

STRATEGIC PLAN 2026-2028

STRATEGIZING ACTIVITIES AND PRACTICES INTEREST GROUP ACADEMY OF MANAGEMENT

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STATE OF THE INTEREST GROUP

The Strategizing Activities and Practices (SAP) Interest Group (IG) is an inclusive scholarly community that has expanded our understanding of “strategy” through a practice-theoretical consideration of strategy as something people do. Focusing on the day-to-day work, activities, and practices related to strategizing and organizing, the SAP IG invites a variety of theoretical perspectives and methodological approaches, with particular salience of qualitative methods.

As of 2025, the SAP IG had 724 members, now approximating the IG’s pre-COVID membership all-time high from 2019 (742). 2025 also recorded an all-time high of 534 international members (74 percent), which compares to an AOM-wide international membership of 64 percent. This indicates the IG’s realization of AOM’s Vision 2030 to become an inclusive “global platform.” In fact, aligned with this vision and the DIGR committee’s feedback on our last 3Y report, the IG has continuously expanded activities for and with its global membership base beyond the AOM Annual Meeting. Some of the recently launched all-year formats include the SAP teaching contest that mobilizes the SAP community’s development of teaching innovations around the globe, all-year reviewing and mentoring programs, and the Latin American Practice and Process Gathering as a platform that builds a regional community of Latin American SAP scholars.

As another inclusive off-conference format, the SAP IG involved its members in a participatory strategy workshop in February 2025, jointly revisiting the IG’s activities, scope, and mission. This workshop formed part of an internal strategy process that was triggered by the increasing research breadth in terms of empirical phenomena explored and theoretical lenses taken by scholars in our community. Such a broadening has led SAP scholars to apply their practice-theoretical sensitivities to other important contemporary phenomena that extend beyond “strategy” in a narrow sense, such as how actors engage with grand challenges, artificial intelligence, and new forms of organizing, among many others. Results of the latest membership survey as well as the DIGR’s Committee’s 3Y recommendation to “[c]ontinue the efforts to broaden the membership-base beyond strategy” strongly encouraged us to continue down that road. Given the strength of SAP thinking to be sensitive to new and relevant phenomena, SAP explicitly invites members to submit their work even if it does not pertain to phenomena that are labelled as “strategy;” and our reviewers to be more open to new phenomena that SAP scholars are studying. In addition, SAP continues to maintain strong ties with other DIGs such as ENT, OMT, TIM, and CTO that also host scholars pursuing practice-theoretical approaches, e.g., through shared sessions and informal meet-ups at the AOM Annual Meeting, or through “SAP meets” webinars throughout the year.

Finally, the IG is and remains financially healthy. According to the 2025 allocation letter, the total operating fund available as of 1 January 2026 was \$97,165—up by 28 percent compared to the last 3Y review. In response to the DIGR committee’s 3Y recommendation, we have further strengthened our sponsorship activities by reengaging pre-COVID sponsors and running an annual outreach cycle to engage the most likely sponsor segments. As a result, we have continually secured sponsorship from a mix of recurring academic and journal partners. Furthermore, the IG has successfully applied twice for AOM’s Strategic Project Funding.

STRATEGIC GOALS AND ACTIVITIES

Ever since the emergence of the IG's internal strategy process in November 2020, the IG's executive team discusses strategic issues and activities in their monthly meetings. In addition, from September 2025 to January 2026, the 3Y review team inspected the latest membership survey results as well as conclusions drawn from the participatory strategy workshop (see above), developed strategic goals and activities based on this review, and iteratively discussed, improved, and refined these goals and activities based on discussions with the executive team in their monthly meetings.

The resulting strategic goals revolve around a central feature of the SAP IG, namely, communicating, strengthening, and sustaining its sense of community. These goals will guide the IG's activities in the next three years. Specifically, the activities described below are designed to be completed within a three-year period to provide sufficient time for successful completion. In addition, the IG will remain responsive to unexpected developments and emerging opportunities.

Goal 1: Improve Communications of the SAP IG's Mission and Scope

Consistent with past membership survey results, the recent participatory strategy workshop demonstrated that members greatly identify with the SAP IG as their "global intellectual home [for their] theoretical and methodological approach to understand strategy and organizations," but that their work "goes beyond strategy per se." In fact, as the workshop clarified, the SAP IG has already become *a community of practice-based communities*, providing an intellectual home for scholars interested in the work, activities, and practices of organizing, strategizing, and entrepreneuring. In principle, SAP's expanded understanding of strategy as something that people do can accommodate this breadth within its mission and scope. Furthermore, as members highlighted in the participatory strategy workshop, there is no need to change the IG's name because, in addition to garnering members' strong identification, it expresses the SAP community's breadth of phenomena, approaches, and methods. However, the meaning of the IG's name may not be immediately clear. Therefore, as a member suggested in the participatory strategy workshop, "We need to [...] diffuse our identity."

Activity 1.1: Initiate and run the formal procedure for amending the IG's domain statement.

The domain statement is published on the AOM website. It is likely a go-to source for potential new members, and it should clearly convey the IG's mission and scope. To adequately reflect the mission and scope of our IG in written communications, the executive team will propose amendments to the IG's domain statement. The outcome of this activity will depend on the formal approval of the DIGR committee, the AOM Board of Governors, and SAP members.

Activity 1.2: Revisit the SAP IG's self-description on the IG website. The IG website is a central hub for the SAP community and, thus, existing SAP members. Therefore, the executive team, together with the Social Media Chair, will revise and update the IG's self-description on the website in alignment with the outcome of the formal procedure for amending the IG's domain statement.

Activity 1.3: Communicate the IG's mission and scope on social media. Thanks to an engaged Social Media Committee, the SAP IG has engaged current and potential members through social media (currently LinkedIn, Mastodon, BlueSky, YouTube) for years, and continues to elicit strong

y-o-y growth in terms of followership on some of these platforms. Therefore, in addition to a direct message to SAP members as well as communications on Connect@AOM and in the SAP newsletter, the Social Media Committee will design and run a social media campaign that informs about the breadth of the SAP IG's mission and scope.

Measure to assess goal achievement: Level of resonance of the IG's mission and scope with members' activities (to be captured through targeted items in future membership surveys)

Goal 2: Strengthen Connections with SAP Scholars Around the Globe

As highlighted above, the SAP IG already has a strong standing in terms of international membership. This was corroborated in the recent participatory strategy workshop, where members highlighted that the IG is “a fantastic place for its inclusivity” at the “global” level. Yet, in the workshop, members also identified potential ways in which the “SAP IG could support [SAP scholars around the globe].” Some of the proposed measures have already been implemented (e.g., an all-year mentoring program), whereas others have yet to be developed and realized. With the election of one Rep-at-Large in 2025 who oversees global outreach and inclusion, the SAP IG is structurally prepared to go even further in this direction. Furthermore, the executive team is about to complete a concept for connecting the SAP IG with the Community Accelerator Program that might further support some of the activities described below.

Activity 2.1: Inform about SAP members' activities around the globe. With a long-established newsletter that appears in three comprehensive issues per year as well as an engaged Social Media Committee, the IG is already a central platform for informing the SAP community around the globe. For example, in the latest survey, members highlight the gaining of research-related information as the most important reason for belonging to the IG (important/highly important: 91 percent). The newsletter has also occasionally featured the activities of less visible SAP scholars around the globe. Building on these nascent efforts, the Membership Chair who edits the newsletter will establish a rubric that regularly provides updates by those SAP scholars.

Activity 2.2: Support the Latin American Practice and Process Gathering (LAPPG). The Latin American community of SAP scholars is particularly active and increasingly visible thanks to organized events such as on-site workshops, online paper development workshops, and research clinics. In order to develop a role-model portfolio of formats that can also be adapted to the regional contexts of other communities of SAP scholars around the globe (see Activity 2.3), the executive team will continue to support the further intellectual and network development of the Latin American community by connecting the group with SAP scholars who can give keynotes, feedback, and research seminars.

Activity 2.3: Liaise with and support other communities of SAP scholars around the globe. Thanks to the SAP Global Citizen Program that a former Rep-at-Large has run for several years, the SAP IG can count on connections with several research-active communities of SAP scholars around the globe, namely, not only in Latin America but also in South Africa and India. The Rep-at-Large with special responsibilities for global outreach and inclusion will liaise with these and other communities to understand their specific needs and offer adapted versions of the LAPPG's role-model formats to be run by local community representatives in these regions in response.

Measure to assess goal achievement: Percentage of international membership

Goal 3: Sustain SAP Members' Sense of Community

When asked the open-ended question about the SAP IG's strengths, one answer was by far the most frequent in the latest membership survey: "community." For the majority of SAP members who took the survey, the SAP IG is their primary intellectual home at AOM. Likewise, in the participatory strategy workshop, SAP members highlighted that the IG hosts "a very welcoming community," "an academic community to connect with," and "an active community of academic conversation." Fostering and sustaining this spirit remains a key strategic priority for the SAP IG. With this, the SAP IG's engaged and committed Membership Committee—which focuses on growing and servicing the SAP membership through formats such as the Reading Club, the all-year mentoring and reviewing program, vlogs, and webinars, as well as social activities at the AOM Annual Meeting such as the SAP Dinner, SAP Breakfast, SAP Social, and informal meet-ups—remains of utmost importance. Given this extended engagement, the SAP IG honors volunteers' efforts with the SAP Community Service Award every year.

Activity 3.1: Continue the Early Career Program (ECP). Securing a constant influx of early-career scholars to the SAP IG is not just a precondition for a lively community but also necessary for intellectual openness and scholarly development. Therefore, the ECP—organized by a dedicated Committee as part of the AOM Annual Meeting—is designed to foster and grow a supportive community of SAP scholars through a full day of panels, workshops, roundtables, and networking opportunities for accepted participants.

Activity 3.2: Extend the Mid-career PDW. A Rep-at-Large of the SAP IG has recently focused attention on the specific professional development needs of mid-career members, an engaged member sub-group that has substantially grown, among others, because many ECP alumni are now tenured. In fact, a dedicated PDW at the 2025 AOM Annual Meeting surfaced their needs for continued support. To sustain mid-career members as a driver of the SAP IG's community spirit, the IG—as part of the Rep-at-large's responsibilities—will institutionalize an annual PDW dedicated to SAP mid-career scholars.

Activity 3.3: Support community events outside the AOM Annual Meeting. Over the years, IG members—often including former executive team members of the SAP IG—have established a broad range of event series that enable SAP scholars to meet up beyond the Annual Meeting. Among others, these include the SAP Community Day at the EGOS Colloquium, the SAP Austrian Day, the Aarhus Practice and Process Symposium, specialized events such as the Open Strategy Workshop, the BI Oslo Qualitative Research Forum, the Warwick Summer School on Practice and Process Studies, and events at the UQ Practice and Process Studies Hub. To ensure that these events continue to contribute to the SAP IG's community spirit, the executive team will offer event organizers any intellectual support needed to continue and extend these series of events, as well as communication support by providing the SAP IG's established communication platforms and formats as a vehicle for attracting participants.

Measure to assess goal achievement: IG members' sense of community (to be captured through targeted items in future membership surveys)

INNOVATIONS AND BEST PRACTICES

The achievement of the aforementioned goals is backed by initiatives and formats that have obtained the status of “innovations and best practices” at the SAP IG.

Related to Goal 1: Joint Activities with Other SAP-related Communities Outside AOM

While the SAP IG is a central intellectual home for scholars interested in the work, activities, and practices of strategizing, it has long established connections with groups of SAP scholars who are connected to other conferences. These include the SAP Community Day taking place at EGOS, as well as the Strategy Practice IG at SMS.

Rather than viewing these groups as competition, it has become a best practice for the SAP IG to collaborate more closely with these groups. For example, instead of replicating mentoring programs at the cost of precious volunteer resources, the IGs at AOM and SMS now coordinate a joint all-year mentoring program. Furthermore, the groups now run a joint newsletter to broaden its reach. In this form, the newsletter will be a central means for communicating the SAP IG’s mission and scope.

Related to Goal 2: SAP Teaching Contest

Supported by AOM’s Strategic Project Funds, the SAP IG conducted a teaching contest in 2025. The aim of the contest was to mobilize the SAP community around the globe with a focus on developing and sharing ideas and innovations for bringing SAP into the classroom. The material developed by the winners, finalists, and honorary mentions is published open access on the SAP website.

The teaching contest demonstrated that there is widespread interest in innovative teaching materials; with this interest being particularly prominent in non-Western contexts.¹ To strengthen connections with SAP scholars around the globe, the SAP IG will continue to call for the submission and publication of teaching innovations, render teaching more salient through vlogs, and establish a teaching-focused PDW series at the AOM Annual Meeting. Furthermore, with a similar spirit, the SAP IG is currently leading an initiative that aims at developing open-access material on practice-sensitive research methods based on the contributions by leadings experts—also supported by AOM’s Strategic Project Funds.

Related to Goal 3: *Unconferencing* Session

The *Unconferencing* session is part of the PDW program at the AOM Annual Meeting. It is a loosely structured session in which participants propose topics, collectively prioritize them, and discuss selected themes in roundtables.

The *Unconferencing* session has won the SAP Most Engaging Session Award in the past three years. Hence, it is an effective means of including, engaging, and nurturing the SAP community. Inspired by the success of the online participatory strategy workshop held in February 2025, the executive team is exploring options to adapt the *Unconferencing* session to an online format to support the SAP IG’s community spirit beyond the Annual Meeting.

¹ A report including those statistics as well as a detailed how-to guide for running teaching contests has been submitted to the AOM Teaching Committee and are available upon request.