



STRATEGIES, ACTIVITIES & PRACTICES INTEREST GROUP

APRIL 2018 NEWSLETTER

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Dear SAP Members,

Welcome to the Spring 2018 Newsletter for SAP!

The Spring Newsletter is both a reflective and anticipatory one. We reflect on our **ambition to move from an Interest Group to a Division** as well as on the feedback that we have received from the **membership survey**. But we also look ahead: The upcoming **SAP elections**, first insights into the SAP activities at the AOM conference 2018 as well as some particularly promising SAP activities beyond the Academy.

This year, Rajiv Nag and Virpi Sorsa have compiled an **exciting SAP program** for the 78th Annual Meeting of the Academy of Management, 2018, in Chicago (page 12). And Paul Spee will **reveal a secret**: This year's keynote speaker and discussant (page 14). This issue also provides you with some initial information on the many other activities that are planned as we look forward to the Academy of Management conference, such as PDWs and our **Doctoral and Early Career Program**, which is on-track for another successful run.

The **various announcements of SAP events beyond the Academy** show that we have plenty of opportunities to advance our work and (re-)unite for collegial and social opportunities. Finally, we are pleased to have a **new section**: SAP around the globe. This new section particularly covers SAP activities at locations that might go beyond our attention. In this first edition, we will showcase **South Africa's SAP journey** (page 23). We hope that different countries and regions will also provide their stories for subsequent editions.

We construct this newsletter with care to provide you with the information about a striving community. Without your active participation, SAP will always be much less than it could be. Please pass this newsletter on to colleagues and friends, and invite them to participate with you in the many planned SAP activities.

Your Publishing Team

Violetta Splitter (violetta.splitter@uzh.ch)

Charmaine Williamson (chammie@vodamail.co.za)

WANT TO SEE YOUR LOGO HERE? BECOME A SAP SPONSOR....

Within the global community of the Academy of Management, the Strategizing Activities and Practices (SAP) Interest Group with its **over 700 members** is one of the **fastest growing communities**, bringing together established scholars, PhD students and practitioners.

We are particularly proud of our efforts in developing early career scholars, linking academic scholarship with practical relevance and advancing the agenda of strategy-as-practice research in the field of organization studies and strategic management by focusing on the processes and practices constituting the everyday activities of organizational actors and relating these to strategic outcomes.

We provide our sponsors with the **unique opportunity to connect** with this vibrant community and **raise visibility** by supporting a variety of academic debates and sessions, developmental workshops and social events that we have set up for the Annual Meeting of the Academy of Management in August 2018, in Chicago/USA.

We offer a number of different sponsorship models:

General Sponsorships are rewarded with visibility in all our communications, including the SAP program that we print and distribute at the meeting, slides and oral recognition at our social meetings etc.

In addition to the benefits associated with a General Sponsorship, we also offer a number of higher visibility opportunities or to reach out to particular parts of our community by supporting specific events. For such **Event Sponsors**, we offer opportunities to be specifically associated with a particular event/ prize such as...

... our Annual distinguished Keynote Speech

... the SAP Social Party,

... a Professional Development Workshop,

... elements of our Doctoral Program,

... prizes, e.g., Best Doctoral Paper Award.

*If you like to **discuss any opportunities** specifically tailored to your institution, **please don't hesitate to contact the SAP treasurer Carola Wolf** (c.wolf@aston.ac.uk).*

WE THANK OUR CURRENT SPONSORS!



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UPDATE ON OUR AMBITION TO MOVE FROM AN INTEREST GROUP TO DIVISION

Paul Spee, Chair SAP IG

What happened thus far?

On Monday, February 5th 2018, we submitted our formal application for Division status, combined with the 5-year review. The application comprised some 252 pages demonstrating the achievements of a truly global community.

Irrespective of the outcome, it is time to celebrate Strategizing, Activities & Practices (SAP). The preparation of the application provided an opportunity to characterize the field of knowledge encapsulated and advocated by SAP. Below, I highlight some of the indicators on SAP scholarship featuring in the report.



A guesstimate on the number of SAP of publications

To provide a comprehensive overview of scholarly work, a Boolean search was conducted on “strategy as practice” in Abstract OR Title OR Full Text in three databases: i) Web of Science; ii) Scopus, and iii) ABI/Informs (ProQuest) as outlined in Table 1.

Database	Web of Science ₁	Scopus ₂	ABI/Informs ₃	SAP-IN
Count	270	279	647	472

Figure 1 provides an overview of the most prominent journal outlets for SAP scholarship₄, demonstrating the high-quality outputs in the top-tier journals representing the management field and strategy specific journals. The European origins of SAP scholarship explain the string of publications in leading European journals. Additionally, SAP work has been published scholarly books (n = 14, reported in SAP-IN web portal) 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).

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

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

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

4 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.

UPDATE ON OUR AMBITION...—CONTINUED

Paul Spee, Chair SAP IG

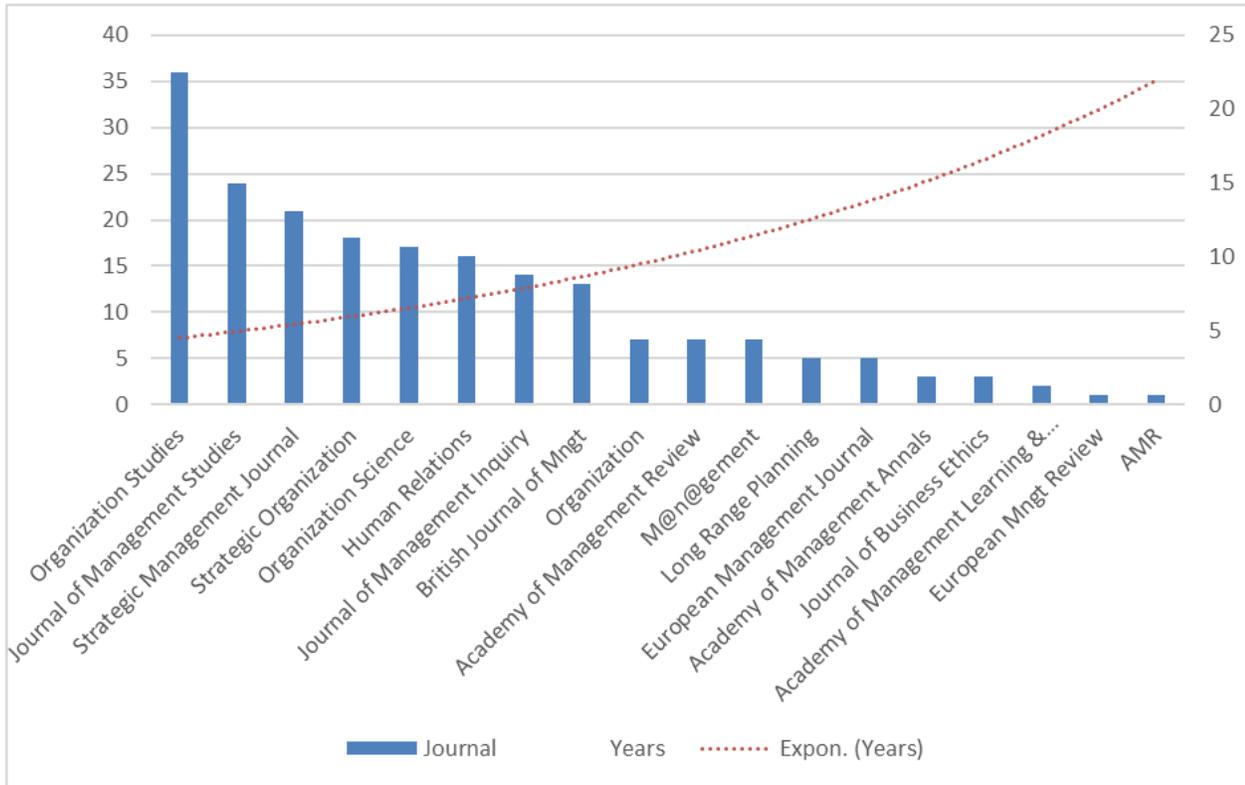


Figure 1: Overview of SAP publications (based on SAP-IN)

A stab at the impact of SAP work

Figure 2 illustrates a steep growth in 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 are a strong indicator of the influence of SAP work beyond the core community.



UPDATE ON OUR AMBITION...—CONTINUED

Paul Spee, Chair SAP IG

Sum of Times Cited per Year

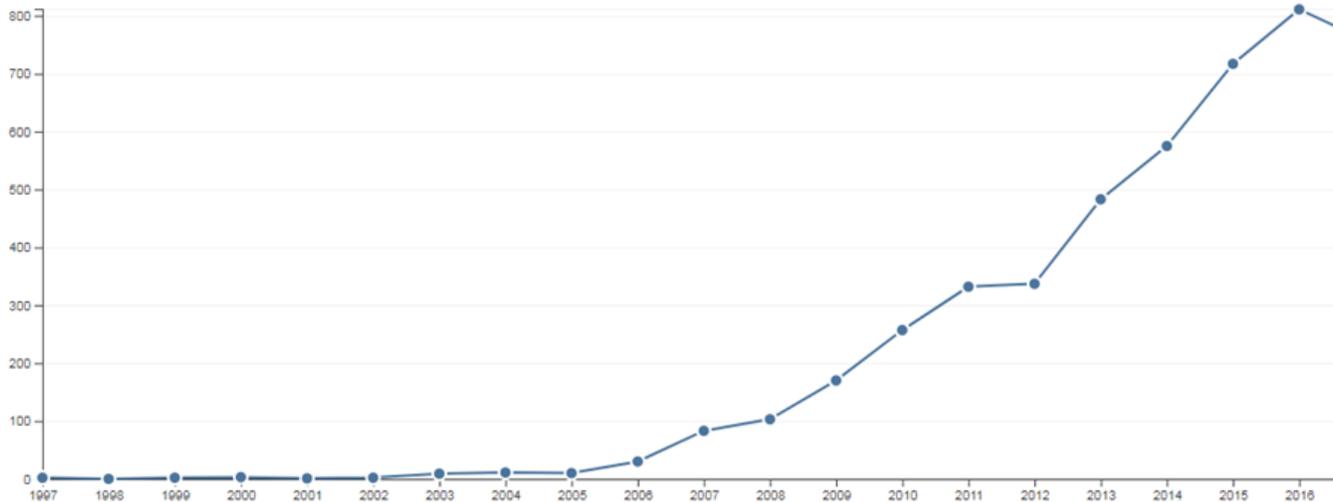


Figure 2: Citations (based on ISI/Web of Science)

The growth of SAP in conjunction with its inception at AoM

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.

Database	1996-2010	2011-2013	2014-2017
Web of Science <i>average</i>	69 (26%) 4.6	74 (27%) 24.6	127 (47%) 31.8
Scopus <i>average</i>	65 (23%) 4.3	55 (20%) 18.3	160 (57%) 40
ABI / Informs <i>average</i>	155 (24%) 10.3	205 (32%) 68	423 (44%) 105.8
SAP-IN ₅ <i>average</i>	213 (45%)	110 (23%)	149 (32%)

⁵The 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.

UPDATE ON OUR AMBITION...—CONTINUED

Paul Spee, Chair SAP IG

SAP scholarship represents a rapidly 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 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%).

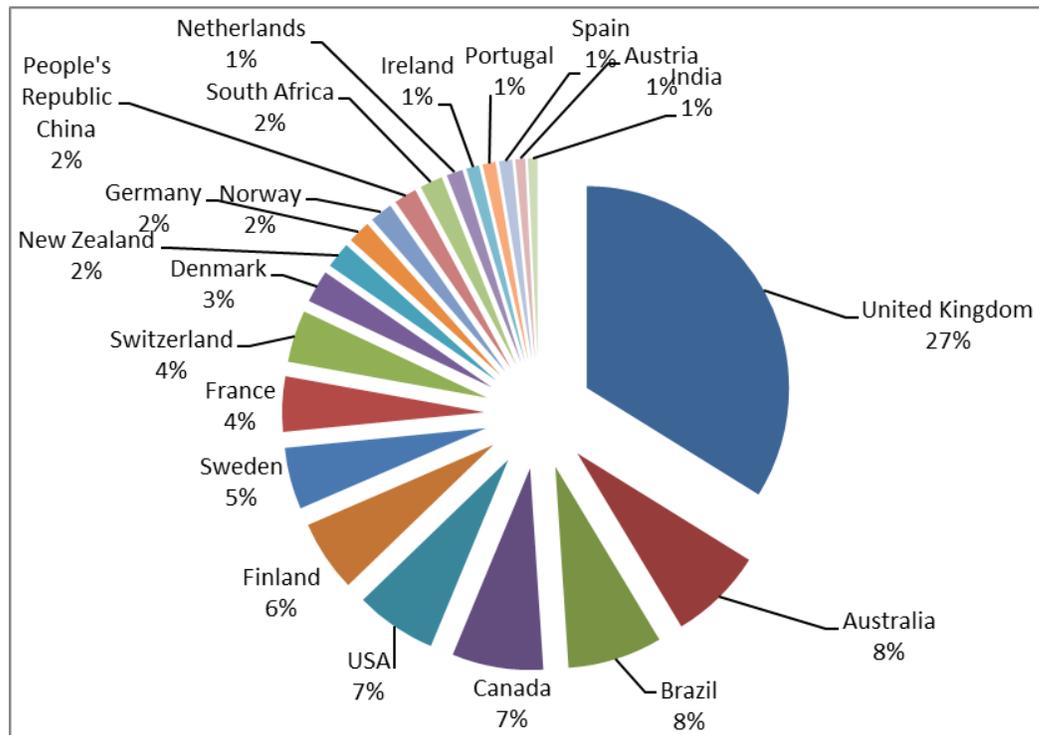


Figure 3: Breakdown of SAP authorship (based on Web of Science⁶)

What are the next steps?

The application and review report was considered by the *Division and Interest Group Review (DIGR) Committee* in March, providing a recommendation to the *Academy of Management Board of Governors*. Each of the 22 Division and Interest Groups was also invited to comment on the proposal feeding into the recommendation of the DIGR committee. The final decision will be taken by the Academy of Management Board of Governors during next Board meeting scheduled at the end of April, which will be communicated to us in May. Of course, we will share the decision whether AoM will inaugurate SAP as a Division or recommend that SAP continue as Interest Group as soon as we are informed by the Board. Until then, I request that we keep the full application confidential in order to avoid stepping on any toes or appearing to work cross-purposes.

⁶Web of Science was selected due to the ease and readiness to generate geographic data for authors.

MEMBERSHIP SURVEY— RESULTS!



Paul Spee, Chair SAP IG

I am excited to share some metrics and feedback from our membership survey. Thank you again to the 206 members (or 32% of the SAP IG membership) who participated in the survey!

The positive perceptions reflected in the survey are the results of the hard work put in by every officer and volunteers over the past few years, which have made the work impactful *and* fun. Future officers and volunteers will continue the success in the coming years!

Below, you will find an executive summary of the survey results. For those interested in the detailed results, the aggregated responses for each question are available on the SAP IG [website](#).

EXECUTIVE SUMMARY OF MEMBERSHIP SURVEY

Interest Group Metrics

- ◆ At the membership census date, SAP had 724 members, with the majority being international members (465).
- ◆ SAP has generated membership growth in both U.S. members (29%, 5-year % average) and international members (24%, 5-year % average), during a time when AOM saw a net loss of members (US: -0.7%; International: -10.1%).
- ◆ Satisfaction with services and SAP Interest Group is at an all-time high.
- ◆ SAP attracts and represents a community of relatively young scholars (30-39 years: 29%; 40-49: 32%) with shorter AOM membership tenure (0-3 years: 60%).

Community, Identification and Involvement in the SAP Interest Group

- ◆ Members have a strong affiliation with SAP, with the majority strongly valuing and engaging with the annual meeting.
- ◆ Members value the strong sense of community within the Interest Group.
- ◆ The Interest Group's efforts to engage with and include such a diverse membership have been recognized through the Diversity & Inclusion Award in 2016.
- ◆ Members perceive high levels of satisfaction with the awards and recognition, which is consistent with the transparent, democratic governing and leadership processes.

Academy Meeting and SAP program

- ◆ SAP has seen an increase of submissions across its scholarly program over the period 2013 to 2017 (3% 5-year average).
- ◆ Members display very high levels of satisfaction with the overall access to participation on the program. Within the program, members particularly value PDWs with over 30% being extremely satisfied. Close to 30% of members are also extremely satisfied with symposia and plenaries.
- ◆ SAP has been particularly active in creating a very stimulating and supportive environment for PhD students and Early Career Researchers. The SAP Doctoral & Early Career Program (ECP) forms an important part of the Interest Group's community building and inclusion efforts.

UPCOMING ELECTIONS

Jane Lê, Outgoing Chair, SAP IG

Election time is upon us! This year we will elect four important positions:

- ◆ **PDW Chair** (5-year leadership track, 2018-2023) and
- ◆ three **Representative-at-large** positions (3 years, 2018-2021; 2 years, 2018-2020; and 1 year, 2018-2019).

Elections are open now! You should have received an email urging you to vote.

PLEASE VOTE! These roles are critical to the development and future trajectory of SAP.

We have an outstanding set of candidates who have agreed to run for these positions. Please see below for photographs and full bios.

THE CANDIDATES

PDW CHAIR CANDIDATES



Katharina Dittrich

I am an Assistant Professor at the University of Zurich in Switzerland where I also received my PhD in 2014. I take a particular interest in change and emergent dynamics in organizations, with an emphasis on practice-theoretical approaches and ethnographic methods. My work contributes to both strategy-as-practice and routine dynamics research and has been published in *Organization Science*, the *Academy of Management Journal*, and the *Cambridge Handbook of Strategy-as-Practice*. In 2014 I had the opportunity to take on the role as Membership Secretary for the SAP Interest Group and help drive many new initiatives for the members of the IG. I very much enjoyed working with our members to develop initiatives that would cater to their needs and make their AoM experience more productive and joyful. Based on my experience with the IG, I would be very happy to continue this work as the PDW Chair.



Lisa Thomas

Dr Lisa Thomas is Associate Professor of Strategy at Audencia Business School Nantes. She holds a BSc Hons in Business and French, University of Surrey and a MBA, Cardiff Business School, Cardiff University, UK. Her PhD, also from Cardiff Business School focussed on the barriers to effective strategy implementation within organizations. Her research interests lie in the domain of strategy process and strategy as practice. She has several international publications in these domains. She regularly presents her work at international conferences and is reviewer for International Journals in the domain of strategy. Over the last 22 years Lisa has held positions in strategy at institutions in the UK and France, including, Cardiff Business School, IESEG School of Management, Paris and NEOMA Business School, France. She has considerable experience of the international Higher Education environment and has held many academic administrative positions, most recently as Academic Director, MBA programme.

UPCOMING ELECTIONS...CONTINUED

REPRESENTATIVE-AT-LARGE CANDIDATES (3 Years)



Tamim Elbasha

Tamim is an active member of the SaP community since 2011, and an associate professor at Audencia Business School, France. His current research interests are one part in how “strategy” is consumed, made sense and enacted (or cunningly not) at the front line, one part in how researchers (strive to) reconcile different foci of analysis (macro/meso/micro, institutional/organisational/individual), and one part in education: how to design curricula that offer learners more ‘thinking space’ and critical thinking skills (too many parts?). Before becoming an academic he worked as an optician and a store manager in optical retail in Syria and the UK for a decade. When Tamim is not wedged behind a screen, he spends long hours cooking and being an avid *bricoleure*. Currently, he is working on his riding practices (and praxes, of course) with the modest goal of riding a Honda CB650F by the end of the year.



Vern Glaser

I am an Assistant Professor in the Strategic Management and Organization Department at the University of Alberta. I study the question: *How do organizations strategically change practices and culture?* Most of my research revolves around three inter-related concepts naturally associated with organizational efforts to change practices and/or culture: language, tools and technology, and professional expertise. I primarily use qualitative research methods. Recently, I have spent field time in the online display advertising and predictive analytics industries. My research has been published or is forthcoming in *Organization Science*, the *Academy of Management Journal*, the *Journal of Management Inquiry*, and *Research in the Sociology of Organizations*. I am very excited about the opportunity to continue to help the Strategy-as-Practice community support members’ research and teaching efforts.

REPRESENTATIVE-AT-LARGE CANDIDATES (2 Years)



Lisa Day

I am an early career researcher at the University of Liverpool Management School, and Director of Studies for the online MBA. I completed my PhD with University of Bath in 2017. During my PhD I received the AoM SAP Interest Group Best Student Paper Award in 2015 and 2016. I am very keen to give back to the SAP community who have been so encouraging and generous to me. I am also a member of the organizing team for the SAP Community Day at EGOS. Prior to entering academia, I worked as a practitioner in senior strategy roles in organisations such as Santander, BT and Marks & Spencer. I have strong management and organizational skills that I can bring to bear in the SAP Rep-at-large role and would really enjoy the opportunity to work with the rest of the SAP Interest group team.

UPCOMING ELECTIONS...CONTINUED

REPRESENTATIVE-AT-LARGE CANDIDATES (2 Years)



Shenghui Ma

Shenghui Ma is a Senior Researcher and Lecturer in Strategy at the University of Zurich. His research focuses on CEO succession, top management team dynamics, strategic change, and sensemaking. His work has been published in International Journal of Management Reviews and Strategic Management Journal. Shenghui has been an active member of the SAP IG at AOM. He served as a mentor for the Doctoral & Early Career Program since 2016, an organizer for a PDW and a panel symposium, and a regular reviewer and session chair. He was awarded as outstanding reviewer in 2015. Shenghui has also been actively engaged with various SAP communities outside AOM. He is the Associate Program Chair for the Strategy Practice IG at SMS. He was a visiting researcher at the Cambridge Judge Business School and the

REPRESENTATIVE-AT-LARGE CANDIDATES (1 Year)



Paula Jarzabkowski

I am a Professor of Strategic Management at Cass Business School, City, University of London. I have been studying strategy through a practice lens since before it was “a thing”. It was simply my world view, although I didn’t have the conceptual language to express that when I began my PhD in 1997, studying how top managers shape strategy. Since then I have conducted a number of different strategy-as-practice studies on everything from strategic planning in organisations to competitive action in global markets, on the way publishing several papers and two research monographs, as well as trying to use my results to have an impact on practitioners. I have also been actively involved in developing the strategy-as-practice field through conference activities, special issues, websites, and workshops. I would be thrilled to serve the AoM SAP community as the representative-at-large if elected.



Charmaine Williamson

I completed a Doctorate, “Strategy in the Skin”, using Strategizing Activities and Practices, complexity and organizational contradiction as her theoretical perspectives. I applied this to international development co-operation and public financing. I developed my disciplinary positionality through advising graduate students in SAP, and engaging substantively in doctoral education, the latter, an area where I have presented and published internationally. I am a reviewer for both SAP and Research Methods at the AOM, having twice received the SAP “Best Reviewer Award”. I was one of SAP Doctoral & Early Career Program (ECP) beneficiaries for AOM, in 2016. I am Co-Editor of the SAP IG Newsletter. I value that the SAP IG received the Diversity & Inclusion Award, in 2016, and that perspectives from the Majority World are valued by the membership.

UPCOMING ELECTIONS...CONTINUED

FUTURE ELECTIONS

If you are interested in running for a position in the future, below are the positions that will need to be filled in the next few years:

Election April 2019

- Rep at large (3 years, 2019 -2022)
- Treasurer (3 years, 2019-2022)
- PDW Chair (5-year leadership track, 2019-2024)

If you are interested in running for one of these positions, please contact Sotirios Paroutis, who will organize the 2019 elections.

Election April 2020

- Rep at large (3 years, 2020-2023)
- Secretary (3 years, 2020-2023)
- Membership Secretary (3 years, 2020-2023)
- PDW Chair (5-year leadership track, 2020-2025)

If you are interested in running for one of these positions, please contact Rajiv Nag, who will organize the 2020 elections.



OTHER OPPORTUNITIES

If you are interested in getting involved, but do not feel quite ready for one of these roles, there are plenty of other opportunities to get involved with SAP. For instance, if you are an Early Career Researchers, you could become a doctoral student representative (appointed role, around 3 to 5 reps), post-doctoral student representatives (appointed role, around 3 reps) or volunteer for one of our many other roles! There are also always opportunities to get involved as reviewer, session chair, or other capacity. Just get in touch with us and we'll help you find the right role for you.

As always, it is a great pleasure to serve the SAP membership!





UPDATE FROM THE PROGRAM AND PDW CHAIRS—ENROUTE TO AOM CHICAGO, 2018



Time flies...fast! After some hectic months that involved managing submissions, assigning reviewers, selecting papers, PDWs, and symposia, our program for AoM 2018 has finally taken shape. This would not have happened without the immense help from the submitters and reviewers. Being mindful of the time that required to carefully review a paper, we succeeded in ensuring that that reviewers on average received not more than 3 papers to review for the SAP IG. In total, **126 reviewers** participated in the paper and symposia selection process thereby resulting in each submission receiving **4 reviews** on average.

Our collective efforts have resulted in an exciting slate of papers and symposia for the main program. Specifically, we will have a total of **11 paper sessions (including a discussion paper session on Sunday) and 9 lead and co-sponsored symposia**. This year we have two **showcase symposia**, the first of which is **Theorizing Process Research: Perspectives in Conversation** co-sponsored by the OMT and STR divisions, focuses on taking stock of process studies and their underlying debates and engages a group of five distinguished scholars - Raghu Garud, Paula Jarzabkowski, Ann Langley, Hari Tsoukas, and Andrew Van de Ven. The second showcase symposium, **The Practice Turn in Management Studies: Taking Stock and Moving Forward**, explores common grounds among the various practice-based research streams in areas such as strategy, leadership, information systems, and entrepreneurship and seeks to advance ideas for future research. This symposium involves leading scholars who have significantly advanced the practice-theoretic perspective, such as Davide Nicolini, William Gartner, Natalia Levina, Joseph A. Raelin, and Richard Whittington.

Preceding the main program is the **PDW program** spread over Friday and Saturday. There are 3 PDWs organized for Friday, August 10th: The PDW workshop “Advancing SAP Research – An Interactive Workshop for Doctoral & Early Career Scholars” (10578) concentrates on on Doctoral and Early Career scholars, and fosters the development of prospective high-quality SAP research publications to ensure the continuation of the vibrant SAP community within the Academy of Management. “Qualitative Analysis Boot Camp III” (13424), the third in a series, opens the black box of inductive qualitative methods by discussing the realities of data analysis and demonstrating the value of the interpretive process.



78TH ANNUAL MEETING OF THE ACADEMY OF MANAGEMENT

UPDATE FROM THE PROGRAM AND PDW CHAIRS—CONTINUED

Guidance to both new and more established scholars on the multiple aspects of their lives as academics in 2018 and onward is provided in the PDW workshop “Rhythms of Academic Life – Insights and Advice for Academic Scholars at all Career Stages” (12732). All of these workshops form a part of the Early Career Program (**ECP**) organized by SAP interest group. On Saturday August 11th, we have a PDW workshop “Process and Practice: Strategy-as-Practice meets Entrepreneurship” that gives a novel opportunity for SAP scholars to engage in developing a joint research agenda connecting strategy-as-practice and entrepreneurship. Besides SAP organized PDWs, there are **8 PDWs co-sponsored by SAP** that we warmly recommend for the members of our community

Over the years, our interest group’s keynote plenary has attracted strong attendance and this year the event promises to be as attractive if not more. We are proud to announce that this year’s **distinguished keynote speaker** will be **Professor Theodore (Ted) Schatzki of the University of Kentucky** with **Professor Paula Jarzabkowski** as the discussant (see page 14 for more info).

The year 2018 is destined to be moment when the SAP interest group comes of age, as it makes a final pass towards a full division status at the Academy of Management. This is a culmination of years of hard work put in by the founders and members of our interest group and the SAP community at large. As the Program and PDW chairs, we would like to express our **deepest gratitude and appreciation** to all those who chose to submit their ideas and works for consideration to be included in the SAP program at AoM 2018.

See you all in the “windy city” in a few months’ time!



IMPROVING LIVES

CHICAGO ILLINOIS | 2018



THIS YEAR'S SAP IG KEYNOTE: "IN THE WEB OF PRACTICE-THEORY"

The SAP Distinguished Keynote features the prominent social theorist Professor **Ted Schatzki**, one of the leading practice theorists of the current era and Professor **Paula Jarzabkowski**, a founding scholar in the strategy-as-practice field, noted for her empirical research using a practice theoretical lens. Professor Schatzki will share a glimpse of his latest work offering an account of social change and how it is explained. Professor Jarzabkowski will offer insights on how the work by Professor Schatzki has influenced her research. The presentation will be an important explanation of the scope of practice theory, followed by a dialogue between these scholars about how empirical research and practice theorising may inform each other.



Theodore Schatzki is professor of geography and philosophy at the University of Kentucky. Specializing in social theory, he is concerned, above all, with social ontology, theories of action, and philosophy of the social sciences. He is also widely associated with the intellectual stream known as "practice theory." Schatzki is the author of *Social Practices* (1996), *The Site of the Social* (2002), and *The Timespace of Human Activity* (2010), as well as the coeditor of, among other works, *The Practice Turn in Contemporary Theory* (2001), *The Nexus of Practices* (2017), and *Questions of Practice in Philosophy and Social Theory* (forthcoming). For the past decade, Schatzki was Senior Associate Dean in the Kentucky College of Arts and Sciences. He is currently on leave writing a book on social change.



Paula Jarzabkowski is Associate Dean of Research & Enterprise and Professor of Strategic Management at Cass Business School, City, University of London. Paula's research focuses on the practice of strategy and markets in complex and pluralistic contexts. She has held several prestigious fellowships and grants that have enabled her to conduct ethnographic research in a range of industries. She 'enjoys' the challenge of publishing ethnographic, practice-theoretical work in leading journals. In 2005, she published the first book on strategy as practice, *Strategy as Practice: An Activity-Based Approach* (Sage) and her latest co-authored book, *Making a Market for Acts of God* was recently published by Oxford University Press.

SAP'S ANNUAL DOCTORAL & EARLY CAREER PROGRAM @AOM

Katelynn Sell and Christina Wawarta

For the third year in a row, the SAP Interest Group has designed a compelling **one-day program** specially tailored to guide **Doctoral and Early Career Scholars** through the “academic jungle” of AoM 2018. While this program is similar to other consortia in some regards, SAP’s Doctoral and Early Career Program goes above and beyond traditional sessions by fully integrating our program into the broader SAP community and by targeting early career scholars as well as doctoral students.



This day long program, specifically designed for individuals seeking to deepen and enhance their SAP-related knowledge and skills, will take place on **Friday, August 10th**. The Doctoral and Early Career Program again contains **3 carefully selected Professional Development Workshops**, a unique Q&A session with this year’s patron, Paula Jarzabkowski, a seat at the official SAP Community Dinner that night, and plenty of opportunities for new scholars to network and become acquainted with the larger SAP community.

Past participants have raved about the Doctoral and Early Career Program stating that it provided a foundation for navigating AoM, delivered access to senior scholars in the field, and contained invaluable social and networking opportunities!

“Thank you so much for this opportunity!
This experience had a significant positive impact on my career path already.”



“As a doctoral student who is on the job market, the careers PDW was very helpful for me.”

“It was amazing getting advice from such great scholars.”

* Information on the application process follows on the next pages.



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SAP'S ANNUAL DOCTORAL & EARLY CAREER PROGRAM—CONTINUED

Advancing SAP Research: An Interactive Workshop for Doctoral & Early Career Scholars

PDW organizers Christina Wawarta and Vern Glaser have chosen an interactive panel of academics as well as additional roundtable facilitators to support and advise new SAP scholars interested in **strengthening their research capabilities, skillsets, and projects.**



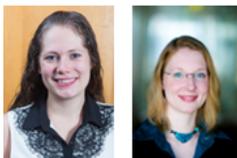
Panelists

The first panel, comprised of both established and emerging SAP scholars, will provide insight into developing and publishing SAP research in the field's top journals with **roundtable sessions focusing on paper development.** Specifically, this portion will focus on challenges common to SAP research relating to **communicating with reviewers and editors, publishing novel methods, and publishing for the first time.**

The second panel will focus on important factors other than writing that contribute to successfully developing and publishing SAP research. Topics for this panel and roundtable sessions include **scholarly identity, managing a research pipeline, and the importance of networking.**

1

Qualitative Analysis Bootcamp III



Panelists

PDW organizers Tine Köhler, Jane Lê, Paula O’Kane, Krista Pettit, and Anne Smith have assembled a team of experienced panelists and qualitative researchers to help scholars **develop and expand their qualitative data analysis skills.** Specifically, this PDW will **focus on data analysis and coding of contextual data.** Part one will examine **different approaches to data analysis** while part two will be an **interactive and hands-on coding session.**

Some of the guiding themes that will be explored in depth during the first part of this session include: The context for coding: **Qualitative data analysis processes; Defining and utilizing an abductive process; and Discussions about qualitative data analysis approaches.** The second part of this session will include a manual coding exercise in which the participants will become more familiar with the various approaches to coding and data analysis.

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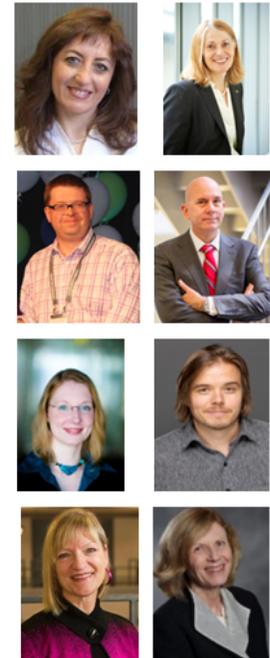


SAP'S ANNUAL DOCTORAL & EARLY CAREER PROGRAM—CONTINUED

Rhythms of Academic Life – Insights and Advice for Academic Scholars at all Career Stages

PDW organizers Katharina Dittrich, David Oliver, and Robert Wright have prepared a session inspired by the groundbreaking book “Rhythms of Academic Life” by Frost and Taylor (1996), which aligns with the theme of AoM 2018: Improving Lives. Over 20 years later, this topic remains as important as ever.

- 3 The first portion of this PDW will include a **panel discussion on the general topic of “Career Rhythms”** as well as the **similarities and differences that can be seen in academic life over the past 20 years**. The second portion will be an engaging session in which all participants will have the chance to **discuss key issues, challenges, success stories, and lessons learned with senior scholars in the field**.



Panelists

How to Apply?

Space is limited to 20 participants.

To apply, please send your application to christina.wawarta.15@mail.wbs.ac.uk. Please include information on yourself, your career stage, your research project and its fit with SAP (if applicable), and why you want to take part in the program.



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PDW—PROCESS AND PRACTICE: SAP MEETS ENTREPRENEURSHIP

ORGANIZERS

Paul Spee, University of Queensland
Anna Jenkins (University of Queensland)
Neil Thompson (VU Amsterdam)



The aim with this PDW is to bring to the fore the value of Strategy-as-Practice (SAP) research to the study of entrepreneurship. The goal is to show *how* and *why* SAP can uncover and shed new light on issues related to the entrepreneurship process. With practice based approaches gaining traction in the entrepreneurship field, this PDW brings together SAP and Entrepreneurship scholars interested in uncovering how a practice approach can help address some of the most fundamental questions facing entrepreneurship scholars and provide methodological guidance for answering such questions. For instance, a practice based approach provides the basis to study everyday activities of entrepreneurs, their actions and interactions, and the impact this has on the development of the ventures they are creating. As such, the PDW creates possibilities to extend the reach of practice-based approaches into Entrepreneurship thereby building capacity within strategy-as-practice and entrepreneurship.

SPEAKERS

Anna Jenkins, University of Queensland
Dimo Dimov, Bath University
Richard Whittington, Said Business School, Oxford University
Paula Jarzabkowski, Cass Business School, City,
University of London
Eero Vaara, Hanken School of Economics
Paul Spee, University of Queensland
Bill Gartner, Babson College
Mattias Nordqvist, Jonkoping University, Sweden
Sara Elias, University of Victoria
Jane Le, WHU – Otto Beisheim School of Management
Bruce Teague, Eastern Washington University
Neil Thompson, VU Amsterdam

REGISTRATION

The space for participation is limited. Please pre-register in the AOM meeting system, which will be open soon.

If you have any questions, please contact Neil Thompson (n.a.thompson@vu.nl)

RESEARCH COMMUNITY PLATFORM AND COMMUNITY DAY @EGOS 2018

After three successful years of the SAP Research Community Platform (RCP) at EGOS, we recently submitted a proposal to continue this innovative and inclusive format until 2020. We are delighted to announce that our proposal has been approved and offer our gratitude to the EGOS Board and to those who supported this initiative. The RCP includes the SAP Community Day at EGOS, which offers a way to harness the strengths of the burgeoning SAP community by facilitating a fluid format that thrives on engagement with other EGOS communities to foster interesting new links and directions. Our focus on pre-colloquium activities also means that members are able to visit diverse scholarly EGOS subthemes while staying engaged in and involved with the SAP community. The RCP Organizing Team comprises Jeannie Holstein (who will act as the main EGOS Board Liaison), Violetta Splitter, Tania Weinfurtner, Georg Reischauer, Lisa Day, and Matthias Wenzel. This team is committed to this function for a minimum of three years. There will, however, be room to include new committee members through the wider engagement activities, so watch this space!



SAP COMMUNITY DAY @ EGOS 2018 in Tallinn

Convenors: Georg Reischauer - WU Vienna University of Economics and Business, Tania Weinfurtner - University of Zurich, Philip Gylfe - Aalto University School of Business, Matthias Wenzel - European University Viadrina

You are seeking inspiration for your next project or already have an idea that you want to take to the next level? You want to take a look behind the scenes of top-tier strategy journals and catch up with recent developments in SAP? Then join us for the Strategy-as-Practice Community Day in Tallinn!

The exciting day-long event consist of two parts. Part one will kick-off with an exciting keynote from Professor Paul Adler entitled "BUSINESS strategy is dead. Long live business STRATEGY!" Also, there is an interactive roundtable session where participants will have the opportunity to briefly pitch a research idea to the chair and other participants and international experts in SAP research. The afternoon will kick-off with a session that aims to demystify the review process. The session will showcase two exciting review processes as two author-editor pairs reveal their personal experiences of travelling the review journey in the course of the 2018 SMJ special issue "Strategy Processes and Practices: Dialogue and Intersections". Our finale is a panel session on Future Avenues of SAP Research with distinguished SAP scholars Robert Chia, Paula Jarzabkowski and Eero Vaara.

We look forward to meeting you there!

INFO & REGISTRATION

For further information on the Community Day 2018 please visit [this page](#).

Registration is required! Please register asap following the above link.

SAP RELATED TRACKS @EGOS EDINBURGH 2019

STRATEGIZING GRAND CHALLENGES

Katharina Dittrich
University of Zurich
Katharina.Dittrich@business.uzh.ch

Paula Jarzabkowski
City University
Paula.Jarzabkowski.1@city.ac.uk

Jane Kirsten Lê
WHU
jane.le@whu.edu

Today organizations face a variety of societal challenges that go beyond any single organization, yet these are a critical part of the strategic landscape. Indeed, managing the implications of such issues is increasingly a strategic issue for many firms. Examples of such challenges include food, water and energy security; climate change; fake news and Trumpism; disaster and environmental resilience; poverty and inequality; financial markets and regulation; digitalization and big data; etc. These types of issues are often described as ‘big issues’ or ‘grand challenges’ (Ferraro, Etzion and Gehman, 2015; George et al., 2016), meta problems (Hardy, 2008; Seidl & Werle, forthcoming), and wicked problems (George et al., 2012; Scherer and Palazzo, 2011). What these issues share is that they are multidimensional (e.g., involving social, economic, environmental, and technological aspects), that they span across organizations, industries and societal sectors and that they are “caught in causal webs of interlinking variables [...] that complicate both their diagnosis and prognosis” (Reinecke & Ansari, 2015: 299). While societal issues are becoming key to strategy and strategizing activities, we still know relatively little about how organizations and their members take strategic action in dealing with these issues, or the implications of their actions upon either the organization or the issue itself.

OPEN ORGANIZING FOR AN OPEN SOCIETY?

Researching and Theorizing Openness in and around Organizations

Leonhard Dobusch
University of Innsbruck
Leonhard.Dobusch@uibk.ac.at

Georg von Krogh
CETH Zurich
gvkrogh@ethz.ch

Richard Whittington
University of Oxford
richard.whittington@sbs.ox.ac.uk

While there is growing reference to notions of openness across domains, these are largely disconnected from each other, show few signs of convergence and lack theoretical reference between domains. This fragmentation is even more marked when considering related notions such as organizational fluidity (Dobusch and Schoenborn, 2015), liquidity (Kociatkiewicz & Kostera, 2014), boundlessness (Ashkenas et al., 2002) and partiality (Ahrne & Brunsson, 2011). Alongside these notions, advanced societies appear also to be seeing the emergence of more open organizational forms such as crowds (Felin et al, 2014), communities (Faraj et al., 2016), ecosystems (Baldwin, 2012) or meta-organizations (Gulati et al, 2012). A central objective of the proposed sub-theme will be to bring together discussions of various forms of open organizing in order to explore possible commonalities and significant distinctions, and to develop means for more connected theorizing across domains and dimensions.



INFO

For more information on EGOS 2019 in Edinburgh, please visit the [EGOS website](#).

STRATEGY PRACTICE IG @STRATEGIC MANAGEMENT SOCIETY (SMS)

We are excited to announce the SAP program at the 38th SMS Annual Conference in Paris. Thanks to your contributions, we have received the highest number of submissions in the recent years. Therefore, we expect to build an exciting program from a set of strong and interesting papers included. Next to the main program, we have planned a pre-conference program with a focus on junior scholar development and researcher-practitioner exchange. Come and join us for these exciting events:

Strategy Process and Practice Research Workshop, September 22, 2018

Organizers: Shenghui Ma (shenghui.ma@uzh.ch), Frances Fabian (ffabian@memphis.edu)

Panelists and facilitators: Shaz Ansari, Steve Floyd, Loizos Heracleous, David Seidl, Patrick Regnér, Richard Whittington

The purpose of this workshop is to discuss the challenges of conducting and publishing studies on strategy processes and practices, providing junior faculty and PhD students with a forum to interact with senior scholars and receive feedback on their projects.

SAP IG Panels

◆ Panel I: Open Strategy - Current Status and Future Prospects for Research and Practice

Organizer: Julia Hautz (hautz@wiso.uni-koeln.de), **Panelists:** Loizos Heracleous, Kurt Matzler, Luciano Oviedo, David Seidl, Christian Stadler, Richard Whittington

The panel will propose key research questions and opportunities for practice in the field of Open Strategy with time allocated for Q&A.

◆ Panel II: Researching Strategy Practices: A Dialogue Between Academics, Consultants and Business People

Organizer: Lionel Garreau (lionel.garreau@dauphine.fr), **Panelists:** Stéphanie Dameron, Polydekis Loukopoulos, Olivier Siboni, Violetta Splitter, Richard Whittington

The aim of this panel is to generate a discussion on studying strategy practices between Academics, Consultants and Business People.

◆ Panel III: New Trends in Strategizing of Family Businesses

Organizers: George Tovstiga (George.tovstiga@edhec.edu), Fabian Bernhard (Fabian.bernhard@edhec.edu), **Panelists** (tba)

The aim of this panel session is to bring together practitioners and academics to identify and reflect on critical questions regarding latest developments in the field of strategy pertaining to family businesses.



George Tovstiga
Chairperson



Krsto Pandza
Program Chair



Shenghui Ma
Associate
Program Chair



ENTREPRENEURSHIP AS PRACTICE: CALL FOR PAPERS

Call for Papers for Special Issue in International Journal of Entrepreneurial Behavior and Research

Papers are due for submission by 1 October 2018

A Call for Papers for a Special Issue in International Journal of Entrepreneurial Behavior and Research is available. Papers are due for submission by 1 October 2018. This Special Issue focuses on a core tenet of *IJEBR* to “advance the study of human and behavioural dimensions of entrepreneurship” by furthering an “entrepreneurship as practice perspective” (EAP) that should showcase fieldwork that explores specific entrepreneurial practices in specific settings. As championed by Steyaert (2007), Johannisson (2011) and Watson (2013), the entrepreneurship-as-practice perspective is now gaining traction, witnessed by such contributions as De Clercq & Voronov (2009), Terjesen & Elam (2009); Goss et al. (2011), and Keating et al. (2013). We see the use of practice theory and the general framework of “entrepreneurship as practice” as a means to advance entrepreneurship research in several ways. First, entrepreneurship as practice moves us away from a focus on ‘who’ an entrepreneur, placing emphasis instead on the importance of activity, performance, and work in the creation and perpetuation of entrepreneurial practices. Second, practice theory helps us understand the critical role of the body and material objects in organizing entrepreneurship. Third, the practice perspective helps us perceive and better understand the reproduction of

entrepreneurial practices across time, space, and individuals. Fourth, EAP highlights the importance of mundane, and often overlooked activities, within the performance of action hierarchies and higher order teleological hierarchies. Finally, we see EAP as a lens through which strong ethnographic research can be developed that facilitates understanding in the relatedness of actions and practices across contexts and nets of practices. We invite authors to clarify the question of how individual entrepreneurship practices relate to (the) ‘organizing context’ and that employ fieldwork and careful observation to capture those mechanisms by which collective support for entrepreneurship may be mobilized (Johannisson, 2011). We specifically look for research that (1) identifies the every-day and socially situated nature of entrepreneurship, or that elaborates how practices relate to their broader contexts; (2) clearly recognizes and describes the practice theory approach used to motivate the research, (3) recognizes entrepreneurship practices, tools and methods used, and (4) relates and integrates these practices with the cognitions, behaviours, and/or skills of entrepreneurs. We reiterate that articles accepted for this Special Issue will report on empirically based fieldwork rather than manuscripts that focus on or elaborate theoretical conjectures.



Initial queries can be directed to any of the guest editors at the following email addresses:

Bruce Teague: bteague@ewu.edu

Richard Tunstall: r.tunstall@leeds.ac.uk

Claire Champenois: cchampenois@audencia.com

William B. Gartner: william.gartner@lnu.se

SAP AROUND THE GLOBE: AFRICA ACADEMY OF MANAGEMENT

Advancing Africa through Management Knowledge and Research: 4th Biennial Conference: 3-6 January, 2018
Hosted by School of Commerce, College of Business and Economics,
Addis Ababa University, Addis Ababa, Ethiopia

The African Academy of Management (AFAM) is a professional group of academics and practitioners interested in management scholarship and teaching in Africa. While contributing to global scholarship, AFAM also develops and improves members' capabilities for research and teaching of management within the context of Africa. For its 4th Biennial Conference, AFAM chose Addis Ababa, the city which is the seat of the African Union.



The convening theme was “Building High Performance Organizations”. This conference was important in that Dr Stella Nkomo, founding president, from South Africa, handed over leadership to Dr David Zoogah, another founding member, from United States of America. Both past and current presidents indicated that, while membership is growing, additional members are always welcome to join in shaping the vision of AFAM.

From a Strategizing Activities and Practices (SAP) perspective, AFAM advanced two useful papers and attendant discussions. Within the track, Cecilia Värendh Månsson, a second year doctoral candidate in Strategy from the University of Oxford, presented the thought-provoking paper: “*Smart-Strategy: How Smartphone Usage in an Emerging Market Shifts to the Dynamics of Strategy Creation*”. Following her was Dr Kassa Woldesdenbet from De Montfort University who complemented the strategizing activities and practices perspective with “*The use of Logics in a Transitional Economy*”. These two papers enabled conceptual linkages in the discussion and a lively engagement opened up in terms of what is Strategy as Practice (s-a-p), given that most of the audience were not s-a-p scholars. Dr Charmaine Williamson, a South African s-a-p emerging scholar, contributed to the discussions with Cecilia and Kassa in clarifying the theoretical frameworks and positionality of s-a-p within the broader strategy and innovation track, of which these papers were a part.

Aside from these more high level discussions, AFAM invigorated the conference with a stirring opening ceremony, a visit to the African Union Head Quarters and experiential visits that included the Ethiopian Commodity Exchange, Green Entrepreneurship and some wonderful coffee shops that fall under value-added enterprises. The collegiality of scholars networking, presenting/debating, as well as socialising made the conference a spirited place to enter 2018.



Cecilia & Charmaine at AFAM

SAP DEVELOPMENTS IN SOUTH AFRICA

Annemarie Davis, University of South Africa

It was such an affirming exercise to write up these reflections, when I received this invitation to submit to the newsletter, with its intentions to call for *focus areas* of different SAP contexts now and going into the future.

So herewith, the story of how the SAP impetus began at the University of South Africa (Unisa) and its standing with other universities in South Africa.

For a start, I could not believe that more than 9 years have passed since the concept was put on my own agenda! Around 2009, I fondly recall a conversation with Peet Venter in our university cafeteria...at that time I felt as if I would never finalise my PhD topic, but was convinced about the context in which I wanted to work. In our environment, PhD research was then based on predominantly quantitative-huge-sample-big-response-rate research projects. Peet alerted me to the Strategy-as Practice theoretical perspective -the seed was planted. I started reading up on it -and the idea of case study research, in a higher education context, looking at the nitty-gritty of strategy in reality, piqued my interest. I registered for the PhD and completed the research proposal under the guidance of Marius Pretorius and Rachel Maritz, our colleagues at the University of Pretoria. I later transferred from the University of Pretoria to Unisa and worked under Peet Venter and Mari Jansen van Rensburg. During March 2010, Alex Wright, from the Open University Business School visited the university and shared his extensive list of references and the seeds continued to germinate. Looking back, we have many fond memories of various pronunciations of “Jarzabkowski” and many references to Whittington, Seidl and Vaara, to highlight but a few of the many SAP names, that we invoked in colloquia, workshops and corridor conversations.

During 2012, Peet, Mari and I introduced an assignment on the SAP perspective to our postgraduate Strategic Management students – it was an optional topic for our average of 1200 students per year. From there, we developed the SAP focus area for the honours level research projects (of limited scope). We also set out to contribute to a prescribed textbook that offers our undergraduate students a glimpse into the micro-level strategising activity. In 2014, the SAP research focus area was adopted for masters and doctorate studies and we accepted our first master’s level students in 2015. We now have a SAP forum, in early stages in South Africa.



Originally, we provided a research agenda based on the future directions (2009), provided by Jarzabkowski and Spee and then added the calls by Vaara and Whittington (2012) for specific research. We found it brought in proposals that seemed to be too wide, so then later reduced the potential research foci to be more aligned with our own scholarly interests. The SAP perspective not only broadened my horizons on the topic, but also played an instrumental role in my development as a qualitative researcher. From those seeds that germinated, we have seen the fruits – I graduated in 2013, Charmaine graduated in 2015, Andani Thakhathi (now abroad in the North) graduated in 2016 and we have more SAP aficionados in the pipeline. We are already seeing how the on-going seeding is propagating a new wave of SAP emerging scholars in South Africa, and beyond-given Unisa’s role as the mega university serving Africa.

EMERGING SCHOLARS

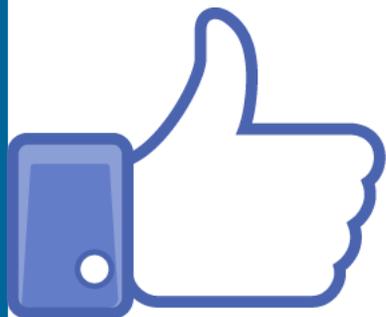
CHRISTINA WAWARTA

Christina Wawarta is a third-year PhD student of the Strategy & International Business Group of the Warwick Business School in the UK. Her research focuses on strategy tools, in a broad sense, ranging from (socio-)material, technical to social tools. She is interested in the selection and adaptation processes of such tools in different contexts, as well as the value that such tools hold for the practitioners in the actual practice of strategy-making. The research settings for her qualitative studies range from the Automotive to the Space industries. Christina has earned her B.Sc. in Business Administration from the University of Bayreuth in Germany and her M.Sc. in Marketing & Strategy from the Warwick Business School in the UK. She has worked as a strategy consultant for over 5 years at Capgemini Consulting and, in her role as a Manager, consulted large organizations from different industries on projects ranging from strategy development and implementation, reorganization, transaction services to change management. She has also been selected for the prestigious SMS SRF scholarship in 2016. For the SAP Interest Group, Christina has been serving as a PhD Rep since 2015. Currently she is organizing the SAP Doctoral & Early Career Program in Chicago for the 3rd time in a row.



TANIA WEINFURTER

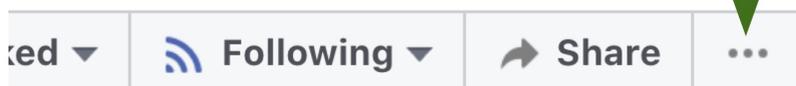
Tania Weinfurter is a research associate at the University of Zurich, Switzerland, where she is pursuing a PhD in Organization Studies. Her research focuses on organizational space and Strategy as Practice. In particular, Tania is interested in how strategic issues emerge and develop through manifold interactions in and across different spaces. In her recent paper accepted for publication in the Scandinavian Journal of Management, she provides a systematic review on organizational space research to advance a spatial perspective in organization studies. In her empirical project, she explores the development of strategic issues and the constitutive role of space and spacing therein on the basis of a one-year ethnographic study of strategy work in a large firm. She believes that the application of a spatial perspective on strategizing constitutes a fruitful avenue for Strategy as Practice research. Tania has co-organized both last and this year's Strategy as Practice Community Day at EGOS. She is currently a visiting scholar at the Strategy as Practice Study Group, HEC Montréal, and was a visiting scholar at the Centre for Management and Organisation Studies, University of Technology Sydney.



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(r.bednarek@bbk.ac.uk)

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