



Strategic Interest 13 – Strategic Management (SM)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

T13.11 Strategic Responsiveness and Adaptive Organizations

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Short Description

Firms must engage in responsive actions adapting business operations over time providing a better fit with changing conditions to survive and persevere. Corporate longevity depends on abilities to sense new business developments and respond to them in proactive, timely and guided ways, which entails sharing of updated information between employees with deep insights and executive decision-makers concerned with the long-term strategic direction. However, we do not really know much about how these intricate processes are enacted in effective organizations. This uncovers an apparent need to theorize about, analyze, identify, and model effective dynamic response systems in contemporary organizations.

Long Description

Contemporary business environments constitute dynamic non-linear complex systems where extreme events and outcomes in many cases are impossible to predict. The observable effect of these settings is typically displayed in corporate outcome variables that follow power distributions rather than the commonly assumed Gaussian trajectories. This challenges conventional approaches to empirical management studies.

Turbulent environments require that firms are able to engage in responsive actions that can adapt business operations over time and provide a better fit with the changing conditions to survive and persevere. This environmental context is characterized by increasingly specialized, interrelated, and co-evolving business activities where the corporate response capabilities must satisfy the need for requisite variety across available solutions. This will thrive on broad delegation of authority allowing dispersed experimentation throughout the organization in search for proper solutions. But organizational search is also more effective when guided by rational forward-looking analytics informed by updated learning insights. These seemingly contradictory requirements uncover an apparent need for interacting central and decentralized processes.

So, corporate longevity seems to depend on abilities to sense new business developments as they emerge around the organization and respond to them in proactive, timely and guided ways. This will entail current sharing of updated information between employees with deep insights from ongoing business execution and executive decision-makers concerned with the longer-term strategic direction of corporate activities. That is, the ability to integrate experiential knowledge from ongoing initiatives trying out new ways of responding and forward-looking analytical strategy considerations around interactive decision-making processes seems to be a core feature of effective strategic responses and adaptive capabilities.

However, we do not really know much about how these intricate processes are enacted in effective organizations. Hence, there is an apparent need to theorize about, analyze, identify, and possibly model effective dynamic response systems in contemporary organizations as a way to gain new useful insights for academia as well as management practice that is urgently needed.

Publishing Outlets:

A forthcoming thematic book series on Global Strategic Responsiveness with Emerald Publishing

For more information:

Contact the corresponding proponent.

Submission Deadline: 10 January 2018 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.