Strategy as practice:

New methodological approaches and challenges

EURAM 2009, Liverpool

Dear track participants,

Thank you for contributing to the SAP track in EURAM 2009. We hope you found the sessions and our discussions insightful and inspiring.

In the following pages we have collected some useful information:

- the schedule of our track
- the presentation by Professor Richard Whittington
- the 3 key method questions we discussed in the plenary
- the SMS Finland special conference on the “Intersections of Strategy Processes and Strategy Practices”

We wish you the very best with your research endeavours and keep contributing to practice tracks in the EGOS, AOM and SMS conferences!

Claus D. Jacobs, Sotirios Paroutis and Julia Balogun
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<td><strong>The Practice Database: Capturing Strategy-As-Practice</strong></td>
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Strategy-as-Practice:

Second Generation Research

- research efficiency (Benedikte, Geoff)
- hunting and agriculture (Maria and Leena)
- publishing ‘mysteries’ (Benedikte, Julia)
- strategy or ‘therapy’ (Jenny, Thomas)
Research Efficiency

- life is short
- our practitioners
- combining methods
- allow more ‘cases’
Agricultural Research

- researchers aren’t jailers
- knowledge as co-produced and fleeting
- practitioners’ emails, texts, co-authored summaries, ‘comments’, blogs and tweets
- farmers beat hunter-gathers
Publishing Mysteries

• seek out ‘serial killers’
  • general mysteries
  • expensive mysteries
  • unsolved mysteries

For example:
• family succession
• the use of facilitators
• the broken models of finance
• the dissatisfaction with strategy consultants
• the addiction to PowerPoint strategy presentations
• the ritualization of strategy retreats and away-days
Therapy
(Julia’s Question)

Strategy or OB.... or family therapy?

- strategy is not all that ‘strategists’ do
- whole organisation, hard-to-reverse future commitments
- specify explicitly strategic issue
1. Rigour

"How can we advance the robustness of methods used to investigate practice?"

2. Relevance

"How does methodological novelty also enable empirical novelty?"

3. Consequence for publications

"What are the key success factors for publishing practice studies?"
In a fast changing global economy there is an increasing need to understand how strategic decisions are made, how strategy emerges in an organization in practice, who gets involved in strategy processes and how strategy changes over time. It is more and more important to bring together varying perspectives of strategy processes and strategy practices to advance the practice of strategy. The emerging interest in the practice perspective to strategic management during the past decade makes it particularly interesting for us to reflect on the intersections between the process and practice perspectives of strategic management. By doing this our further aim is to link these two research streams to the recent developments in the fields of managerial and organization cognition, organizational and management innovations, and dynamic capabilities and strategic agility.

The Strategic Management Society brings together scholars, executives, and innovation policymakers in advancing the state of the art research and practice in a unique mini-conference organized for the first time in Finland.

**Finland Conference News Items**  
(Click on or hover over an item for more details)

- A note from the SMS President
- Meet the Program Chairs
- Call for Proposals
- Finland in March
Welcome From The Program Chairs

Dear Colleagues:

We invite scholars, executives, and innovative policymakers to Finland for a unique mini-conference dedicated to advancing the topic of strategy research and practice. At a time of great change, we seek to bring people with diverse backgrounds to find unique solutions for strategy in practice, as well as new ideas and issues to pursue for strategy research.

In this fast changing global economy, there is an urgent need to integrate established views of strategy process and practice. We aim to understand better how strategic decisions are made, how strategies emerge and become entrenched in practice, who gets involved in strategy processes and who gets excluded, and how strategies are changed, either radically or over time. There is an increasing need to bring together varying perspectives on strategy processes and strategy-as-practice in an effort to advance the topic of strategy practice. The emerging interest in the practice perspective of strategic management during the past decade makes it particularly interesting to reflect on the intersections between the process and practice perspectives of strategic management. By doing this, our further aim is to link these two research streams to recent developments both in the real world and in the research fields of managerial and organization cognition, organizational and management innovations, and dynamic capabilities and strategic agility.

Focusing on the intersections of disciplines and traditions, the conference will bring together over one hundred academics and business managers to define the challenges and to create exciting innovations in the field of strategic management. The working methods of the conference will be designed to facilitate the exchange of ideas and experiences amongst participants from different fields of expertise.

Over the years, it has been a tradition for Finnish companies to gather the top management teams at a resort location in Lapland to be in the middle of the wilderness and create innovative strategies for the future. Following this tradition, we are delighted to host the SMS conference in picturesque Lapland.