



# STRATEGIES, ACTIVITIES & PRACTICES INTEREST GROUP

## JULY 2017 NEWSLETTER

### Inside this issue:

Friday AoM Dinner	2
Business & Social Meeting	3
Early-Career Program	4
Meet & Greet	5
Program Overview	7
Register for SAP PDWs	8
Election Results	11
SAP Workshop @ Cass	12
SAP Sponsors	13

Dear SAP Members —

**Summer is in full heat now**, and we are preparing for a fantastic Academy meeting in Atlanta. All the sessions are planned, presenters are preparing their talks, and our executive committee and many volunteers are working to organize a fantastic array of SAP scholarship and activities that will make AoM-Atlanta meaningful and memorable for all involved.

We have many PDWs planned, and our Doctoral and Early Career Program is on-track for another successful run. We expect many of our PDWs and paper sessions to be standing-room-only, so we encourage you to **register as soon as possible** (see p. 8-10). Even if you cannot make all the many great SAP sessions, please plan to join us at the business and social meetings (see p. 3), meet -and-greets (see p.5) and especially the Friday dinner (see p.2), as these are great ways to catch up with one another.

Please forward this newsletter on to colleagues and friends, and invite them to participate with you in the many planned SAP activities.

We look forward to seeing you and meeting you in Atlanta!

Your Publishing Team —

**Katharina Dittrich** (University of Zurich,  
katharina.dittrich@uzh.ch )

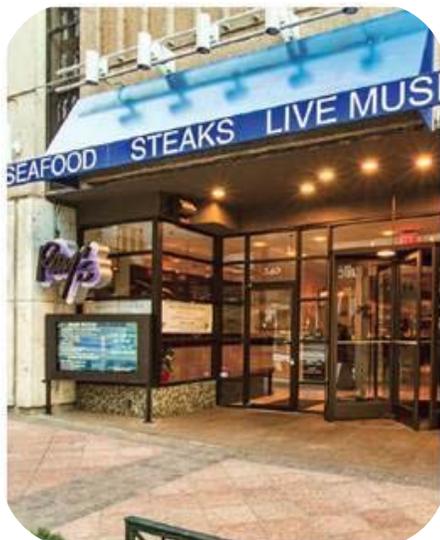
**Cy Parks** (University of Houston, cbparks@uh.edu)



# YOU ARE INVITED: SAP FRIDAY DINNER

## SAP Executive Team

Over the years, AoM participants passionate about Strategizing, Activities and Practices have met for dinner on Friday night of the AoM Meeting. We have been having these dinners for at least seven years now, going back to the AoM meeting in San Antonio (2011)! We are continuing the tradition of a Friday dinner in Atlanta and we hope that many of you can join us.



The dinner will take place on **Friday, August 4, from 6:00 to 9:00 p.m.** This year we settled on **Ray's in the City** (<http://www.raysrestaurants.com/raysinthecity/home>), one of Atlanta's landmarks with over 30 years of world-class dining and events experience. Ray's in the City is located right next to the conference locations, so you can easily stroll down after a full day of PDWs and unwind from the day in a relaxing atmosphere with old friends and new colleagues. This event is open to SAP veterans, newcomers, partners, and doctoral students alike. There will be a choice of meat, seafood and vegetarian options available.

If you are interested in joining us, please send an email to Paul Spee ([p.spee@business.uq.edu.au](mailto:p.spee@business.uq.edu.au)) to get access to the approval code. To register online, please visit <https://secure.aom.org/PDWReg>. The deadline to register online is **July 20, 2017** and the cost for the event is US\$60.

We look forward to seeing you there!

***The SAP Executive Team***

# PLEASE JOIN US FOR OUR SAP BUSINESS & SOCIAL MEETING

SAP recently passed the 700-member milestone! Please join us at the **Annual Business Meeting** where we will review current initiatives of the Interest Group, and also present our conference awards. Join us afterwards at **the Social** to celebrate the success of our Interest Group, meet the SAP Executive Team, mingle with old friends and meet our newest members. Food and drinks will be available so make sure to stop by.

## Date & Location

Monday, Aug 7, 2017

Business: 6:30 to 7:00 p.m.

Social: 7:00 to 9:00 p.m.

Hyatt Regency Atlanta

in Centennial Ballroom IV



# HELP EXTEND A WARM SAP WELCOME TO OUR DOCTORAL & EARLY CAREER PROGRAM PARTICIPANTS

**Organizers: Christina Wawarta & Krista Pettit**

**Fantastic News!** We received a greater number of applications than available spots for the SAP Doctoral and Early Career Program in Atlanta! Therefore we were able to hand select a high calibre cohort of future SAP scholars! Each of the 20 participants will have a sticker on their AoM delegate badge.

**If you see any delegate with one of our stickers please introduce yourself and welcome them to the community!**

For many, it will be their first academy experience, and a warm hello and introduction from a SAP member has the potential to make this overwhelming experience more personal and encourage them to become active members of the community.

**DOCTORAL & EARLY CAREER  
BADGE STICKER**



**Look for our participants at:**



**PDWs:** Program participants will attend the following PDWs: Coding in the Trenches; Visualizing Strategy; and Advice for Managing International Academic Careers.



**SAP Dinner:** Participants will be seated at each table at the SAP community dinner on Friday night.



**SAP Paper Sessions:** Participants will have a schedule of all SAP related paper sessions hosted at AoM, so you should see plenty of 'stickers' there.



**SAP Meet and Greet:** There will be informal drop in coffee sessions on Saturday (8:00 a.m), Sunday (8:30 am) and Tuesday (8:00 am) at Coffee at 200 Peachtree. Drop in and say hello!



**SAP Social:** We will encourage everyone to attend the social evening on Monday night as it is a great way to meet other SAP scholars and make connections.

**Sponsors of the SAP Doctoral & Early Career Program | Thank you very much!**



# MEET & GREET SAP!

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

A highlight of AoM is the opportunity to meet and engage in discussions with other scholars in your field. ***Come chat with and learn from some leading scholars in SAP!***

This is an informal event - order yourself a drink/food, and come join the conversation. There will be a sign on the table so you can easily find your session hosts.

***Location for these sessions: Coffee at 200 Peachtree***

*(See the next page for details and directions)*

## **1. Saturday, August 5th – 8 to 9:30 a.m.**

**Theme: The review process: an editors perspective**

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

## **2. Sunday, August 6th – 8:30 to 10 a.m.**

**Theme: Strategy as Practice (SAP) meets Entrepreneurship as Practice (EAP)**

As practice-based studies gain traction in different fields come and explore the intersections between strategy and entrepreneurship! Scholars in attendance include **Paul Spee** and **Richard Whittington** (SAP) as well as **Bill Gartner** and **Bruce Teague** (EAP), all leaders in their fields.

*NB: For the Sunday event please email Neil Thompson (n.a.Thompson@vu.nl) and indicate which division you are a part of to reserve your spot!*



## **3. Tuesday, August 8th – 8 to 9:30 a.m.**

**Theme: Innovative Methods**

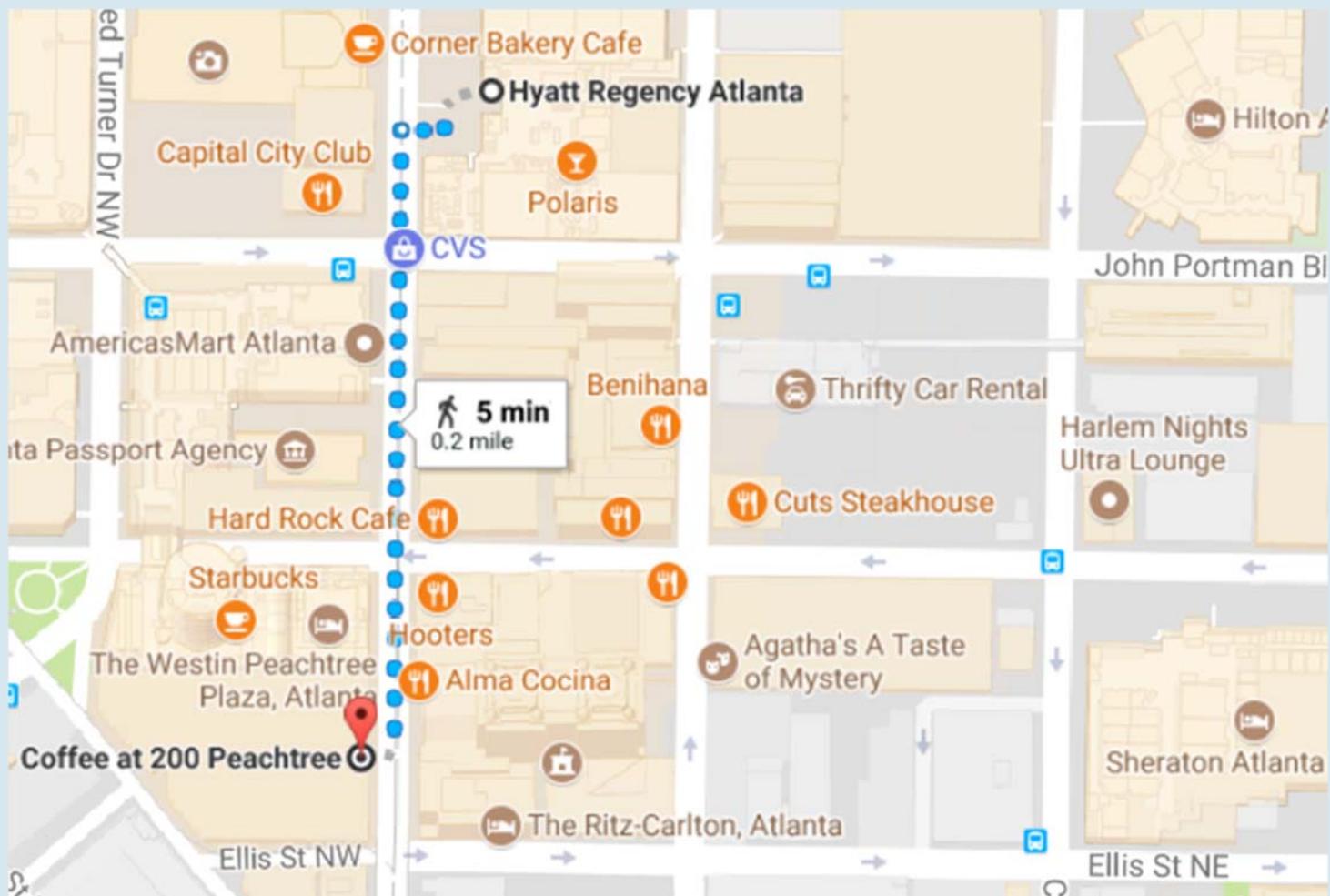
Conversation with and advice from **Curtis LeBaron** (AMD), **Michael Smets**, and **Rebecca Bednarek** about the practicalities of a range of different innovative methods, including video ethnography; multi-sited /global and team ethnography. How to zoom out to describe larger phenomena or process from situated “micro” practice-oriented data will also be discussed.

# MEET & GREET SAP!

Organizers: Rebecca Bednarek, Katharina Dittrich & Neil Thompson

## Venue: Coffee at 200 Peachtree

200 Peachtree St NW, Atlanta; [www.200peachtree.com/coffee-at-200-peachtree/](http://www.200peachtree.com/coffee-at-200-peachtree/)



# OVERVIEW OF SAP PROGRAM

**Sotirios Paroutis & Rajiv Nag**

Day	Start	#	Location	Session Information
Fri	8:00am	18	Atlanta Marriott Marquis, Lobby L404	Writing Fieldnotes: An Intersubjective Approach
		44	Hilton Atlanta, Galleria 4	Process Research Methods: Connecting Process-in-the-Moment with Wider Processes
	8:30am	51	Hyatt Regency Atlanta, Techwood	Coding in the Trenches: Qualitative Analysis Bootcamp II
	10:45pm	88	Hyatt Regency Atlanta, Edgewood	The Role of Visuality in Strategy: How Seeing, Influences “Saying” and “Doing”
	2:00pm	136	Hyatt Regency Atlanta, Piedmont	Advice for Managing International Academic Careers
	3:30pm	157	Atlanta Marriott Marquis, Marquis M202	Navigating Interstitial Spaces as a Precondition for Leadership in Transformational Change
	4:00pm	165	Hyatt Regency Atlanta, International Ballroom South	Teaching Strategy: Innovative Approaches and Tools
	6:00pm	194	Offsite, Ray's in the City	SAP Dinner
Sat	8:00am	255	Atlanta Marriott Marquis, Lobby L405,406	Paradox Theory and Ambidexterity
		257	Atlanta Marriott Marquis, Marquis M304	Behind the Scenes: Highly Cited Ethnographic Research in Organizational Studies
		258	Atlanta Marriott Marquis, Marquis M202	Performativity and the Debate About the Relevance of Academic Theory for Practitioners
	10:00am	298	Hyatt Regency Atlanta, Regency Ballroom VI	Strategizing Climate Change: Worldly Strategy for Global Impact
	11:30am	334	Hyatt Regency Atlanta, Greenbriar	Strategy-As-Practice Meets Routine Dynamics
	1:00pm	370	Atlanta Marriott Marquis, Marquis M304	What is New in Research, Teaching, and Consulting about Managing Major Organizational Change?
		371	Atlanta Marriott Marquis, Lobby L401,402	Sites and Contexts of Plural Leadership Plural Leadership
	4:15pm	443	Hyatt Regency Atlanta, Courtland	Publishing Strategy-as-Practice Research in Top Journals
Sun	12:15pm	639	Hyatt Regency Atlanta, Courtland	Strategizing at the Interface
	2:00pm	699	Hyatt Regency Atlanta, Kennesaw	What's the Next Chapter for Strategy as Narrative?
	5:15pm	774	Hyatt Regency, Embassy Hall G	SAP Executive Committee Meeting
Mon	8:00am	839	Hyatt Regency Atlanta, Regency Ballroom VII	Open Strategy: Dimensions, Dilemmas, Dynamics
		927	Hyatt Regency Atlanta, Hanover Hall C	Timing and Rhythm in Strategizing
	9:45am	1015	Atlanta Marriott Marquis, Atrium A703	Implementing Transformational Change: Challenges and Opportunities at the Interface
		1036	Hyatt Regency Atlanta, Hanover Hall C	Boundaries and Dualities in Action
	11:30am	1133	Hyatt Regency Atlanta, Hanover Hall C	Identity in Strategizing
	1:15pm	1246	Atlanta Marriott Marquis, Marquis M104	Authenticity in Markets: Organizations, Principals and Audiences
		1260	Hyatt Regency Atlanta, Regency Ballroom V	SAP Distinguished Keynote: Professor Dennis Gioia
		1271	Hyatt Regency Atlanta, Roswell	Managing Revolutionary Inter-Organizational Interdisciplinary R&D Project Teams
	3:00pm	1371	Atlanta Marriott Marquis, Marquis M104	Music Genres and Identity in Markets: The Role of Categories in Market Identities and Outcomes
		1382	Hyatt Regency Atlanta, Hanover Hall C	Strategy Tools in Practice
	4:45pm	1454	Hyatt Regency Atlanta, Baker	Intuition in Organizations: Integration of Intuition and Analysis
		1493	Atlanta Marriott Marquis, Marquis M105	Theorizing with History: Lessons from the Study of Institutional Logics and Imprinting
		1502	Hyatt Regency Atlanta, Edgewood	Strategizing across Firms
	6:30pm	1536	Hyatt Regency Atlanta, Centennial Ballroom IV	SAP Business Meeting and SAP Social
	Tue	8:00am	1668	Hyatt Regency Atlanta, Inman
9:45am		1790	Hyatt Regency Atlanta, Embassy Hall G	Strategizing in Emerging Markets: An Individual Level Explanation of Institutional Contexts
		1791	Hyatt Regency Atlanta, Inman	Knowledge and Complexity Revisited
11:30am		1909	Hyatt Regency Atlanta, Inman	Performativity and Performance Unpacked
1:15pm		1934	Hyatt Regency Atlanta, Regency Ballroom V	Interpersonal Dynamics in Strategic Leadership: Five Perspectives
		2028	Hyatt Regency Atlanta, Embassy Hall G	Strategy Communications in Practice
3:00pm		2129	Atlanta Marriott Marquis, Marquis M302	Designing Organizations to 'Win' in Pluralistic Settings

# PDW ON “ADVICE FOR MANAGING INTERNATIONAL ACADEMIC CAREERS”

**Organizers : Rebecca Bednarek, Katharina Dittrich & Carola Wolf**

This is the 2<sup>nd</sup> edition of our Careers PDW that is tailored to Ph.D. students and early career scholars pursuing careers worldwide. This year we will focus on one particular aspect of academic careers, that is the increasing internationalization of academia. The PDW will address a wide range of opportunities, issues, and challenges that early-career scholars face when seeking to establish their academic careers in an international setting (see table below for topics).

The first part of the PDW will be designed as a facilitated panel discussion to provide a platform to discuss particular challenges of international careers. In Part 2 of the PDW, participants will attend pre-selected roundtables; these roundtables will provide an opportunity to delve more deeply into specific questions. For this part, each roundtable will be hosted by one of the panelist joined by a further scholar with particular experience in the subject topic of the roundtable.

## REGISTRATION

- Registrants for this program must enroll using the AoM PDW registration system.
- To gain the approval code, please send an email to [r.bednarek@bbk.ac.uk](mailto:r.bednarek@bbk.ac.uk).
- Places are limited so please register early.

Roundtable	Facilitators
Table 1: Families, dual careers and global careers	<b>Saku Mantere</b> , Associate Professor, McGill University <b>Kathrin Sele</b> , Assistant Professor, Aalto University School of Business, Helsinki
Table 2: Geographical and institutional differences and divides in academia	<b>David Oliver</b> , Senior Lecturer, University of Sydney Business School <b>Krista Pettit</b> , Research Fellow, University of Liverpool
Table 3: Organizing international collaborations: collocation, skype	<b>Loizos Heracleous</b> , Professor, Warwick Business School <b>Rebecca Bednarek</b> , Senior Lecturer, Birkbeck, University of London
Table 4: Working in a second language: tips and tricks	<b>Laure Cabantous</b> , Professor, Cass Business School, City University of London <b>Carola Wolf</b> , Lecturer, Aston University
Table 5: Building an international career when you cannot/do not want to relocate	<b>Virpi Sorsa</b> , Assistant Professor, Hanken School of Economics <b>Katharina Dittrich</b> , Assistant Professor, University of Zurich

# PDW: “SAP MEETS ROUTINE DYNAMICS”

**Organizers : Katharina Dittrich & Vern Glaser**

This PDW offers participants an opportunity to explore connections and possibilities between current research in two areas: Strategy-as-Practice (SAP) and Routine Dynamics. Research in SAP and Routine Dynamics shares many similarities and intersects in multiple different ways. In this PDW, we focus on an area of overlap that has received little attention thus far: how the enactment of strategizing practices interweaves with the enactment of other organizational routines. In Part I of the PDW, three senior scholars will present a combination of empirical studies and theoretical reflections on this topic: Carlo Salvato will present an empirical study of The Campari Group that analyzes the relationship between middle manager-level and executive-level routines for mergers and acquisitions; Sarah Kaplan will reflect on the role of top management activities in changing routines at Citigroup; and Richard Whittington will provide broad-level theoretical reflections on the relationship between strategizing activities and enactment of routines. In Part II of the PDW, we offer

participants an opportunity to submit research proposals and receive feedback from presenters and discussants. In summary, this PDW provides a forum for scholars in SAP and Routine Dynamics to build community and discuss current research that sits at the intersection of strategizing activities and routines.

## REGISTRATION

- Part 1 of this PDW requires no registration.
- For Part II, we request participants to submit a 500-1000 word description of their project that engages strategy and routines from a theoretical and/or empirical perspective. Please submit your applications to [katharina.dittrich@uzh.ch](mailto:katharina.dittrich@uzh.ch). The deadline for applications is July 24, 2017.

### **Presenters**

Sarah Kaplan, University of Toronto  
Carlo Salvato, Bocconi University  
Richard Whittington, University of Oxford



### **Discussants**

Torsten Schmid, University of St. Gallen  
Kathrin Sele, Aalto University  
Marvin Washington, University of Alberta



# PDW: “PUBLISHING STRATEGY-AS-PRACTICE RESEARCH IN TOP JOURNALS”

**Organizers: Paul Spee & Shenghui Ma**

The workshop is designed to offer Strategy-as-Practice scholars insights into publishing their work in different top tier journals. (Co-)editors of *Organization Science*, *Organization Studies*, *Strategic Management Journal*, and *Strategic Organization* will each present an exemplary practice-based publication and outline the criteria that qualify promising submissions. Complementing these presentations, two authors will report on their experiences of publishing in these different outlets. In a series of round tables workshop participants have the opportunity to discuss their experiences and receive feedback from (co-)editors and experienced authors.

The space for participation is limited. Please pre-register in the AoM meeting system, which will be open soon. First come, first serve! If you have any questions, please contact [shenghui.ma@uzh.ch](mailto:shenghui.ma@uzh.ch).

## REGISTRATION

The space for participation is limited. Please pre-register in the AoM meeting system, which. First come, first serve! If you have any questions, please contact [shenghui.ma@uzh.ch](mailto:shenghui.ma@uzh.ch)

### **Panelists:**

#### *Editors*

Michel Anteby, Boston University (Organization Science)

Paul Spee, University of Queensland (Organization Studies)

Gianmario Verona, Bocconi University (Strategic Organization)

Richard Whittington, University of Oxford (Strategic Management Journal)

Mike Zundel, University of Liverpool (Organization Studies)

#### *Authors*

Rebecca Bednarek, University of London

Sotirios Paroutis, University of Warwick



# SAP ELECTION RESULTS AND LOOKING AHEAD TO NEXT YEAR'S ELECTIONS

Anne D. Smith, Past IG Chair

In this year's SAP election, 27% of our membership (or 185 of our 686 members) voted. This marks the highest participation rate for SAP elections in the past five years and exceeded the overall AoM voting participation rate of 23%. Thanks for being an involved member and casting your vote for these important leadership positions!

Three new members were elected to our SAP Interest Group leadership team:

- **Virpi Sorsa** of the Hanken School of Economics in Helsinki, Finland, was elected to be the **incoming PDW Chair**. In August, Virpi will begin her leadership cycle, which moves through the following positions over five years: PDW Chair, Program Chair, Chair-Elect, Chair, and Past Chair.
- **David Oliver** of the University of Sydney Business School in Sydney, Australia, was elected to the **Secretary** position. This three-year leadership position is responsible for recording minutes of meetings, managing our listervs and web presence, and administering the various other tasks required to keep our interest group organized.



- **Violetta Splitter** of the University of Zurich in Zurich, Switzerland, was elected to the **Membership Chair** position. This three-year leadership position is responsible for building membership, communicating with members, creating and distributing our tri-annual newsletter, and other tasks related to communication and membership.

Please join me in congratulating and welcoming these wonderful scholars and colleagues as they begin their service to you, the IG, and the Academy! All three leadership terms will begin at our August meeting at AoM-Atlanta. Please attend the business meeting on Monday afternoon and come by the socials to meet your new Interest Group leaders.

Remember that next year we will have FOUR positions to fill: three representatives at large (with different term lengths) and the PDW Chair. Jane Lê will be handling the SAP elections next year, with activities commencing in the call for nominations in February. Please consider running for one of these positions if you are interested. Otherwise, please look for ways to get involved in our wonderful SAP IG — submit your papers to the 2018 program, sign up to a reviewer, volunteer to be a discussant, and contact one of the leaders if you would like to assist (see last page) ..... there are many ways to get involved!



# SAP WORKSHOP @ CASS



Strategy-as-Practice (SaP) Workshop

When: Monday, 9 October, 2017

Where: Cass Business School

106 Bunhill Row, London EC1Y 8TZ



University of  
Zurich<sup>UZH</sup>

Dear SAP community members,

We look forward to welcome you at the Cass Business School, London for a strategy-as-practice (SAP) workshop, followed by drinks/dinner, on Monday October 9th, 2017.

**The workshop will include:**

- Keynote speech by Moshe Farjoun on a pragmatist perspective on SAP research
- Papers under-review with journal feedback (R&R or reject received) to be presented to, and discussed by, the whole group
- Developmental round-tables to discuss working papers that are close to journal submission.

**Cost:** The workshop, lunch and refreshments are free. Transport and dinner at your own expense.

**Schedule [tentative]:** 11 a.m. to 5:30 p.m. followed by drinks and dinner at 6 p.m.

**WHO should attend the workshop**

The workshop is open to any academic who has a research interest in the SAP agenda & research. In particular, we are looking for people who have a suitable paper 1) under review or 2) a developmental paper that they would like to discuss. Depending on the number of R&Rs and developmental papers we receive we will select papers that are most relevant to the strategy-as-practice community and privilege those closest to submission.

**HOW to apply**

Please follow the link below to register for the workshop if you like to participate as a guest, presenter of your paper under review or presented of a paper that is close to submission.

Registration until **27 August, 2017**

<http://www.business.uzh.ch/en/professorships/om/SAPR2017.html>

We look forward to seeing you all at Cass.

Kind regards,

Konstantinos Chalkias and Paula Jarzabkowski — Cass Business School

Violetta Splitter and David Seidl — University of Zurich

# WE WOULD LIKE TO THANK OUR SPONSORS

Carola Wolf, Treasurer



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**IG Chair:** Jane Lê – The University of Sydney (jane.le@sydney.edu.au)

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

**Past IG Chair:** Anne D. Smith – University of Tennessee (asmith51@utk.edu)

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

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

**Secretary:** Gary Burke – Aston Business School (g.burke@aston.ac.uk)

**Membership Chair:** Katharina Dittrich – University of Zurich (katharina.dittrich@uzh.ch)

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

**Webmaster:** Leonhard Dobusch, Universität Innsbruck (Leonhard.Dobusch@uibk.ac.at)

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

**Representative-at-Large:** Robert P. Wright – The Hong Kong Polytechnic University  
(robert.wright@polyu.edu.hk )

**PLEASE GET IN TOUCH & VISIT US @**

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