

SESSION 47

FUTURE DIRECTIONS OF STRATEGY PROCESS AND PRACTICE RESEARCH

PLENARY	Date	Sat, March 20
	Time	09:00 – 11:30 h
Track S	Room	Auditorium

Session ChairSteven Floyd, *University of St. Gallen***Panelists**

Julia Balogun, *Lancaster University*
 Robert Burgelman, *Stanford University*
 Tomi Laamanen, *Helsinki University of Technology*
 Saku Mantere, *Hanken School of Economics*
 Sotirios Paroutis, *University of Warwick*
 Richard Priem, *University Wisconsin-Milwaukee*
 Eero Vaara, *Hanken School of Economics*
 Richard Whittington, *University of Oxford*

In this concluding panel, a number of prominent scholars that have contributed to the development of the strategy process or strategy practice research streams will briefly reflect on the conference, share their views of how they see the development of the field, and outline directions for future research on strategy processes and practices. A particular focus of the concluding panel and the subsequent general discussion is on identifying future research themes where joining the forces across the different research streams would be particularly beneficial.



Steven W. Floyd is a Professor of Strategic Management at the University of St. Gallen. He is a member of the SMS Board of and has been active in the Society for 20 years. His research on strategy process has been published in several leading journals. He is the co-author of three books, *Strategic Management: Logic and Action*, *Building Strategy from the Middle: Reconceptualizing Strategy Process* and *The Strategic Middle Manager*. He is a General Editor of *Journal of Management Studies* and serves on several editorial boards, including the *SMJ* and *AMJ*. He has led executive education program for leading companies in the US and Europe.



Julia Balogun is The Professor Sir Roland Smith Chair and Director of the Centre for Strategic Management at Lancaster University Management School. Her research interests centre on strategy development and strategic change. Her focus to date has been on how strategic activity is initiated and championed at multiple levels within organizations, with a particular focus on the role of middle managers from a sensemaking perspective. Her current research is more concerned with investigating strategizing as a distributed organizational activity, through a focus on activities such as strategic planning and strategic organizational restructuring.



Robert Burgelman is the Edmund W. Littlefield Professor of Management and the Executive Director of the Stanford Executive Program (SEP) of the Stanford University Graduate School of Business, where he has taught since 1981. He obtained a Licenciante degree in Applied Economics from Antwerp University (Belgium), and an MA in Sociology and a Ph.D. in Management of Organizations from Columbia University, where he studied with doctoral fellowships from the Ford Foundation (US) and ICM (Belgium). In 2003 he received an honorary doctorate from the Copenhagen Business School for his contributions to the study of corporate innovation and entrepreneurship. He has taught executive programs and led senior and top management seminars for major companies worldwide.



Tomi Laamanen holds a professorship at the Institute of Strategy and International Business at the Helsinki University of Technology. He is a board member or advisory board member of several Finnish technology-based firms and professional associations. He has acted as a strategic advisor to firms operating in the banking, information and communications, media, metals and machinery, pharmaceuticals, and pulp and paper sectors. Tomi Laamanen has a Doctor's degree in strategy from Helsinki University of Technology and a Doctor's degree in finance from Helsinki School of Economics.



Saku Mantere is a Professor of Management and Organization at the Hanken Business School in Helsinki. He received his PhD from Helsinki University of Technology where he currently serves as an Adjunct Professor. His research interests lie within Strategy-as-practice and in particular, questions related to discourse, subject positions and agency in strategizing. His published work includes various international journals and books. Saku Mantere is an Associate Editor for the *Scandinavian Journal of Management* and on the Editorial board for the *Journal of Management Studies* and *Journal of Change Management*. He has been recognized for his teaching through several awards.



Sotirios Paroutis is Associate Professor of Strategic Management at the Warwick Business School, United Kingdom. His research explores the practices of strategy teams and strategy directors, the relationship between strategizing and organizing, and the strategizing capabilities required by managers in large multi-business firms. His work has been published in several leading journals. Sotirios Paroutis has been involved in training for a number of firms including E.ON, UBS, CapGemini and Transport for London. Prior to academia, he worked for McKinsey & Co in London and Procter and Gamble in Athens.



Richard L. Priem is the Robert L. and Sally S. Manegold Professor of Management in the Lubar School of Business at the University of Wisconsin-Milwaukee, USA. He is founding director of the M&I Marshall & Ilsley Corporation Center for Business Ethics and is a regular visiting professor at LUISS Guido Carli University in Rome, Italy. Research interests include: corporate governance, illegal behavior, strategy making processes, demand-side strategies, group and organization level trust, and organization theory. He serves on the editorial boards of several journals.



Eero Vaara is currently a professor in the department of International Business at the Helsinki School of Economics. His research interests focus on organizational change, managerial and organizational discourse and narratives, and epistemological questions in organization and management research. His work on international mergers and acquisitions has been published in leading Finnish, Scandinavian and international journals.



Richard Whittington is Professor of Strategic Management at the Said Business School and Millman Fellow at New College, University of Oxford. He also currently holds a Chaire d'Excellence at the University of Toulouse. His main current research area is 'strategy as practice', with a particular focus on the evolution of strategic planning and strategy consulting from the 1960s to today. He is a senior editor of *Organization Studies* and is on the editorial boards of *Long Range Planning*, *Organization Science* and the *Strategic Management Journal*.