STRATEGIZING ACTIVITIES & PRACTICES INTEREST GROUP

JULY 2025 NEWSLETTER

Inside this Issue

Dear SAP Friends,

Welcome to the **July 2025 Edition of the SAP Newsletter!** Our SAP Executive Team and numerous volunteers have been working diligently to organize a diverse array of SAP scholarships and activities, ensuring that this year's AOM conference is as memorable as ever for all participants.

From page **5** onward, you can explore the impressive **SAP IG program,** which includes this year's **Keynote by Ann Langley (p. 27),** as well as our **Symposia, PDWs,** and **paper sessions.** In addition to these traditional scholarly SAP events, the program features a rich variety of social formats that provide ample opportunities to connect informally with other SAP scholars, such as the **SAP breakfast (p. 26)** and the official **SAP Social following the business meeting (p. 10).** Furthermore, we've prepared an **SAP conference goody bag (p. 33)** for you – don't forget to check it out!

We hope you enjoy the program we've put together and extend our gratitude to you and our **generous sponsors (p. 8)** for making it all possible.

Beyond the conference, you might be curious about the future leadership of our SAP IG. On **page 28,** you will find the **winners of this year's election** – thank you for your votes and a warm welcome to the new leaders of our SAP community! We are also proud to share our recent **SAP and SAP-related publications on page 34,** along with various other recent and upcoming **SAP-related activities and initiatives** that may interest you **(starting from p. 29).**

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

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

CALL FOR SAP TEACHING INNOVATIONS (I)

Matthias Wenzel, Alex Christian, Fannie Couture, and Paul Spee

Teaching innovations in the area of strategy are important for many reasons: to sustain the relevance of management education, to harness our impact as strategy educators, to comply with tenure criteria, etc. Therefore, the AOM Strategizing Activities and Practices Interest Group (SAP IG) is conducting a multi-stage contest for teaching ideas and innovations that enhance the content and/or formats of teaching strategy practice in management education. Teams that need financial support for joint project work may be eligible to receive travel funding.

Please consider participating! **Sign up—individually or as a team—>> here << until August 10, 2025.**

Objective

Strategy as practice (SAP) advocates a distinct approach to strategy anchored in 'what managers actually do' when strategizing. This approach shapes SAP both as an AOM IG and an area of research that is increasingly acknowledged as part of mainstream strategy (Jarzabkowski, Lê, Seidl, & Vaara, 2024). In keeping with this established position, SAP thinking was recognized for advancing strategic management education (e.g., Bell, Filatotchev, Krause & Hitt, 2018; Grant & Baden-Fuller, 2018). Following primarily a case study-based research design, SAP research provides a strong foundation to advance the global teaching practice of strategic management, building on rich and innovative insights from corporate and not-for profit organizations.

However, SAP is and remains a vibrant stream of and approach to strategy (Li & Jarzabkowski, 2025). SAP scholarship continually generates new insights and innovative ideas in response to strategic, organizational, and entrepreneurial challenges that arise in today's complex organizational landscapes. Bringing these insights and dynamics into the classroom exhorts teaching innovations on SAP. By "teaching innovations", we refer to alternative, less conventional ways of conveying SAP thinking in the classroom in both content and format—potentially played out through experiential in-class exercises, role plays, simulations, audiovisual or interactive books, etc. Hence, while SAP offers powerful insights for understanding and explaining organizational complexities as well as educating students in the management of these complexities, SAP's relevance in management education will likely erode in the absence of teaching innovations that breathe life into these in the classroom.

Therefore, the objective of the contest is to foster teaching innovations on and for SAP. Specifically, it aims to advance new content and formats through which SAP thinking can be applied in the classroom. The target audience of the teaching innovations are educators of strategy at universities and business schools around the world for any level of learners.

The Contest

The contest includes two stages. Stage 1 relates to the generation of ideas for teaching innovations, designed to identify a winner as well as the ten best teaching ideas to be further developed as tangible teaching innovations. At this stage, submissions will be video-based pitches, handed in by August 31, 2025. These videos will be no longer than 3 minutes, come in any technically feasible form, and outline the relevance, contours, novelty, and usefulness of the teaching idea.

Stage 2 relates to the completion and submission of teaching innovations as well as the selection of the "top 5" published for educators' use on a dedicated AOM website. Instead of a video pitch, submissions (deadline: September 30, 2025) will include all completed materials of each teaching innovation.

CALL FOR SAP TEACHING INNOVATIONS (II)

Alex Christian, Fannie Couture, Paul Spee, Matthias Wenzel, as well as AMLE editor-in-chief Dirk Lindebaum will act as jury members. At both stages, the **selection and ranking criteria** are:

- **Clarity:** In terms of the learning objectives, core audience, and teaching note
- **Novelty for SAP:** what is the novelty in terms of developing new insights into a strategy theme
- **Application:** Technical and procedural feasibility of using the (envisioned) teaching innovation in a broad range of classroom settings
- **Student engagement:** how does the innovation engage students (online participation, in-class, hybrid, etc.)

The development of teaching ideas and innovations will be accompanied by **online events:** a check-in meeting in Stage 1 for all individuals or teams who are signed up for the contest, and an update/progression meeting in Stage 2 for all individuals or teams who pass Stage 1. The meetings are **aimed at responding to open questions and giving feedback on emerging teaching ideas and innovations.** To accommodate varying time zones, there will be several parallel events, hosting participants located in North, Middle, and South America (led by Fannie Couture); Europe, Middle East, and Africa (led by Alex Christian and Matthias Wenzel); as well as Asia, Australia, and Oceania (led by Paul Spee).

Eligibility

The contest is **open to anyone who is interested in teaching innovations around strategy practice** across the boundaries of Divisions and Interest Groups. The initiative invites the development of teaching innovations by members of any career stage. Individual and team-based submissions by 1–5 scholars at all career stages and in any team constellations will be eligible. To reflect the geographical diversity of SAP thinking, we explicitly encourage geographically diverse teams. At least one participant per team is expected to be an active member of the SAP IG. However, attending the AOM Annual Meeting is not a requirement to participate in the contest.

Central to this contest is to render emerging "top 5" teaching innovations accessible to strategy educators. Therefore, by signing up for the contest, you agree to the publication of your teaching innovation on AOM's new "digital teaching content platform" (coming soon).

Timeline	
Until August 10, 2025	Contest sign-up >> here <<
Until August 1, 2025	Application for travel grants >> here << (see more below)
Mid-August 2025	Check-in meeting
	North and South America: August 13, 2025, 3 pm Montréal time Europe, Middle East, and Africa: August 13, 2025, 3 pm CET
	Asia, Australia, and Oceania: August 13, 2025, 1 pm Brisbane time
August 31, 2025	Submission deadline for submitting 3-min video pitches (the submission modalities will be communicated in the check-in meeting)

CALL FOR SAP TEACHING INNOVATIONS (III)

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Early-September 2025	Idea screening and pre-selection by the jury, feedback expected by mid-September and communicated via email
Mid-September 2025	Update/progression meeting for the pre-selected teams North and South America: September 18, 2025, 3 pm Montréal time Europe, Middle East, and Africa: September 18, 2025, 3 pm CET Asia, Australia, and Oceania: September 18, 2025, 1 pm Brisbane time
September 30, 2025	Deadline for submitting the completed materials of the teaching innovation (the submission modalities will be communicated in the update/progression meeting)
Early-October 2025	Identification of the "top 5" teaching innovations by the jury, results expected by mid-October and communicated via email
Late-October 2025	Publication of the top-5 teaching innovations on AOM's digital teaching content platform

Financial Support for Traveling

The contest offers **travel grants** to five **scholars from the "Global South"** who are signed up for the contest, and who are in need of funds **to meet team members** so as to develop and complete their teaching innovations outside the annual conference. Individual travel grants amount to **max. $1,500/person** depending on actual financial needs. Funding decisions will be made swiftly on a rolling basis within a specified time window (see below) based on the "first come first serve" principle, combined with a credible justification of financial needs. Like all contest participants, grant recipients are expected to participate in the online events described above. Travel expenses will be reimbursed after the submission of teaching ideas.

Apply for a travel grant >> here <<

Questions?
Please do not hesitate to reach out if you have questions. We look forward to your ideas!
Matthias Wenzel (matthias.wenzel@leuphana.de)
Alex Christian (alex.christian@tum.de)
Fannie Couture (fannie.couture@hec.ca)
Paul Spee (p.spee@business.uq.edu.au)

SAP AOM PROGRAM 2025

Day	Time (CDT)	# Session	Location
Fri	08:30am	25230 - Early Career Program Kick Off Meeting and Breakf...	Bella Center:Hall A-A2-m3
	09:00am	23289 - Career Development Workshop for Mid-Career Schol...	Bella Center:M-R64/65
	9:30am	11757 - Mirror, Mirror, Tell Me Who I Am: A PDW About the...	Bella Center:Hall D-D3-m1
	11:30am	23872 - Battle Over a Pen: The Role of Material Practices...	Bella Center:Hub (Yellow) Poster 101
	11:30am	23705 - Building Legitimacy in Nascent Industries: A Dis...	Bella Center:Hub (Yellow) Poster 201
		25232 - ECP Lunch	Bella Center:Tree-house
	12:30pm	10601 - Qualitative Analysis Boot Camp IX: Theorizing fr...	Bella Center:Hall D-D1-m4
	02:30pm	23182 - The Push and Pull of Open Strategy: SME Employee...	Bella Center:Hub (Purple) Poster 102
	3:30pm	20692 - Navigating Impact: Strategy and Organization in ...	Bella Center:MR6
	5:30pm	25234 - ECP Drinks and Patron	Offsite:Zoku Copenhagen
	6:30pm	25233 - SAP Offsite Dinner	Offsite:Zoku Copenhagen
Sat	8:30am	21617 - Understanding the Influence of Strategic Choice ...	Bella Center:Hub (Red) Poster 103
		11017 - Analyzing and Theorizing Raw Qualitative	Bella Center:M-R176/177
	10:00am	15553 - Resonating or Resisting? Arts-Based Intervention...	Bella Center:Hub (Purple) Poster
	1:00pm	16524 - From Ideas to Action: Implementing Open Organizi...	Bella Center:Hub (Red) Poster 103
	1:30pm	12699 - The Future of Future-Making Research: Conceptual...	CBS:Kilen- Ks48

SAP AOM PROGRAM 2025 ... CONTINUED

Day	Time (CDT)	# Session	Location
Sat	03:30pm	10041 - The Future of Strategizing and Organizing...	CBS:Kilen- Ks43
	4:00pm	18752 - Futures in the Making: The Scenario Game...	CBS:Kilen- Ks48
Sun	08:00am	25224 - SAP Breakfast	Offsite:Bellas Coffee Lab
	8:30am	25227 - SAP Meets Routine Dynamics	Bella Center:Hall E- EN-A
	10:15am	26050 - Innovating Forward: Strategizing for the Future	Bella Center:Hall B- B2-m8
		13211 - SHCS: Further Theorizing the 'Open': Practice...	Bella Center:Hall B- B3-m1
	11:30am	18088 - Organisational Resilience as Future-Making...	Bella Center:Hub (Purple) Poster 103
	12:00pm	26051 - Situated Organizing: Navigating in Context	Bella Center:Hall B- B2-m7
		26052 - Collaborating Across Differences	Bella Center:Hall B- B2-m9
		26049 - How Communication Practices Shape...	Bella Center:Hall C- C3-m9
	1:00pm	18969 - Unconferencing SAP and Beyond: An Open...	Bella Center:Hall D5
	5:00pm	25235 - SAP Executive Meeting	Bella Center:M- R64/65
Mon	8:30am	26059 - Becoming and Belonging: Identity and Strate...	Bella Center:Hall B- B1-m1
		11233 - JS: Digitalization and Sustainability – A Match...	Bella Center:Hall B- B1-m4
	10:15am	26055 - Situating Strategy: Bringing the Outside In	Bella Center:Hall B- B1-m5
		11297 -SHCS: Strategic Integration of Large Language...	Bella Center:Hall A- A1-m2

SAP AOM PROGRAM 2025

Day	Time (CDT)	# Session	Type
Mon	11:30am	20299 - AI-Enabled Platforms: Exploring Strategic Value ...	Bella Center:Hub (Orange) Poster
	12:00pm	26058 - Coordination, Crisis and Collective Action	Bella Center:Hall B- B0-m2
		11119 - SHCS: Strategy and Organizationality: The More	Bella Center:Hall A- A3-m2
	1:45pm	26054 - How Strategy Actors Create Value	Bella Center:Hall B- B0-m4
	2:30pm	21323 - Strategizing of Consumer Cooperative Networks: A...	Bella Center:Hub (Blue) Poster 103
	3:00pm	25237 - SAP Distinguished Keynote - TBD	Bella Center:Hall C- C3-m15
	5:00pm	25236 - SAP Business Meeting	Bella Center:Hall C- C3-m15
	6:00pm	25229 - SAP Annual Social	Bella Center:Hall C- C2-B
Tue	8:30am	26060 - Strategizing and Structuring	Bella Center:Hall B- B0-m3
		26062 - Body and Mind: How Strategy Actors Shape Activit...	Bella Center:Hall B- B0-m4
	10:15am	26061 - The Future of Strategizing and Organizing...	Bella Center:Hall B- B0-m3
	12:00pm	26053 - Future Forward Sense Making	Bella Center:Hall B- B0-m5
		25226 - SAP Meets EAP Meet Up	Bella Center:Hall E- EN-A
	1:45pm	26057 - Tensions and Balance in Strategic Organizing	Bella Center:Hall A- A1-m3

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

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ORGANIZATION STUDIES

AOM 2025: PAPER AWARDS (I)

Krista Petit, Program Chair

We are excited to announce the AOM 2025 Paper Awards for the Strategy-as-Practice Interest Group. Congratulations to all of the Finalists!

SAP Best Student Paper Award Finalists

This award recognizes the author(s) of a paper, one of whom must be a PhD student at the time of submission, with the potential to make a significant contribution to one or more areas of theory and research related to the field of Strategy-as-Practice.

More Than Words How Vocabularies Shape Attention Allocation And Organizational Moves

- **Martin Friesl,** Otto-Friedrich University Bamberg; **Christoph Brielmaier,** Otto-Friedrich University Bamberg

Never Waste a Good Crisis: Managing Financial Distress With Radical Transparency & Decentralization

- **Kristina Stoiber,** Universität Innsbruck; **Thomas Ortner,** Universität Innsbruck ; **Daniel Degischer,** MCI Innsbruck ; Julia Hautz, Universität Innsbruck

When Social Worlds Merge Inclusion Happens: A Case of Embodied Financial Inclusion in Ghana

- **Jadwiga Karolina Supryn,** Saïd Business School, University of Oxford

SAP Pushing the Boundary Award Finalists

The focus for this year was on methodological innovation. This award recognizes a paper that presents innovative and novel ideas that push the boundaries of methodologies relevant for the field of Strategy-as-Practice

Measuring Openness in the Strategy Process: A Machine Learning Approach

- **Fabian Leuk,** Universität Innsbruck ; **Adriana Wacker,** Universität Innsbruck ; **Thomas Ortner,** Universität Innsbruck ; **Julia Hautz,** Universität Innsbruck

Routine Replication and Embodying Process: An Ethnographic Study on the Impact of the Body

- **Mehdi Safavi,** Cranfield University; **Alessandro Alvarenga,** Cranfield University

Strategizing and Emotions: How Key Strategic Events Trigger Emotional Regulation

- **Robin Dominic Schulz,** University of Kaiserslautern-Landau (RPTU) ; **Gordon Müller-Seitz,** University of Kaiserslautern-Landau (RPTU)

AOM 2025: PAPER AWARDS (II)

SAP Best Paper Award Finalists

This award recognizes the author(s) of a paper with the potential to make a significant contribution to one or more areas of theory and research related to the field of Strategy-as-Practice.

The Interplay Between Sensible Foolishness and Procedural Rationality During Strategy-Making

- **Rebecca Lu,** Durham University Business School, **Gary Thomas Burke,** University of Bristol; **Omid Omidvar,** Warwick Business School, **David John Carrington,** Aston University

Navigating (In) Visibility: Exploring Political Dynamics in Future-Making

- **Johanne Ragna Duesterbeck,** Leuphana University of Lüneburg; **Stefanie Habersang,** Leuphana University of Lüneburg ; **Markus Reihlen,** Leuphana University of Lüneburg

Harnessing Generative AI: Unpacking the Social-Psychological Dynamics Underpinning the Impact of Generative AI on Strategizing and Firm Performance

- **Natalia Vuori,** Aalto University

Congratulations again to our Finalists! Please join us for our Business Meeting **(Monday, July 28th at 5pm at the Bella Center: Hall C-C3-M15)** where we will announce the award winners.

Our SAP Annual Social will follow the Business Meeting (Bella Center:Hall C-C2-B).

We look forward to celebrating with all of you.

PDW: BRIDGING SILOS: TOWARD A RESEARCH AGENDA FOR OPEN SOCIAL INNOVATION

Saturday, Jul 26 2025 10:45AM - 12:15PM CEST (GMT+2/UTC+2)
at Bella Center in Hall A- A3-m1

Abstract: Research on how organizations address complex societal challenges is receiving growing attention in management studies. However, existing studies often remain confined within disciplinary silos (Beckman et al., 2023). Research on Open Social Innovation (OSI), drawing on social innovation, open innovation, and open organizing, has emerged to bridge these gaps by promoting research on participatory, inclusive, and cross-sector collaboration (Gegenhuber & Mair, 2024). However, research on OSI is still fragmented which hinders the development of comprehensive insights, particularly given the systemic nature of grand challenges. This Professional Development Workshop (PDW) aims to address this fragmentation by building a community of scholars across disciplines within AOM to develop a shared understanding of OSI, refine theoretical and methodological approaches, and establish a collective research agenda. The PDW consits of panel presentation (part 1) followed by round tables (part 2). No pre-registation is needed.

Presenters/faculty: Anne-Laure Fayard Lars Bo Jeppesen Leonhard Dobusch Marion Kristin Poetz and Ann-Kristin Zobel
Organizers: Hannah Fults, Susan Hilbolling and Philipp Tuertscher

Sponsors: TIM, ONE, SIM, OMT, SAP and PNP

PANEL SYMPOSIUM: FURTHER THEORIZING THE 'OPEN': PRACTICE AND PROCESS PERSPECTIVES ON OPEN INNOVATION AND STRATEGY

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Sunday, Jul 27 2025 10:15AM - 11:45AM CEST (GMT+2/UTC+2)
at Bella Center in Hall B- B3-m1

Abstract: In recent decades, the concept of 'openness' has gained prominence as a transformative paradigm in management and organizational studies, emphasizing how organizations adopt open approaches to innovation and strategy development. While substantial theoretical and empirical contributions have been made, these insights often remain siloed within separate research communities. This symposium aims to foster stronger connections between the Open Innovation (OI) and Open Strategy (OS) communities, encouraging dialogue to advance theorization on 'openness.' By focusing on practice- and process-based perspectives, the symposium invites panelists and participants to collaboratively explore a more integrated approach to understanding the complex dynamics of open innovating and open strategizing.

Panelists: Susanne Beck, Marcel Bogers, Laura Dobusch and Philipp Tuertscher
Discussant: Paul R. Carlile
Organizers: Alberto Bertello, Susan Hilbolling and Sunny Mosangzi Xu

Sponsors: SAP & TIM

CAREER DEVELOPMENT WORKSHOP FOR MID-CAREER SCHOLARS

Carola Wolf

Dear SAP Colleagues,

We would like to kindly invite you to join us for this career development PDW at the forthcoming AOM Annual Meeting in Copenhagen. While the topics discussed in this PDW might most appeal to scholars in their mid-career stage – having established an academic career and 'survived' those ECR years - everyone interested is warmly welcome!

The PDW starts with an interactive panel, before we will split into smaller roundtables to provide space to discuss your personal questions and challenges in a more intimate and confidential setting.
We have a great set of experienced panellists that have agreed to contribute to the session, and we are looking forward to welcoming you Friday morning, 9:00 am in Copenhagen's Bella Center for a great kick-off to your annual conference!

With warm regards,
Your organizer, Carola Wolf

Full PDW description: This workshop invites participants to reflect upon common challenges experienced during mid-career stages of the academic life cycle. The mid-career stage comes with a set of challenges after having established a career in academia. In this workshop, we will particularly focus on three categories of challenges: **(1)** Experiencing increasing pressure to take on significant administrative and managerial roles, **(2)** balancing the role as academic scholar with other roles and activities that provide meaning and are a core source of personal well-being, **(3)** balancing family-life with academic life. The first part of the workshop is organized as a moderated panel discussion **(no pre-registration required)**. In the **second part** of the workshop, **pre-registered** participants will have an opportunity to discuss their own challenges in small groups and guided by group coaching formats to instigate insightful discussions.

If you would like to participate in the second part of the workshop, please send an email to the PDW organizer Carola Wolf (c.wolf@liverpool.ac.uk). In order to facilitate roundtable allocations, please indicate your topic preferences by ranking the 3 outlined challenges above based on your preferences.

Organizer: Carola Wolf (U. of Liverpool, United Kingdom)
Panelists: Julia Balogun (U. of Liverpool, United Kingdom); Paul Spee (U. of Queensland, Australia); Matt Statler (New York U., United States); Aino Tenhiälä (IE Business School, Spain); Leonhard Dobusch (University of Innsbruck, Austria)
Time & Location: Friday, July 25, 2025 09:00 - 11:30 CEST (GMT+2) Location: Bella Center: MR64/65
Shareable link: https://cdmcd.co/JQ98J8

DIGITALIZATION AND SUSTAINABILITY – A MATCH MADE IN HEAVEN?

Katharina Cepa, Fleur Deken, Christian A. Mahringer, Birgit Renzl

Monday, July 28, 2025, 08:30 – 10:00 AM
Bella Center, Hall B – B1-m4

PANELISTS

Christina Bidmon, Utrecht University

Erik G. Hansen, JKU Linz

Gorgi Krlev, ESCP Business School

Anna Maria Oberländer, University of Bayreuth

Brian Pentland, Michigan State University

Stefan Seidel, University of Cologne

Yuliya Snihur, IESE Business School

Youngjin Yoo, Case Western Reserve University

Ann-Kristin Zobel, University of St. Gallen

How can digital technologies advance sustainability – and what hinders them from doing so? This Professional Development Workshop (PDW 11233) explores the concept of the 'twin transition,' the interplay of digital and sustainable transformation, and its relevance for organizations and society. While digital tools promise novel ways to reuse resources, reduce consumption, and support sustainable innovation, unintended consequences and complex barriers remain.
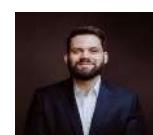
This PDW brings together scholars from SAP, ONE, CTO, and beyond to identify shared concerns and future research directions. We address organizational, technological, and regulatory barriers to the twin transformation, and discuss how to reconcile diverging institutional logics, shift entrenched practices, and avoid naive techno-optimism.

PART I: PANEL PRESENTATIONS
Scholars present their perspectives on the twin transition, drawing on organizational theory, digital innovation, and sustainability research.

PART II: CROSS-DIVISIONAL SYNTHESIS
Discussants reflect on emergent patterns across the speakers from Part I and outline future directions for theorizing and practice.

PART III: INTERACTIVE DISCUSSION
Participants engage in a lively exchange to broaden understanding of impediments or opportunities and to formulate a research agenda for understanding and advancing the twin transition.

Link to the PDW in the AOM program: https://cdmcd.co/pM6Dmy

PDW: ABOUT THE CHALLENGES OF CRAFTING AN ACADEMIC IDENTITY

Bonnie Stanway, Molly Weinstein, Sophie Jané, Renate Kratochvil, Fannie Couture

11757: Mirror, Mirror, Tell Me Who I Am
Friday, July 25th, 2024, 9:30 – 11:30
Bella Center: Hall D- D3-m1

Distinguished Speaker
Wendy K. Smith, University of Delaware

Panelists :
- **David Oliver,** Monash University
- **Russell Fralich,** HEC Montréal
- **Jeanine Porck,** Oklahoma State University
- **Ignas Bruder,** Hertie School Berlin

This interactive Professional Development Workshop (PDW) provides tangible advice to doctoral students and early career scholars on how to successfully craft and communicate an academic identity. This year, we will dive into the challenges of crafting who we are and what we do as academics: How do you authentically distinguish yourself from the crowd? How do you move from student to post-doc to tenure-track position? How do you create and sustain positive relationships and collaborations with colleagues and mentors? Crafting an identity narrative is a central strategy to overcome these hurdles (Ibarra & Lineback, 2005). Yet it is not without difficulties. For instance:
- How can early career scholars strategically weave their research, teaching, and service work into a coherent and compelling identity?
- How can they work through the inherent tensions between identity maintenance and change?
- How do they create coherence and continuity when academia is, by nature, full of transitions that can feel quite discontinuous?

PART 1: OPEN PLENARY (open to all AOM attendees)
Our keynote speaker panel of international organizational scholars will explore the paradoxes academics can face as they look to uncover, solidify, and communicate a cohesive identity. Panelists will share the challenges they faced throughout their own academic identity crafting, and some ways they navigated these difficulties.

PART 2: ROUNDTABLE (Registration)
Participants will be assigned to a roundtable. The goal is to support participants in crafting their academic identity through constructive feedback from facilitators and peers.

Follow this link to register: https://docs.google.com/forms/d/e/1FAIpQLSdcJkTZRXdIv62UkR2e0-jrCjFPvFfp3XFIQpel5zZH-ecwr_A/viewform?usp=header

QUALITATIVE ANALYSIS BOOT CAMP IX: THEORIZING FROM QUALITATIVE DATA USING ANALYTICAL ARTIFACTS

Tine Köhler, Jane Lê

Friday July 25, 2025, 12:30-3:30PM
Bella Center, Hall D- D1- m4

Facilitator: Janelle Bremer, University of Tennessee at Knoxville

Panelists:
Gail Fairhurst, University of Cincinnati
Michael Gill, University of Oxford
Rebecca Piekkari, Aalto University
Stefanie Reissner, Durham University
Mathew Sheep, Florida Gulf Coast University
Jane Lê, WHU – Otto Beisheim School of Management
Eero Vaara, University of Oxford
Catherine Welch, Trinity College Dublin
Miriam Wilhelm, Vienna University
April Wright, Warwick Business School
Patrizia Zanoni, Hasselt University

This PDW will help researchers develop and expand their qualitative data analysis skills. While previous bootcamps have focused on coding data, this session focuses on intermediate processes using "analytic artifacts" during qualitative data analysis. Data analysis with analytic artifacts offers a different approach to qualitative analysis, one that translates knowledge from raw data into observed patterns or networks of relationships and helps derive theoretical insights. Our PDW opens up the discussion of the practice and relevance of analytic methods that go beyond textual coding. Registration is required.

Part 1. Panel discussion: Ways to generate theoretical 'hunches' from data
The session will begin with a panel of experienced qualitative scholars who will discuss their analysis process and use of analytic artifacts during the analysis process, zooming in on the practical nature of the process. The panel of experienced scholars will work through various ways in which they work with data to generate theoretical 'hunches' and ultimately build theory from data.

Part 2. 'Hands on' session: Seeing patterns by use of analytical artifacts
The second half of the session will be spent in round tables exploring ways to work with the data through analytical artifacts to generate early theoretical ideas. Each panelist will host a roundtable to discuss the analytic artefact approach they introduced in Part 1. We will work with concrete research examples provided by each round table host to demonstrate some of the ways in which they may generate theoretical hunches.

Registration required:
Pre-registration and capacity restrictions are in place for this PDW to ensure a high-level of interaction between the participants and experienced qualitative researchers.
Register via the link: https://utk.co1.qualtrics.com/jfe/form/SV_5w1y2fCLOnZJbEi

PDW: STRATEGIC INTEGRATION OF LARGE LANGU-AGE MODELS: CHALLENGES, OPPORTUNITIES, AND ORGANIZATIONAL IMPACT

Juliane Möllmann, Madalina Pop

Monday, July 28, 2025 10:15 - 11:45 AM
Bella Center: Hall A- A1-m2

Panelists:
Marleen Huysman, Vrije University
Vern Glaser, University of Alberta
Richard Whittington, University of Oxford

Marleen Huysman	Richard Whittington	Vern Glaser

In recent years, artificial intelligence has advanced rapidly, especially in the development of large language models (LLMs). These models are designed to understand and generate natural language, enabling coherent and context-aware responses across a wide range of topics. Tools like ChatGPT have made LLMs widely accessible, prompting organizations to explore their potential for transforming work and business processes.

Many companies see LLMs as a strategic opportunity, with expectations of improved performance and the ability to handle complex, open-ended tasks. However, despite this enthusiasm, most organizations face challenges in moving from pilot projects to full-scale implementation. This is partly due to the general-purpose nature of LLMs, which lack clear instructions or predefined use cases, unlike traditional software.

Initially, AI tools were developed for specific tasks. In contrast, LLMs entered organizations through open access, sparking experimentation and strategic discussions. Some companies have adopted bottom-up approaches, encouraging employees to suggest use cases. Others have focused on automating routine tasks, such as document processing, by developing custom LLM-based applications.

These examples show that LLMs can influence a wide range of strategic tasks and processes. As organizations continue to explore their use, it becomes essential to understand the broader implications and identify suitable methods for studying their impact. Our panel symposium will address this need by presenting three case studies of companies integrating LLMs into their practices. Panelists will analyze these cases from different theoretical perspectives to explore how LLMs are reshaping organizational strategies.

The symposium is tailored to scholars in the SAP Interest Group and STR division who are interested in discussing the impact og large language models in organizations. Save the symposium to your agenda: https://cdmcd.co/YKLQ48

PDW: NAVIGATING IMPACT: STRATEGY AND OR-GANIZATION IN THE FACE OF GRAND CHALLENGES

Amanada Williams, Bill Harley, Lorenzo Skade

Navigating Impact: Strategy and Organization in the Face of Grand Challenges

ACADEMY OF Management

**PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)
SESSION: 20692**

This PDW builds on insights presented in a recent Strategic Organization Special Issue (https://journals.sagepub.com/toc/soqa/23/1), which explores the growing relevance of impact-driven research in strategy and organization theory to help address the complex societal challenges of climate change, biodiversity loss, geopolitics, and socioeconomics.

FRIDAY, JULY 25, 2025
Time 3:30 – 5:30 PM
Bella Center Copenhagen
Room: MR6 – First Floor

ROUND TABLE HOSTS

MARLEEN WIERENGA | RALPH HAMANN
SUWEN CHEN | NATALIE SLAWINSKI
SYLVIA GREWATSCH | DANIELLE ZANDEE
FRITHJOF WEGENER | DAVID COGHLAN
ELISABETH KRULL

ORGANIZERS

AMANDA WILLIAMS
IMD

BILL HARLEY
Uni Melbourne

LORENZO SKADE
Uni Viadrina

Part 1: Topic overview
This part will provide participants with insights into current gaps, tensions, and design challenges at the nexus of impact-driven research and grand challenges in strategy and organization theory.

Part 2: Three RT sessions
In this part, join two different roundtable sessions (each 35 mins) with our experts to discuss specific issues.

SAP Strategizing Activities & Practices · OMT Organization and Management Theory · STR Strategic Management · ONE · Social Issues in Management Society is Our Business

https://journals.sagepub.com/toc/soqa/23/1

STRATEGIZING FOR GRAND CHALLENGES IN PUBLIC ORGANIZATIONS

Jesper Rosenberg Hansen and Madalina Pop,

Monday, July 28, 2025
08:30 - 10:00 CEST (GMT+2)
Location: Bella Center: Hall B- B6-m4

Organizers and Presenters:
Jesper Rosenberg Hansen and **Madalina Pop,** Aarhus University, Denmark

Presenters:
Professor John M. Bryson, University of Minnesota, United States
Professor Alessandro Sancino, University of Milan-Bicocca, Italy
Professor Sara Brorström, Gothenburg University, Sweden

Organizations today face unprecedented pressures to address the world's grand challenges—from climate change and migration to conflict and inequality. While private organizations are increasingly drawn into these complex issues, public organizations have long grappled with such problems. Yet, despite their experience, scholars have only recently begun to examine how public organizations actually strategize to address these challenges. This symposium brings together top researchers from the public management and strategy fields to explore how public organizations engage in strategizing and collaboration to overcome these seemingly intractable problems.

Featuring four groundbreaking papers, the symposium highlights the need for new interdisciplinary frameworks that integrate public administration, strategic management, and political studies. Presentations address key themes such as sector differences in organizational goals and decision-making, the capacity tensions in collaborative strategizing, and how sustainability efforts are organized and managed within public entities. These contributions reveal the complexities of public strategizing in a multi-actor ecosystem where there are a lot of competing incentives and bureaucratic challenges.

The symposium also links the Public and Non-profit community (PNP) and SAP. In the belief that both communities have researched the same topic, but are mostly isolated from each other, the symposium aims to break down the boundaries between these two communities and inspire new ideas and relationships. With two presentations aiming to set up future avenues and two being more empirical, it allows the exploration of interesting new theoretical avenues and discussions.

STRATEGY AND ORGANIZATIONALITY: THE MORE WE STRATEGIZE, THE MORE WE ARE ORGANIZED?

Leonhard Dobusch, Monica Nadegger

Monday, July 28, 2025, 12:00 - 13:30 CEST (GMT+2)
Location: Bella Center: Hall A- A3-m2

PANELISTS:
**Héloïse Berkowitz,** CNRS, UMR 7317, LEST, Aix Marseille Université
Birte Asmuß, Aarhus University
Ann Langley, HEC Montréal
Dennis Schoeneborn, Copenhagen Business School
David Seidl, University of Zurich

Strategy-as-practice (SAP) research, while not centrally focused on defining what constitutes an organization, has a strong tradition of analyzing strategy-making beyond the confines of traditional for-profit firms. It conceptualizes organizations not as fixed entities, but as bundles of interrelated practices, allowing for strategy to be examined in settings with varying degrees of "organizationality"—from formal firms to social movements or online collectives. This perspective opens up possibilities for engaging with organization as a matter of degree rather than a binary state, drawing from multiple theoretical traditions and enabling analysis of diverse strategic phenomena beyond firm boundaries.
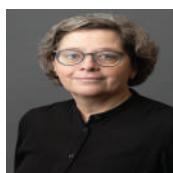
The panel proposes to explore the intersection of SAP and emerging debates on organizationality by investigating whether strategizing contributes to the formation of organization, or vice versa. It highlights the potential of SAP to assess degrees of organizationality through tracking strategy-making practices, particularly in fluid or precarious organizing contexts. This includes asking how strategy practices differ depending on the level of organizational structure, such as in social movements or meta-organizations, which face challenges like blurred boundaries and lack of hierarchy. The panel will engage scholars in examining how SAP can help analytically and empirically distinguish degrees of organization, thereby extending the understanding of strategizing practices beyond the traditional firm.

THE FUTURE OF FUTURE-MAKING RESEARCH: CONCEPTUALIZATIONS, BOUNDARIES, AND FUTURE RESEARCH AVENUES (I)

Nico Klenner, Stefano Magistretti and Silvia Sanasi

When: Saturday, July 26th 2025, 1:30PM - 3:30PM
Where: Copenhagen Business School (Building Kilen, Room KS48)
*Sponsoring Divisions: SAP, OMT, ENT, TIM*

Organizers:

Nico Klenner
Assistant Professor in Innovation & Entrepreneurship
Research School of Management, Australian National University

Stefano Magistretti
Associate Professor of Design and Innovation Management
School of Management, Politecnico di Milano
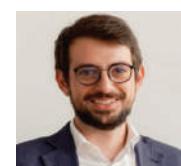
Silvia Sanasi
Assistant Professor in Strategy and Entrepreneurship
Faculty of Economics and Management,
Free University of Bozen-Bolzano

Panelists:

Tina Dacin
Stephen J.R. Smith Chaired Professor
Smith School of Business, Queen's University

Dimo Dimov
Professor of Innovation and Entrepreneurship
University of Bath

Juliane Reinecke
Professor of Management Studies
Said Business School, University of Oxford

Matthias Wenzel
Professor of Organization Studies
Leuphana University of Lüneburg

THE FUTURE OF FUTURE-MAKING RESEARCH: CONCEPTUALIZATIONS, BOUNDARIES, AND FUTURE RESEARCH AVENUES (II)

Abstract

Future-making research enables organizations to imagine better futures and more effectively integrate future visions into new ventures, products, or services. It also empowers scholars to develop prospective theories that can contribute to more desirable futures. However, while future-making research is highly relevant in theory and practice, its conceptualization and boundaries remain blurry. For example, future-making may be seen as an evolutionary practice of making sense of possible and probable futures, or as a more revolutionary practice of envisioning desirable futures. To better understand the varying perspectives, scholars may reflectively reappraise past research and evaluate, negotiate, and shape established theories towards future-fit, while prospectively formulating new theories and rigorously design research programs that remain relevant in an unknowable future. To this end, future-making research poses at least four types of challenges: (1) translational challenges of reconciling philosophical assumptions, (2) transformational challenges of reconciling theory and practice, (3) transitory challenges of reconciling stability and change, and (4) transtemporal challenges of reconciling temporal orientations. The PDW brings together renowned scholars to share their unique perspectives and provide guidance to future-making researchers from diverse fields—including strategic management, entrepreneurship, design, innovation, ethics, and futures studies— to discuss and find ways for tackling the unique challenges of future-making scholarship.

The PDW is open to all interested scholars and features **four parts:**

Part 1: Introduction
Introduction of organizers and panelists, setting the stage with a state-of-the-art perspective on the field and the PDW's previous editions, and sharing the goals and planned structure for the PDW.

Part 2: Panelist Presentations
Four 10-minute presentations on panelists' perspectives on future-making research. Each panelist will provide a unique perspective, based on past and ongoing future-making research.

Part 3: Roundtable Discussions
By joining one of four roundtables, participants will gain advice from panelists on shaping future-oriented research. They will learn how to overcome methodological challenges, refine study designs, and effectively disseminate findings. This focused interaction supports both the conception and execution of high-impact scholarly work.

Part 4: Open Forum and Concluding Remarks
Panelists share a brief recap of their roundtable discussion, inviting participants to contribute as well. At last, the organizers share some concluding observations/thoughts/reactions, summarizing the key takeaways of the session, and invite participants to connect for future collaborations.

The Future of Strategizing and Organizing as Practice:
Extending to Under-represented Contexts

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Saturday, July 26th, 3:30 – 6:00 PM
Kilen- Ks43, Copenhagen Business School
(Metro stop: Frederiksberg; https://maps.app.goo.gl/hue4W9oSd1csHuYw6)

Organizers
Renate Kratochvil, Yalan Wang
Stockholm School of Economics
renate.kratochvil@hhs.se; yalan.wang@hhs.se

Linda Rouleau — HEC Montreal
David Seidl — University of Zurich
Rebecca Bednarek — Victoria Uni. of Wellington
Shenghui Ma — Fudan University
Eero Vaara — Oxford University
Maria Andrea De Villa — EAFIT University

This Professional Development Workshop (PDW) calls for discussion about scholarly engagement with under-represented contexts in Strategizing and Organizing as Practice (SOAP) research and related fields. Understanding context-specific practices will enrich the field, illuminate how unique cultural and indigenous influences shape organizational strategies, and offer insights into their transferability and adaptability across diverse global settings. Thus, this PDW aims to trigger research to gain new essential insights and build connections and conversations with other research fields.

Part I: Keynote & Panel Discussion "Extending to Under-represented Contexts" (Open to all AOM attendees)
We invited David Seidl, Eero Vaara, Linda Rouleau, Maria Andrea De Villa, Rebecca Bednarek, and Shenghui Ma (in alphabetical order) to delve into three themes and questions to discuss SOAP's future through extending to and connecting with under-represented contexts:
1. UNDER-REPRESENTED GEOGRAPHIC AREAS: How do actors in geographic contexts less represented in Western scholarship strategize?
2. NEW PHENOMENA: How can organizations deal with societal and critical challenges?
3. BUILDING BRIDGES: How can such extensions and connections generate important new insights and thus advance the field? Are new concepts and theories needed?

Part II: Idea & Paper Development Roundtables "Strategizing and Organizing as Practice" (Registration closed on 20th of June)
We invite scholars to send ideas, early- and late-stage papers to being discussed on a roundtable during the second part of this PDW. All Papers related to the broader theme of "The Future of Strategizing and Organizing as Practice" are welcome. Each roundtable will have a host who together with the other roundtable participants will provide feedback.

Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects (I)

Madalina Pop; Leonhard Dobusch; Maximilian Heimstädt

Sunday, July 27, 2025
14:00 - 17:00 CEST (GMT+2)
Location: Bella Center: Hall D- D5

Facilitators:

- **Birgit Renzl,** University of Stuttgart, Germany
- **Christian Bruck,** WU, Austria
- **John Bryson,** University of Minnesota, United States
- **Julia Hautz,** University of Innsbruck, Austria
- **Juliane Möllmann,** Aarhus University, Denmark
- **Paul Spee,** University of Queensland, Australia
- **Richard Whittington,** University of Oxford, United Kingdom
- **Shenghui Ma,** Fudan University, China
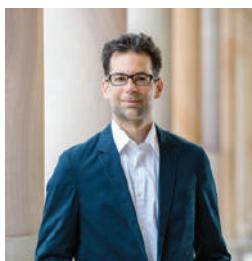
After receiving the "most engaging session" award last year, the Unconferencing SAP PDW is back in its 3rd iteration. This PDW breaks away from traditional conference formats by inviting PhD students, early-career scholars, and seasoned academics alike to bring their research dilemmas, teaching ideas, and innovative concepts to an open, collaborative space that values dialogue over hierarchy.

At the heart of this PDW is a Bar Camp — an unconference format where participants themselves propose and select the topics for three engaging rounds of roundtable discussions. Whether you're interested in impact strategies, open science, digital tools in strategizing, new teaching strategies or novel theoretical approaches, this workshop offers a unique platform to drill deep into specific questions and forge new communities around the cutting edge of SAP research.

Unconferencing SAP and Beyond: An Open Space for Emerging Topics and Nascent Projects (II)

With participation from established SAP scholars and ample room for fresh voices, Unconferencing SAP and Beyond promises serendipitous connections, lively debates, and the incubation of future collaborations. Join us in making sense of the evolving opportunities and challenges within SAP — and help shape the conversations that will define the field's next frontiers.

While not compulsory, if you would like to suggest a topic for an open round-table discussion or discuss some nascent project, please, register your idea via (link to this form). If you have any questions, you can contact Madalina Pop at madast@btech.au.dk.

The main audience are members of the Strategizing Activities and Practices (SAP) Interest Group but also members from other divisions with an interest in practice-based research on strategy-related topics, such as Organization and Management Theory (OMT), Entrepreneurship (ENT), Communication, Digital Technology, and Organization (CTO), and Technology & Innovation Management (TIM).

AOM BREAKFAST 2025: YOU ARE INVITED!

Christian Bruck and Madalina Pop

Join us for the 2025 edition of the Strategizing Activities and Practices Interest Group Breakfast at the 85th Academy of Management Conference, Copenhagen. As our SAP community continues to grow, we're excited to offer this exclusive event to kickstart your conference day with:

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

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

Event Details:
Date: Sunday, 27th July 2025
Time: 8:00 AM - 9:30 AM
Location: Bellas Coffee Lab Roastery (Bella Center Copenhagen)
Address: Michael Strunges Vej 12, 2300 København S, Denmark

KEYNOTE: SAP TURNS 15! JOIN THE CELEBRATIONS ON MONDAY, JULY 28TH

Our SAP DIG is celebrating our 15th anniversary as an AOM DIG!

Please join three celebrations on Monday, July 28th at the Bella Center in Hall C - C5 - m15

3pm: (Hall C - C5 - m15): We are delighted that **Ann Langley** will be our **Distinguished Keynote Speaker** this year and share her unique perspective in an address tentatively titled:"The building and becoming of SAP:Learning from process theories of academic movements"

5pm: (same room):Immediately after Ann's keynote please join us for our Annual Business Meeting where we will provide an overview of what we've been working on and upcoming initiatives. We will also celebrate our paper, reviewer and community award winners.

6pm: We will move the celebrations to Hall C-C2-B where we will host our Annual Social. We will provide delicious snacks, drinks and some sweets to make the conversation even more enjoyable.

We look forward to seeing you in Copenhagen!

ELECTION RESULT

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Dear SAP Friends,

On behalf of the SAP Executive Team, I would like to extend my sincere thanks to each of you who participated in our recent elections. Your engagement and commitment are what continue to make our community vibrant, inclusive, and forward-thinking. I am delighted to announce the results of the election and to welcome our newly elected officers:

Julia Hautz – PDW Chair
Silvia Sanasi – Representative at Large (RAL)
Omid Omidvar – Representative at Large (RAL)
Rosalie Lavarda – Representative at Large (RAL)
Mustafa Kavas – Returning as Treasurer

Please join me in congratulating them and thanking them for their willingness to serve. I am confident that their leadership will help us continue to grow and innovate.

Thank you once again for your participation and continued support.

All the best,

Eric Knight
SAP Past Chair

Julia Hautz   **Silvia Sanasi**   **Omid Omidvar**

Rosalie Lavarda   **Mustafa Kavas**

WEBINAR SERIES: SAP AROUND THE GLOBE

Milena Leybold, Social Media Team

WEBINAR SERIES

SAVE THE DATE

SAP around the globe

ONTOLOGIES, METHODS, CONTEXTS
IN STRATEGY-AS-PRACTICE RESEARCH

WEBINAR 1   ONTOLOGIES - PERSPECTIVES FROM SOUTH AFRICA

ANNEMARIE DAVIS
CHARMAINE WILLIAMSON
UNIVERSITY OF SOUTH AFRICA, SOUTH AFRICA

October 8, 2025, 3:00 pm South African Standard Time

WEBINAR 2   METHODS - DEVELOPMENTS FROM COLOMBIA

LUZ MARÍA RIVAS MONTOYA
MANUEL ALEJANDRO HENAO RESTREPO
UNIVERSIDAD EAFIT, MEDELLÍN, COLOMBIA
October 22, 2025, 9:00 am Colombia Time

WEBINAR 3   CONTEXTS - INSIGHTS FROM INDIA

BISWATOSH SAHA
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA, INDIA

November 10, 2025, 6:30 pm Indian Standard Time

SAP
Strategizing Activities & Practices

READING CLUB: FOUR YEARS OF BEHIND THE SCENES

Qian Li & Renate Kratochvil

Four years ago, we founded the Behind the Scenes webinar series with a clear mission to offer both instrumental and emotional support to early career scholars in their quest to conduct and publish high-quality research.

In the 2024–25 academic year, we continued our mission by inviting guests to share their firsthand insights into a series of **"how-to"** questions that **early-career researchers often ask**, including:

- How to convert a dissertation into a publication (with **Sara Soderstrom,** Michigan)
- How to write empirically driven insights (with **Kevin Rockmann,** George Mason),
- How to analyze data when theory mirrors life (with **Hille Bruns, Vrije Amsterdam,** and **Elizabeth Lingo,** Worcester Polytechnic Institute)
- How to manage multiple papers from one ethnography (with **Violetta Splitter,** Oxford)

We would like to extend our heartfelt gratitude to all our guests who have been so generous in sharing their journeys with us. We would thank our participants for their questions, curiosity, and engagement. We would not have this community without you all!

Now, it's time for us to hand over the *Behind the Scenes* to **Carola Wolf** from the University of Liverpool as the new host. We wish Carola all the best in leading this initiative to the next chapter.

Please stay tuned for the 2025-26 program. We will see you around!

COMMUNITY BUILDING: SAP CONFERENCE GOODIES

Elisa Lehrer
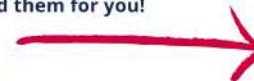
18TH ROUTINES.RESEARCH.COMMUNITY WORK-SHOP (I)

Věra Králová, Petr Šimáček, Pavel Král

18th to 19th September, 2025
JINDŘICHŮV HRADEC, Czech Republic

Leading Theme: The organizational routines and digital solutions interplay
Digital solutions and information systems have a significant impact on how people work and, thus, on organizational routines. Information systems were initially shaped by organizational routines, so technology and information systems aimed to fit and automate existing practices. However, as information systems advance into adaptive systems and enhanced digital solutions, they are no longer just tools, but they actively shape how organizational routines emerge, evolve and recreate themselves. Thus, we want to turn our attention to various interactions in the space where business and information technology practitioners collaborate to create digital solutions that, in turn, shape future organizational routines.

Purpose of the workshop
The aim of the workshop is to create space for open discussion within and between Routines.Research.Community, and practitioners to explore the routine dynamics at the intersection between the business and IT/IS practitioners. We believe this workshop will open directions for exploration towards a better understanding of the interplay between organizational routines and information systems.

Context and Situation
The financial sector, especially banks, stands at the forefront of digital transformation, where advanced information systems are not only changing internal workflows but also reshaping how professionals work, collaborate, and adapt. Moreover, the impact of innovative design solutions extends beyond the organization, altering customer routines, and habits across society. As such, the financial sector withstands various challenges regarding the work, digitalization, the quest for organizing, and regulations. The RRC community represents a space for open discussion and can reflect the situation and direct research initiatives towards a better understanding of the interplay between organizational routines and digital solutions and consequent impacts.

Preliminary Program
(Detailed schedule will be updated)

Thursday 25th of September (14:00 – 22:00)
• Welcome coffee and toast from Faculty of Management research guru Tomáš Kincl
• Theme Keynote
• Idea Bazaar
• Reflection
• Dinner and Evening network

18TH ROUTINES.RESEARCH.COMMUNITY WORK-SHOP (II)

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Friday 26th of September (9:00 – 13:00)
- Morning coffee
- Introduction and Panel discussion with professionals from the field of IS design and development
- Round tables with practitioners
- Reflection and closing up
- Lunch buffet
- Voluntary post-event activities 'Tour de Jindřichův Hradec' and 'Friday afterparty'.

Applications
Scholars interested in participating are invited to apply through email by August 10, 2025 (vera.kra-lova@vse.cz or petr.simacek@vse.cz). To apply, please briefly outline your motivation to participate (2-3 sentences can be enough) and how your research relates to the workshop focus.

We also invite you to participate in the Idea Bazaar. The Idea Bazaar is a platform to present and test your research ideas and receive insightful feedback and suggestions from the audience. **Please indicate your interest in participating in the Idea Bazaar in your application.**

Venue
The **Faculty of Management,** Prague University of Economics and Business **located in Jindřichův Hradec.**
Official invitation and further event details, travel tips, and accommodation tips are available in the link:
https://fm.vse.cz/veda-a-vyzkum-na-fm/routines-research-community/
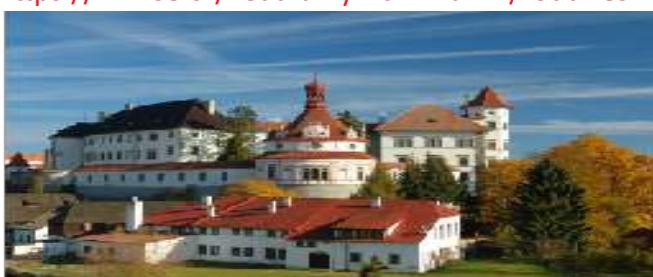
Special Guests
The RRC workshop will be represented by both audiences by professionals in the field. Professor **Brian Pentland** will represent the lead keynote for the Routine.Research.Community and **Petr Mráz, Lucie Nová, and Karel Smíšovský** will provide practitioners' insights.

Brian Pentland   **Petr Mráz**   **Lucie Nová**   **Karel Smíšovský**

RECENT SAP PUBLICATION (I)

Management Studies: **Alexander Engelmann, Werner H. Hoffmann**

Politicized Framing of the Future: Encouraging Innovation in Mature Ecosystems in the Face of Asymmetric De Alio Entrants

Abstract

Hubs and participants of mature ecosystems increasingly compete with de alio entrants that are hubs of more innovative ecosystems. Prior research shows how these asymmetric de alio entrants frame to win over participants from mature ecosystems and suggests that hubs of these ecosystems should respond by encouraging innovation among participants. However, extant theory does not explain how hubs frame to achieve this goal. We address this issue by studying a European carmaker who faced Google as an asymmetric de alio entrant. We find that the carmaker encouraged innovation by framing the future. Interestingly, it did so not through business narratives (as entrants do), but through narratives from technology policy discourses – it thus engaged in a politicized framing of the future. We identified two variants of this framing mechanism. First, the carmaker engaged in visionary politicized framing of the future, thereby encouraging innovation in enabling technologies. Second, it pursued idealistic politicized framing of the future, which promoted innovation in modular technologies. We develop a framework that explains when, how, and why hubs of mature ecosystems frame to encourage innovation in the face of asymmetric de alio entrants. Our study contributes to scholarship on incumbent framing in ecosystems, temporal framing, and inter-ecosystem competition.

Accessing the full paper:
 https://doi.org/10.1111/joms.13253

RECENT SAP PUBLICATION (II)

Academy of Management: **Christian A. Mahringer and Anja Danner-Schröder**

Autonomous, Yet Interdependent: Designing Interfaces across Routine Clusters

Abstract

This paper examines the process of designing interfaces between routine clusters in a world in flux in which interdependencies are emergent. We reveal that designing interfaces is an endogenous and iterative process of creating and harmonizing interdependencies. In our ethnographic study of the reorganization of agile software development, actors implemented a second routine cluster, which they envisioned to work autonomously. Because the teams shared resources, however, they created interdependencies across the two routine clusters that challenged their autonomy. Our findings contribute to research on routine dynamics, interdependence, and organizations design. They do so, first, by showing how the dynamics of designing interfaces are driven by the emergent nature of interdependencies, which routine participants may endogenously harmonize through routine performances. Second, our findings detail the practices through which "interface design work" is accomplished. Although some of these practices imply transitory variations in routine performances, others change the patterning of interfaces more sustainably. Third, resources play an important role in designing interfaces because making them readily available may require their reconfiguration. Moreover, the pooled interdependencies that flow from shared resources can escalate into more complex types of interdependence.

Accessing the full paper:
https://doi.org/10.5465/amj.2022.0853

RECENT SAP PUBLICATION (III)

Ongoing strategizing in practice: Examining CEO activities and a social enterprise's pathways to growth and greater effectiveness

Abstract

There is a dearth of high-quality process studies on ongoing strategizing efforts by organizations. Our research addresses this gap by exploring strategizing as a set of interrelated activities manifested over time: diagnosis, prognosis, orienting, mobilizing, and structuring. Using a multi-year, mixed-method case study of a non-profit organization supporting minority-owned businesses, we analyse 86 monthly interviews with CEOs between 2015 and 2023. Diagnosis emerged as the predominant activity, but all activities were consistently present, indicating that strategizing is an ongoing process for senior leaders. Our findings highlight evolving activity profiles with changing contexts and implications for future theorizing, research, and practice.

Accessing the full paper:
https://doi.org/10.1080/14719037.2025.2470409

SUMMER WORKSHOP: SHAPING THE "FUTURE OF STRATEGIZING AND ORGANIZING AS PRACTICE" IN CRETE (I)

Organization Studies

For four days, on a beautiful Greek island, 150 SAP scholars from six continents came together to share, discuss, and co-create ideas about the future of strategizing and organizing as practice – how we as a community can extend, connect, and rethink our research. Out of the record-breaking 190 submissions to the OSSW, 115 papers were accepted to the program.

The 19th Organization Studies Summer Workshop (OSSW) was dedicated to **"The Future of Strategizing and Organizing as Practice: Extensions and Connections."** David Seidl and Renate Kratochvil opened the event by introducing four key themes for the future of strategizing and organizing as practice:

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

The program featured **23 paper sessions, 17 roundtables, 5 spotlight talks, and 4 keynotes,** and concluded with reflections and outlooks for the field by the editors of Organization Studies.

Professor Richard Whittington began the workshop with a keynote titled "Celebrating a Quarter Century of SAP: Reflecting Back and Looking Forward." He was followed by **Haridimos Tsoukas,** who addressed "What Is Still Missing from Strategy-as-Practice Research?" **Martha Feldman** shared her insights on "Lived Experience, Action Possibilities, and Practice as Strategy," and **Robert Chia** offered a keynote on "Theorizing, Strategizing, and Organizing as Practices: A Process Metaphysical Perspective."

During the **Spotlight Talks**,
- **Tor Hernes** explored research on Time and Temporality in SAP
- **Linda Rouleau** highlighted SAP research in Extreme Contexts
- **Davide Nicolini** provided insights on linking Attention-Based View with SAP
- **Feng Liu** discussed Emotions Research in SAP
- **Mike Lounsbury** explored Connections Between Strategy-as-Practice and Institutionalism

The workshop concluded with **Shenghui Ma** and **Tammar Zilber,** who offered an inspiring outlook on the SAP community and future research directions. Finally, the highlight of the OSSW was clearly the energetic atmosphere that connected scholars around the globe, sharing ideas on research in SAP.

The OSSW is connected to a Special Issue Call for Papers in Organization Studies. The deadline for the Special Issue is the 30th September 2025: https://journals.sagepub.com/page/oss/call-for-papers

SUMMER WORKSHOP: SHAPING THE "FUTURE OF STRATEGIZING AND ORGANIZING AS PRACTICE" IN CRETE (II)

"Our deepest gratitude goes to the amazing participants who made the journey, brought their research, and contributed to building an engaged community around our shared literature and purpose." Conveners **David Seidl, Linda Rouleau, Paula Jarzabkowski, Renate Kratochvil,** and **Shenghui Ma,** and hosts **Sophia Tzagkaraki, Paolo Quattrone, Tammar Zilber.**

"I am still processing the amazing discussions and debates that took place at the 19th OSSW. I enjoyed meeting people from all over the world and being reminded that academics have a great sense of humor." **Mary Skordia**

"Last week we had the privilege of attending the Organisation Studies Workshop in Chania, a high-level academic gathering that brought together researchers from around the world interested in practice theory." **Martha Eugenia Reyes-Sarmiento**

"Participating in the OSSW was an enlightening experience." **Maria Andrea De Villa**

"Besides the fantastic location, the event was really well-organised, with super stimulating tasks and presentations across the three days. … All in all, I've felt really energized and inspired to crack on with my research this week. " **Chris Golding**

"The OSSW created an atmosphere of openness and curiosity I have not seen for a long time. That was "Strategy-IN-Practices" and it worked marvellously!" **Robert Chia**

KICKING OFF THE SAP MENTORING PROGRAM 2025!

Juliane Möllmann, Sarah Stanske and Stefanie Habersang

We had a fantastic start to this year's **SAP Mentoring Program** with a lively and engaging **virtual kick-off meeting on June 13th!**

It was a pleasure to welcome an inspiring group of mentors and mentees from around the world who are committed to supporting each other and deepening their engagement with **Strategy-as-Practice (SAP)** research.

This year, we are excited to have **15 mentor–mentee matches,** covering a wide range of interests, career stages, and research topics.

The kick-off session offered a **great opportunity to:**
- Officially introduce the mentoring pairs to each other
- Share expectations and reflections on how to get the most out of the program
- Build the foundation for a supportive SAP mentoring community

A big thank you to everyone who joined and brought such positive energy to the meeting! We are looking forward to seeing how these mentoring relationships grow and hope to see many at AOM in Copenhagen!

And a big thank you as well to all the mentors who helped set up this new initiative:

Fannie Couture, Jarryd Daymond, Fleur Deken, Martin Friesel, Paula Jarzabkowski, Eric Knight, Renate Kratochvil, Theresa Langenmayr, Krista Pettit, Georg Reischauer, Violetta Splitter, Richard Whittington and Matthias Wenzel.

If you are interested in the program, you can learn more about it on the SAP webpage: https://sap.aom.org/connecting/sap-mentoring or contact the organizers: Juliane Möllmann, Sarah Stanske and Stefanie Habersang.

REFLECTIONS: HONORARY DOCTORATE FOR PAULA JARZABKOWSKI

Matthias Wenzel

The Leuphana University of Lüneburg is proud to announce the conferment of an honorary doctorate upon Professor Paula Jarzabkowski (University of Queensland, Brisbane, and City St George's, University of London) on July 9, 2025. With her exemplary scholarship, Paula has not only contributed to redefining the field of strategy but has also made lasting contributions to the wider domain of management and organization studies.

A central theme in Professor Jarzabkowski's career is her foundational role in developing and advancing the strategy-as-practice (SAP) field. Thanks to her pioneering efforts, SAP has become a vibrant and influential global community, fundamentally changing how strategy is researched and taught.

Beyond theoretical contributions, Paula is renowned for research that addresses urgent global challenges—most notably issues of sustainability and societal risk. Her work on the "insurance protection gap" highlights the economic losses caused by catastrophic, climate-driven events that are not covered by insurance—losses that most impact vulnerable populations. Her research encourages policymakers, business leaders, and civil society alike to rethink solutions for building more resilient communities.

Equally esteemed for her collegial spirit, Paula is a mentor and community-builder within academia. Through empathy, thoughtful leadership, and support, she has inspired generations of scholars to pursue excellence and engage in meaningful academic citizenship.

Leuphana congratulates Paula on this well-deserved recognition and thanks her for her continuous dedication to scholarship, positive societal impact, and for embodying the values that Leuphana holds dear.

SAP AROUND THE GLOBE

Susan Hilbolling and Pernille Smith   Page 41

On May 7–8, 2025, the **5th Aarhus Practice and Process Symposium** – Nordic Edition – brought together 42 (SAP) scholars from across the Nordic countries to explore the theme: "Strategizing and Organizing for the Future." We kicked off the event on Wednesday afternoon with an informal social gathering, exploring the art galleries of AROS Museum, followed by a dinner. On Thursday we met at the beautiful Moesgaard Museum of archaeology and ethnography, for a full day of keynotes and round tables. Together with our special guests - **Kathrin Sele, Matthias Wenzel, and Tor Hernes** - we discussed how concepts such as path enactments, patterns of action, future-making and bundles of practices may be instrumental in connecting the mundane everyday practices and routines in the present directly to (distant) futures, thereby addressing how we as process researchers can engage with the idea of 'indivisibility of time'. We had philosophical debates, and also shared ideas on how to examine future-making methodologically. We ended the day with an a early career panel, where the three keynote speakers very openly shared their personal academic stories.

A huge thanks to all the wonderful participants for joining us from near and far, and a special thanks to Kathrin, Matthias and Tor for kick-starting the great discussions.

We are very grateful to SAMS (The Society for the Advancement of Management Studies) and AUFF (Aarhus University Research Foundation) for making this event possible.

Strategizing Activities & Practices

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

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

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

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

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

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

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

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

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

Representative-at-Large: Carola Wolf — University of Liverpool (c.wolf@liverpool.ac.uk)

Representative-at-Large: Kathrin Sele — Aalto University (kathrin.sele@aalto.fi)

Representative-at-Large: Fannie Couture — HEC Montreal (fannie.couture@hec.ca)

Representative-at-Large: Susan Hillbolling — Aarhus University (susan@mgmt.au.dk)

ECP Chair (outgoing): Stefanie Habersang — Leuphana University of Lüneburg (stefanie.habersang@leuphana.de)

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