



NORDISK FÖRETAGSEKONOMISK FÖRENING • NORDIC ACADEMY OF MANAGEMENT



**The 26th Nordic Academy of Management Conference**  
Bringing Research Together  
**24-26 August 2022**  
Örebro University School of Business, Sweden

**Call for Papers**

We invite you to submit your research to explore the theme of “*Bringing Research Together*” for the 26<sup>th</sup> biennial NFF Conference in Örebro. We are looking forward to receiving your submissions.

**Track 8.1 – Strategizing and Strategy Making in Uncertain Times - Northern Europe Perspective**

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**Co-Chair:**

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**Description:**

How do firms and organizations remain competitive or increase their competitiveness under rapid and significant change? The global pandemic, with all its negative consequences, offers an ‘quasi experiment’ for studying the process and outcomes of how firms respond, adjust, or fail to adjust and/or respond to changing competitive conditions. Strategic management, a concept for the overarching view, offers a unique tool for bringing research together. This track, therefore, welcomes empirical and conceptual contributions on a broad range of topics that, broadly, connect to how firms strategize and strategically respond to uncertainties in their competitive landscape.

Historically, across the globe, organizations are forced to accommodate turbulent environmental pressures. Recently, this involves an unsteady and torpid recovery from the 2008 financial crisis, continued technological innovation and changes, reemergence of geo-political and regional risks (i.e. Middle-east, North Africa etc.), refugee migrant crisis in Europe, and instability in US-China trade relations. Now firms also face the global health pandemic crisis. Thus, rather than seeing the current pandemic as an isolated event, it can be seen as adding further dynamism and uncertainty on top of the existing situation.

Extant literature points out that strategic thinking and strategizing are of critical importance for strategic focus and direction of firms to remain competitive under volatile contexts (Denis et al., 2007; Ritter and Pedersen, 2020; Tovstiga and Tovstiga, 2020; Williamson, 1991). Particularly in the present environment where the world is facing an unprecedented health crisis (Ritter and Pedersen, 2020; Tovstiga and Tovstiga, 2020), there is no better time than now to deeply inquire the concept of strategizing and/or strategy making (Denis et al., 2007). This is not least the case in small, export dependent economies such as the Nordics.

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The effects of Covid-19 are broad and varying and stretch beyond the loss of customers in relation to lockdowns. Strategizing is affected as meetings and travels have been replaced by digital contacts and working from home. Effects also involve a dramatic increase in demand for certain products, both high-tech such as drugs and low-tech, such as protective gloves. Effects also can be an upsurge in what broadly can be categorized 'green' products or industries, such as substitutes for air travel associated with pollution, and insourcing of e.g. medicines to reduce dependence on other countries, thereby leading to multiple changes in supply chains.

There are several theoretical strategy lenses to address these changes. For instance, previously accumulated knowledge and capabilities may no longer apply, and Tovstiga and Tovstiga (2020, p.3) have suggested that the Covid crisis has contributed to the challenges such as "paucity of relevant and reliable knowledge and lack of knowledge to orchestrate an effective response." The value of capabilities and resources may change, as can the value of prior experience in mastering upcoming challenges, for instance in evaluating strategic options in changing conditions (e.g. Schriber and Degischer, 2020). Moreover, managers need to be aware of the perpetual dynamics in the strategic knowledge of firms and their operational environments (see Venkitachalam and Willmott, 2016).

This track welcomes empirical and conceptual papers using a variety of theoretical lenses addressing strategizing (the process of developing or implementing strategy), as well as the outcome of strategies in the Nordics. Relevant issues include, but are not limited to:

- What are the significant changes in the competitive landscape following the recent pandemic, and what strategic challenges for businesses and governments – new or old – have appeared?
- How do managers and strategists perform strategizing work for their businesses during a pandemic crisis?
- Why strategic thinking as a skill and mindset are critical for business leaders during an unprecedented global crisis?
- What are the core strategizing considerations and challenges for businesses to move forward in the middle of a pandemic like crisis?
- What are the significant changes in the business landscape during an ongoing pandemic, and what are the conceptualization basics of strategizing for businesses and governments?
- How have firms attempted to adjust to changes in the competitive landscape in terms of strategizing processes, use and development of existing and/or new organizational capabilities, or market positions?
- Have knowledge development trajectories or knowledge development efforts changed because of the recent changes, and can more beneficial strategic paths be detected?

**Keywords:**

Strategizing, Strategy Making, Uncertainty, Dynamics, Strategic Thinking, Crisis

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**Author guidelines:**

Go to [www.oru.se/NFF2022](http://www.oru.se/NFF2022) for more information about how to submit a paper. The deadline for abstract submission is 31 January 2022. Full paper due: 20 June 2022.

***We very much look forward to welcoming you in Örebro!***

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