Jennifer Lena, Columbia U.
Disco Dancing: Avoiding Stigma in Cultural Markets Through Category Spanning
Songs of Experience: Antecedents and Consequences of Identity Claims in Markets | Martina Montauti, IE Business School; Filippo Carlo Wezel, EMLYON Business School
Women and Creativity: Gender Differences in the Production and Consumption of Popular Music | Noah Askin, INSEAD; Michael Mauskapf, Columbia Business School; Jared Lorince, Northwestern U; Brian Uzzi, Northwestern U.
Musical Chairs: The Moderating Role of Social Norms on Entry Into Entrepreneurship | Peter Younkin, McGill U.

3:30PM - 4:30PM
1382 Paper Session – (SAP) Strategy Tools in Practice
Hyatt Regency Atlanta, Hanover Hall C
Chair: Henrika Franck, Aalto U.
Emergence in business model development: interaction with stakeholders to deal with ambiguity | Alexis Laszczuk, U. Paris-Dauphine; Lionel Garreau, U. of Paris, Dauphine; Bernard De Montmorillon, U. Paris-Dauphine
All or Nothing? - Strategizing Practices and Outcomes in Strategy Tool Development Processes | Gary Thomas Burke, Aston U; Carola Wolf, Aston U. (SAP Best Practice-Oriented Paper Award)
Designing a Process for Tracking Business Model Change | Sergejs Groskovs, Copenhagen Business School (CBS)
How Maps are Made Matters: Enacting Artifacts in Collective Decision Making | Mikko Arevuo, Regent’s U London; Patrick Reinmoeller, Cranfield U; Anne S. Huff, Dublin City U.
4:45PM - 6:15PM
1454 Symposium – (MOC, OB, SAP) *Intuition in Organizations: Integration of Intuition and Analysis*
Hyatt Regency Atlanta, Baker
*Organizers:* Marta Sinclair, Griffith U; Cinla Akinci, U. of St Andrews
The Strategic Adaptive Decision (SAD) Model | Bjørn Tallak Bakken, Inland Norway U. College of Applied Sciences (INN); Thorvald Haerem, BI Norwegian Business School; Nils Tore Meland, Leadership Development & Decision Making AS
Interplay of Intuition and Analysis in Police Officers’ First-Response Decisions | Cinla Akinci, U. of St Andrews; Eugene Sadler-Smith, U. of Surrey
The Interplay Between Expertise, Intuition and Analysis in Medical Diagnosis | Laure Cabantous, Cass Business School, City, U. of London; Yoann Bazin, ISTEC
Introducing Intuition to Analytical Thinkers | Marta Sinclair, Griffith U; Alina Bas, Alina Bas Consulting.

4:45PM - 6:15PM
1493 Symposium – (OMT, SAP) *Theorizing with History: Lessons from the Study of Institutional Logics and Imprinting*
Atlanta Marriott Marquis, Marquis M105
*Organizers:* Milo Shaoqing Wang, U. of Alberta; Christopher William John Steele, U. of Alberta
Participants: Christopher Marquis, Cornell U; Daniel Milner, Northwestern Kellogg School of Management; William Ocasio, Northwestern U.
*Discussant:* C. R. Hinings, U. of Alberta.

4:45PM - 6:15PM
1502 Paper Session – (SAP) *Strategizing across Firms*
Hyatt Regency Atlanta, Edgewood
*Chair:* Rajiv Nag, Drexel U.
*Discussant:* Robert Demir, Lancaster U. Management School
Promoting or detracting from organisational resilience? The impact of regulation on firms | Nina Andreeva, U. of Cambridge
Blending practice worlds: Impact assessment as a transdisciplinary practice | Jarrod Ormiston, Maastricht U.
Networks of Practice’ in the Italian Motorsport Industry | Francesca Mariotti, King Abdulaziz U; Sajjad Haider, King Abdulaziz U.
MONDAY, AUGUST 7TH

6:30PM - 7:00PM
1536 SAP Business Meeting
Hyatt Regency Atlanta, Centennial Ballroom IV
Open to all current and prospective members. The SAP social will follow.

7:15PM - 9:00PM
1540 SAP Social
Hyatt Regency Atlanta, Centennial Ballroom IV
Open to all current and prospective members. Please come out to mix and mingle with SAP members and prospective members and celebrate the success of the Interest Group.

TUESDAY, AUGUST 8TH

8:00AM - 9:30AM
1668 Paper Session – (SAP) Emergence, Change and Resources Tracked
Hyatt Regency Atlanta, Inman
Chair: Katharina Dittrich, U. of Zurich
The Role of Actions in Sensegiving During Strategic Change | Shenghui Ma, U. of Zurich; David Nils Seidl, U. of Zurich
A review of strategy-as-practice research | Marko Kohtamäki, U. of Vaasa; Rodrigo Rabetino, U. of Vaasa
Strategic resources: A sensemaking approach | Robert Demir, Lancaster U. Management School
The Effects of Spatial Configuration on Opportunities for Emergent Strategy Making | Matt Thomas, Lancaster U; Duncan Angwin, Lancaster U. Management School; Karen Dale, Lancaster U. Management School (SAP “Pushing The Boundary” Award).

8:00AM - 9:30AM
Informal Meet & Greet breakfast discussing “Innovative Methods”
Venue: Coffee at 200 Peachtree, 200 Peachtree St NW, Atlanta, GA 30303.
Organizers: Rebecca Bednarek, Katharina Dittrich
Conversation with and advice from Curtis LeBaron (AMD), Michael Smets, and Rebecca Bednarek about the practicalities of a range of different innovative methods from video ethnography; multi-sited /global and team ethnography. How to zoom out to describe larger phenomena or process from situated “micro” practice-oriented data will also be discussed.
9:45AM - 11:15AM
1790 Paper Session – (SAP) Strategizing in Emerging Markets: An Individual Level Explanation of Institutional Contexts
Hyatt Regency Atlanta, Embassy Hall G
Chair: Shenghui Ma, U. of Zurich.
Discussant: Duncan Angwin, Lancaster U. Management School
The impact of framing on acquisition premiums | Brandi Mcmanus, U. of Oklahoma; Mark P. Sharfman, U. of Oklahoma
Building an M&A Strategy Formation Capability to Improve M&A Performance | Christian Holländer, Goethe U. Frankfurt am Main; Lars Schweizer, Goethe U.
Strategizing in Emerging Markets: An Individual Level Explanation of Macro Institutional Contexts | Farzad Haider Alvi, Schulich School of Business.

9:45AM - 11:15AM
1791 Paper Session – (SAP) Knowledge and Complexity Revisited
Hyatt Regency Atlanta, Inman
Chair: A. Paul Spee, U. of Queensland
To reinvent the wheel or not? Expanding the replication perspective on knowledge transfer | Rajiv Nag, Drexel U; Saku Mantere, McGill U.
Dreams within a dream: Microvisions in complex organizations | Alexander Lewis, The U. of Texas at San Antonio; Jonathan Clark, The U. of Texas at San Antonio
From Individual Knowledge to Collective Practice - Exploring Transitions in Knowledge Creation | Katrin Riisla, U. of Helsinki; Anu Maaria Kajamaa, U. of Helsinki
Mastering Strategic Change in a Political and Complex Organization | Olli Rusanen, Aalto U. School of Business; Mikko Hänninen, Aalto U. School of Business; Lauri Juhani Paavola, Aalto U. School of Business.

11:00AM - 1:00PM
1909 Paper Session – (SAP) Performativity and Performance Unpacked
Hyatt Regency Atlanta, Inman
Chair: Violetta Splitter, U. of Zurich.
Discussant: Veronique Ambrosini, Monash U.
Inverted U Shaped CEO Narcissism-Firm Performance Relationship: Role of Corporate Governance | Nishant Uppal, Indian Institute of Management, Lucknow.
Virtue orientation & firm performance – Does „good“ do better? | Achim Schade, RWTH Aachen U.
1:15PM - 2:45PM  
1934 Symposium – (BPS, SAP, OMT) *Interpersonal Dynamics in Strategic Leadership: Five Perspectives*  
Hyatt Regency Atlanta, Regency Ballroom V  
Organizers: Shenghui Ma, U. of Zurich; David Nils Seidl, U. of Zurich.  
Chair: David Nils Seidl, U. of Zurich.  
Presenters: Ann Langley, HEC Montréal; Shenghui Ma, U. of Zurich; Richard L Priem, Texas Christian U; Matthew Semadeni, Arizona State U; Zeki Simsek, Clemson U.  
Discussant: Philip Bromiley, U. of California, Irvine.

1:15PM - 2:45PM  
2028 Paper Session – (SAP) *Strategy Communications in Practice*  
Hyatt Regency Atlanta, Embassy Hall G  
Discussant: David Oliver, The U. of Sydney  
Chair: Timo J Santalainen, Aalto U. And Stratnet  
More effective strategy communication? Assessing multi-media communications in bridging interfaces | Stephen Cummings, Victoria U. of Wellington; Duncan Angwin, Lancaster U. Management School; Urs S. Daellenbach, Victoria U. of Wellington  
Unwanted signals: the effect of financial restatement in acquisition transactions | Nari Kim, U. of California, Irvine; Samyul Cho, Oregon State U.  
Entrepreneurial Organizations and Hidden Communication Prior to Product Launch | Wei Shi, Rutgers U; Matthew Weber, Rutgers U.

3:00PM - 4:30PM  
2129 Symposium (OMT, SAP, BPS) *Designing Organizations to ‘Win’ in Pluralistic Settings*  
Atlanta Marriott Marquis, Marquis M302  
Organizer: Niall Coogan, The U. of Manchester; Nuno Gil, The U. of Manchester  
Discussants: Ann Langley, HEC Montréal; John Joseph, U. of California, Irvine  
Presenters: Jochem T. Hummel, VU Amsterdam; Ilze Kivleniece, INSEAD.
We look forward to you joining us for these academic sessions. You are also invited to two exciting social events. (1) an informal dinner and get together on Friday night at Ray's in the City restaurant. Please email to Paul Spee (p.spee@business.uq.edu.au) for the approval code. (2) Our social will take place on Monday night at 18:30 at Hyatt Regency Atlanta, Centennial Ballroom IV (follows short business meeting). See you there!

See you next year in Chicago!

Please submit your PDW proposals, symposia, and papers to the Strategizing Activities and Practices Interest Group!
## Appendix O - Progress of 2013 SAP Goals and objectives (p. 256)

<table>
<thead>
<tr>
<th>Goals and actions developed in 2013 report</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continued growth for the Interest Group on its present trajectory and progress towards full Divisional status over the next three years</td>
<td>Achieved</td>
</tr>
<tr>
<td>2. The amendment of the bylaws to rename the Interest Group ‘Strategizing Activities and Practices’</td>
<td>Achieved</td>
</tr>
<tr>
<td>3. The amendment of the bylaws to create the distinct position of membership secretary, elected on a three year basis similar to the current Treasurer and Secretary</td>
<td>By-laws require changing</td>
</tr>
<tr>
<td>4. The amendment of the bylaws to change the title of PDW Chair to Assistant Program Chair, with support to the main program included as part of the duties</td>
<td>Remains PDW Chair; by-laws remain unchanged</td>
</tr>
<tr>
<td>5. The amendment of the bylaws to allow more explicitly for a two year progression between Assistant Program Chair and Program Chair and a three year progression through the various Interest Group Chair positions.</td>
<td>Steering Committee voted in favor to continue structure ‘as is’</td>
</tr>
<tr>
<td>6. The assignment of formal responsibilities to representatives-at-large: these responsibilities may vary over time, but US membership, early career support and communications (listserv etc) are current priorities (no need for amendment to bylaws)</td>
<td>Achieved</td>
</tr>
<tr>
<td>7. The encouragement of nominations for elected positions of early career scholars and US scholars</td>
<td>Achieved (Tables 2.1, 2.2)</td>
</tr>
<tr>
<td>8. The formal induction of new officers by the Chair, Chair Elect and previous holders of relevant positions</td>
<td>Remains informal</td>
</tr>
<tr>
<td>9. The devotion of more time at the annual business meeting to Interest Group policy issues, supported by more policy discussion in the newsletter and elsewhere</td>
<td>Partially achieved</td>
</tr>
<tr>
<td>10. The improvement of communications through the listserv and the regularization of Fall and Spring editions of the newsletter and any other means that appear appropriate</td>
<td>Achieved</td>
</tr>
<tr>
<td>11. The promotion of inclusion through widening involvement in main program chair and discussant positions and prominent PDW activities</td>
<td>Achieved</td>
</tr>
<tr>
<td>12. The continued development of PDW activities suited to early career scholars</td>
<td>Achieved</td>
</tr>
<tr>
<td>13. The promotion of prizes (e.g. doctoral, early career scholar and best reviewer) and welcoming events (such as doctoral breakfasts) likely to benefit early career scholars</td>
<td>Achieved</td>
</tr>
<tr>
<td>14. Increased fundraising, with naming opportunities for priority activities (such as prizes or welcoming events)</td>
<td>Achieved; huge increase (see section 3/VI Finances)</td>
</tr>
<tr>
<td>15. Seeking a formal liaison person with the OMT division and improving liaison generally with other Divisions, particularly through joint activities in the main program and PDWs</td>
<td>Remains informal</td>
</tr>
</tbody>
</table>