Digital Strategy-making: Toward a SAP Agenda

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Point

Digital strategy-making is both an exciting thematic opportunity and intricate methodological challenge for extending the SAP agenda.
SAP’s Conundrum

“Strategy [...] is not something that an organization *has* but something its members *do*. Johnson et al. [2003] in this sense also speak of ‘strategizing’ as the ‘doing of strategy’, and call for strategy research to be refocused explicitly on human activity.” (Jarzabkowski, Balogun, & Seidl, 2007, p. 6)
Practice-based Examinations of Strategy-making as a Human Activity

• Strategy meetings (e.g., Jarzabkowski & Seidl, 2008)
• Strategy workshops (e.g., Johnson, Prashantham, Floyd, & Bourque, 2010)
• Day-to-day strategy work (e.g., Jarzabkowski, Burke, & Spee, 2015)

• Ethnographic fieldwork as main (though not the only) approach to examining strategic practices

• A manifestation of perfection: Global team-based ethnography (Jarzabkowski, Bednarek, & Cabantous, 2015)
The Use of Digital Technology in the Strategy Process

Digital strategy-making:
A set of strategic practices that is mediated by digital technology
Algorithmic Decision-making in the Strategy Process

DESIGN PERFORMANCES: HOW ORGANIZATIONS INSCRIBE ARTIFACTS TO CHANGE ROUTINES

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FROM THE EDITORS
NEW WAYS OF SEEING BIG DATA
Open Strategy through Digital Technology

Attempts to render strategy-making more transparent and inclusive (Hautz, Seidl, & Whittington, 2017), among others, through

• Wikis (e.g., Dobusch, Dobusch, & Müller-Seitz, 2019)
• Blogs (e.g., Gegenhuber & Dobusch, 2017)
• Platforms (e.g., Neeley & Leonardi, 2018)
Online Strategy Workshops
(Here: ZOOM + Miro)
Digital strategy-making: Some Exciting SAP Questions

- How does the translation of “analog” strategic practices into the digital sphere transform these practices?
- How does strategy-making in the “virtual sphere” relate to participants’ “substantive” day-to-day work?
- How do actors create a joint understanding of a strategic direction (Spee & Jarzabkowski, 2017) when there is no materiality at hand?
- How do actors’ technological skills shape the performance of digital strategy-making, and with what consequences?
- How does digital strategy-making relate to other (perhaps more “conventional”) strategic practices?
- Does digital strategy-making produce outcomes that differ from “analog” strategy-making, and if so, in which ways?
- How does digital strategy-making enable and constrain surveillance, visibility, and control (e.g., Hafermalz, 2020)?
A Key Methodological Challenge Against the Conundrum of SAP Research

What do actors “really” do when they perform digital strategy-making, and how to capture this empirically?
Thank You Very Much

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References


