

INSPIRATION ON STRATEGY AS PRACTICE FROM PAST TO THE PRESENT

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ABSTRACT

Purpose- The goal of this study is to analyze the historical evolution, contributions, turning moments, and prospects of a creative movement called "Strategy As Practice".

Methodology- The methodology of this study is a thorough literature review of Strategy as Practice from past to the present.

Findings- There are several different sources of research on Strategy As Practice. The roots of Strategy As Practice research can be found in the classics of strategy process research as well as countless initiatives to widen and innovate strategic management. Strategy As Practice has just recently emerged as a well-defined area of study in the field of strategy research, uniting experts with similar viewpoints. Strategy As Practice was defined and published in a special issue of the Journal of Management Studies as "micro strategy and strategizing," and afterwards, its studies and research were featured in numerous significant publications.

Conclusion- Strategy As Practice has been the subject of many studies and presentations of various methodologies. However, it is crucial for future study that these studies are methodical or well-coordinated. The literature on Strategy as Practice needs recent studies that demonstrate how it has changed over time and offer guidance for upcoming study in this field.

Keywords: Roots of strategy, practice, praxis, practitioner, strategy as practice.

JEL Codes: M10, M16, M19

1. INTRODUCTION

The traditional strategy perspective, according to various sources in the literature, stresses formal planning, rational distribution of resources, and top-down directed actions to meet targets and asks how strategies should be constructed. Techniques of modern strategy like SWOT analysis and Porter's five forces analysis also take into account this framework. Later, strategy research began to focus on strategy as a social activity, paralleling the overall expansion of actor- and system-centered perspectives in social theories. Strategy As Practice, first identified by Whittington in 1996, is based on social constructivism from an epistemological perspective, while it is based on subjectivism in terms of an ontological paradigm. According to Whittington's (1996) statement, Strategy As Practice is focused on how strategy practitioners actually act and interact. Since then, according to Jarzabkowski (2004) and Whittington's (2006), taking into account the larger environment, Strategy As Practice has started to embrace a more holistic approach to strategy development and implementation (Nini, 2016).

In fact, Strategy As Practice goes back much further. Insights of Strategy As Practice underlines the value of the 'practical reason' study that Dewey (1938) and Bourdieu (1990) used to begin their social practice research. From this perspective, one should bind up in the substantial procedures that make up planning and strategizing while reflecting on our own perspectives and research practices. This requires the use and development of a variety of theoretical concepts and empirical approaches. The Strategy As Practice method has since been defined and developed via a number of research studies. These works sought to provide light on the functions and traits of strategy as practise in relation to other disciplines. Here, it can be said that

Whittington (1996) was the first to define strategy as implementation, with legislation, planning, and process methods constituting major strategic viewpoints. Study on Strategy As Practice has consisted of publications that outlined the study aim and provided concise structures. This involves Johnson, Melin, and Whittington's landmark study from 2003, in which the Strategy As Practice concept – then known as the 'activity-based view of strategy' – was first proposed. According to Johnson, Melin, and Whittington (2003), the approach is characterised by a focus on the in-depth comprehension of the numerous micro-actions that comprise strategy and strategizing in practice. Whittington (2006) improved this explanation by highlighting the significance of comprehending strategizing actions in the context of their broader social environment: actors do not work independently, but instead depend on the regular, social practice *modus operandi* that emerge from the diverse social organizations they belong to. Whittington bases his proposal on this, proposing "practitioners, praxis, and practices" as the three fundamental components of strategizing (Golsorkhi et al., 2015).

Whittington (2006) defines practitioner as "all players who are actively participating in the creation and execution of strategy." This provides a broader viewpoint than the typical one, which emphasises senior management while minimising the importance of middle management, consultants, and functional key players in strategy. The term "praxis" refers to a specific set of activities related to the design and implementation of strategies by practitioners. The third concept in Strategy As Practice is practice. By referencing important social theories like Giddens's theory of structuration (1984) and Bourdieu's theory of practice, it completes the circle between an individual and a system (1977). According to Whittington (2006), it refers to social structures including typical practises, norms, conventions, and regulations that are continuously created, changed, and replaced in daily life (as cited by Nini, 2016).

It is clear that the research on Strategy As Practice has been built from a number of sources. The classics of strategy process research as well as numerous endeavours to advance and develop strategic management are the foundations of Strategy As Practice research. Strategy As Practice has just lately evolved as a distinct issue in strategy research, gathering together agreeing colleagues whose thoughts might have stayed "remained marginal and isolated voices in the wilderness" despite the contributions of numerous early pioneers (Johnson et al., 2007, p.212). Many definitions, techniques, and empirical studies about strategy as practice have been developed within this paradigm. Hence, this study will concentrate on how Strategy As Practice has evolved and the gaps in Strategy As Practice studies.

The structure of this article is as follows; The second part is about origin of Strategy As Practice, its historical growth, its current contributions, limitations, and future studies to be done on Strategy As Practice. The third and final section is about significance of Strategy As Practice and recommendations for its development.

2. LITERATURE REVIEWS

2.1. Birth and Evolution of Strategy as Practice

The first foundation of the Strategy As Practice approach was laid by Richard Whittington in 1996 with his article Strategy As Practice. The author of this paper set the emphasis of this approach on strategy as a social "practice" and expressed interest in the behaviour and interactions of strategy practitioners in practice. What does it take to be a successful strategy practitioner? That is the crucial query here. The term "practice" refers to the management level and is concerned with how strategists "strategize" while utilising many of the process school's findings. At this point, the work and speech of practitioners is very important. Thus, the question here is how managers and consultants act and interact throughout the entire strategy formulation process. Strategy practice is not the same for everyone. As the practices are not the same, it is vital to comprehend both local customs and the various roles involved in strategy formulation (Whittington, 1996).

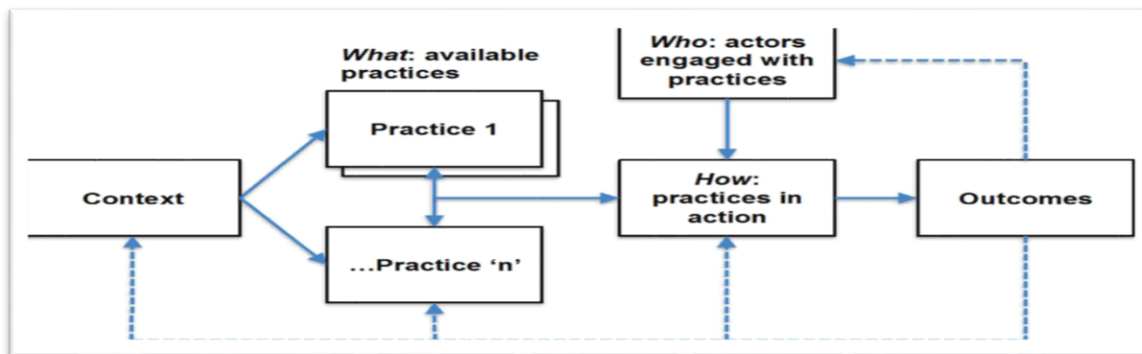
Then, in another article, Whittington (2003) asserts that traditionally, the field of strategy has treated its challenges as something the organization possesses, given that the organization implements some sort of strategy. To date, strategy studies have focused on the organization's macro characteristics. The strategic process' complexity is simplified to a few causal variables, ignoring the evidence of human action interconnections. The topic of strategy should demonstrate a lot more micro-level, in-depth phenomena. Strategy As Practice (SAP), or strategizing, was coined by Jarzabkowski et al. (2007) and Whittington (1996). The activities and interactions of the people who are implementing the plan are addressed by Strategy As Practice. According to Whittington (2006), strategy is seen as something that people do rather than something that a company has (as cited by Lavarda and Bellucci, 2022).

2.2. Strategy as Practice's Focus

Jarzabkowski et al. (2016) mention that the Practice-Based View of Strategy (PBV) is challenged by Strategy As Practice. PBV focuses solely on practice (isolation). It downplays the importance of "who" participates in the practices and "how" they are carried out. Companies, on the other hand, must consider not only the practices themselves but also how and by whom they were carried out. It's like a cooking example where the recipe is the same but the taste isn't. For this reason, Strategy As Practice is a game changer at this critical point. Within this framework, the authors create a schema. This schema shows that

how and by whom practises are carried out and the organization's outcomes are mutually dependent, and that if this mutual reliance is not acknowledged, strategy research may incorrectly ascribe performance differences and give erroneous suggestions to strategy practitioners.

Figure 1: A Schematic Model of Strategy Practice



Source: Jarzabkowski et al. 2016.

There are three concepts that Strategy As Practice focuses on; practice, praxis and practitioner. Practice is characterised as knowledge of the activity provided by behavioural, cognitive, discursive, and physical sources within which several actors can participate and jointly accomplish shared objectives (Jarzabkowski et al., 2007). It also encompasses the manner in which people behave, including customs, norms, and procedures (Whittington, 2006). Praxis is the connection between the contributions and actions of various and dispersed groups of people and the structures within which they operate. Praxis is the flow of activity created by people (Whittington, 2006). Practitioners, also known as actors, are responsible for putting the strategies into effect (Whittington, 2006). As a result, they are linked to the practice and praxis components.

2.3. The Individualism/Collectivism Dilemma is Resolved by Strategy as Practice

In fact, traditional strategy approaches emphasise top-down management. It has a collectivist bent. On the other hand, Strategy as Practice resolves this difficulty by referencing social theory, which sees agency and structure as two sides of a coin. The interplay of the three core Strategy as Practice terms practitioner, praxis, and practice reflects this duality (Giddens, 1984; Outhwaite, 2006). Strategy as Practice is able to overcome the classic strategy perspective's duality of individualism and collectivism thanks to this link between practitioner, praxis, and practice. Strategy as Practice helps to understand how a particular context effects the strategic management process and vice versa (as cited by Nini, 2016).

2.4. The Reasons for Strategy as Practice Field Has Rapid Growth

Strategy as Practice field has rapid growth, but why? The reasons for this growth are expressed in the dissatisfaction felt intensely in traditional strategy research. Making strategy is the focus of the research topic "Strategy as Practice". For instance, what are they employing, how are they doing it, who is doing it, and how does this affect how the strategy is being developed? For this reason, the answers to these questions are examined by Strategy As Practice. Strategy is something that humans do, but multivariate analyses of firm- or industry-level influences on business performance are what make up most of strategy theory. Most strategy theories suffer from the absence of human actors and their behaviors. According to the perspective of Strategy As Practice, while strategizing is defined as the actions, interactions, and negotiations of various actors as well as the situated practises they use to carry out that activity, strategy is described as a situated, socially realised activity (Jarzabkowski and Spee, 2008). Furthermore, according to March (2006), decision models, frameworks, strategies, procedures, and other sorts of "rationality technologies" have always been tightly linked to strategic management. Strategy As Practice, on the other hand, places a heavy emphasis on the practical realm. As a result, practitioners will gain significant insight into how to apply those models in the planning process. They observed and examined how important decision-makers choose, use, and update such tools in the reality (as cited by Nini, 2016).

In this way, Strategy As Practice research has contributed to earlier strategy process research by putting into consideration the social incorporation of strategy making. Strategy As Practice has made a significant methodological leap. Statistical investigations have generally been chosen by the strategic management discipline (Vaara and Whittington, 2012). It demonstrates a high preference for varied qualitative methodologies, which is common in single organizations. These studies are frequently based on interviews conducted at various organizational levels (Tsoukas, 2017). In addition, Vaara and Whittington (2012) mention that Strategy As Practice researchers have also gone to extraordinary lengths to become closer

to their subjects. Participant observation, action research, photography, video-ethnography, study subject diaries, and work shadowing are some examples of these methodologies.

2.5. Critical Points on Strategy as Practice

Recent studies have concentrated on the missing aspects of Strategy As Practice and made suggestions for its improvement. Nini (2016) looks at it from three critical perspectives. Firstly, Strategy As Practice has just recently started to integrate macro-level planning in its purview. Strategy As Practice focused heavily on the micro perspective of strategy creation and implementation when it first launched. Even though Strategy As Practice has lately begun to take a more holistic approach, to reinforce its status as a comprehensive framework for strategic management, more research is required. According to Varaa and Whittington (2012), Strategy As Practice will overcome the problem of "micro-myopia" (p. 28). Second, greater study is required on the concept of practice. This shift to a macro level is explained by Strategy As Practice's dependence on general social theory like Giddens's Theory of Structuration (1984) and Bourdieu's Theory of Practice (1977). Strategy As Practice must tackle the same problem with its notion of practice, focusing on important points from Thompson (1989), particularly those that pertain to Giddens's definition of "looseness" (p. 64). Finally, there is a gap in the strategy discourse. Strategy As Practice recognizes that strategy creation and execution are social processes that rely on communication. However, until recently, Strategy As Practice (Fenton and Langley 2011) disregarded narrative as a crucial to social creation in practice. The study by Kaplan (2011) on the use of presentations as "epistemic machinery" takes the "narrative term" and can be used as a starting point for future study.

The fact that little study has been undertaken on strategy in the context of micro firms is another important consideration. It is recommended to pay further thought to the form of owner/manager strategizing in the setting of the micro enterprise. In larger enterprises, the practitioner's actions occur within a professionally mediated context, whereas the owner/action manager's take place in a more informal context in smaller firms. While not lacking in industry expertise, it frequently lacks professionalism when it comes to formal business and management experience. Cognitive, behavioral, motivational, and physical practices rooted in a corporation produce strategy practices. Owner/manager consciousness may be viewed as a filter that allows for the making of only certain decisions (Kearney, Harrington and Kelliher, 2018).

Moreover, Jarzabkowski et al. (2021) mention that early Strategy As Practice publications stated that an activity is strategic if it has repercussions for the firm's strategic outcomes, directions, survival, or competitive advantage, even if the consequences are not part of a clearly articulated strategy. Others have adopted the second portion of the definition, which is based on a strategy process perspective on what strategy practitioners consider to be consequential; for instance, strategic planning, strategic change, and strategy implementation processes. The process viewpoint imposes a set of assumptions on what activities are judged "strategic" to study, those associated to well-known strategy processes like strategic planning and transformation, and as a result, cuts out alternatives. This is similar to how the performance view operates. Because of this, Strategy As Practice definitions of what action is consequential and, consequently, who and what should be evaluated have been impacted, according to Jarzabkowski et al.'s (2021) analysis.

First, what does it mean to be "consequential"? According to the performance view, process view, and practice view (reinvigorated), this question has been answered by different authors. They each describe it in their own way; Johnson et al., (2003) clarify that the performance view categorizes strategic activity based on preset performance measurements or espoused success measures relating to the firm's strategic results, directions, survival, and competitive advantage. According to Burgelman et al. (2018), the process view identifies what strategy practitioners consider to be important in their strategy-making processes. Although there are no explicit strategic performance goals or related strategy procedures, the practice perspective (reinvigorated) identifies indirect and consequential consequences of actors' practices on patterns of activity that scholars may claim are strategic (as cited by Jarzabkowski et al., 2021).

Second, what is the subject of research? The answers to the questions are discussed again from these perspectives. This time, they provide the same explanation: Jarzabkowski (2008), and Jarzabkowski and Seidl (2008) claim that the performance view is used to study the practice of achieving stated success metrics including financial performance, operational performance, and organisational effectiveness. Through strategy processes such as Spee and Jarzabkowski's (2011) strategic planning, Balogun and Johnson's (2005) strategic transformation, and strategy execution, the development of articulated strategies that the organisation formally refers to as "its strategy" is investigated (e.g. Hengst et al., 2020). The practice view (reinvigorated) examines the banal daily activities that are frequently determined by academics' intuitions regarding what is crucial, strategic, or consequential in the area (as cited by Jarzabkowski et al., 2021).

Third, who is being investigated? According to Liu and Maitlis (2014) and Wenzel and Koch (2018), top managers are studied as significant actors in defining the organizational definition of strategy. According to Balogun et al. (2015) and Jarzabkowski et al. (2019), the process view examines top and intermediate managers, as well as some operational managers, who are

involved in strategy processes. Practice view (revised) investigates a diverse spectrum of actors, including individuals who aren't officially defined as having strategic roles or responsibilities inside organizations (as cited by Jarzabkowski et al., 2021).

Finally, what role do researchers play in determining what is strategic? Jarzabkowski et al. (2021) say that existing literature has a passive dictation on what is strategic in terms of performance. In the same way that the organization dictates what is strategic in the performance view, the organization dictates what is strategic in the process view. Unlike other approaches, the researchers actively select what is strategic in practice (reinvigorated).

2.6. Tensions, Crossing Strategies and Potential Research

Kohtamäki et al. (2022) conducted a bibliographic search of 340 articles written from the past to the present, and five different clusters emerged as a result of this bibliographic search. The topics that emerged as a result of these clusters and on which the most articles were written are, respectively; praxis, sensemaking, discursive, sociomaterial, and institutional. Of course, these main cluster titles are related to each other and have co-citations. As a result of these emerging clusters, the authors compared micro versus macro, discursive versus sociomaterial, practical versus critical, and practice versus process within the framework of connecting streams. For each connecting streams, the authors mentioned disconnects, crossing strategies, and topics for future Strategy As Practice studies.

Firstly, Kohtamäki et al. (2022) discuss macro-micro conflicts. Although it has also been significant in sensemaking and discursive ('small d') methods, the praxis cluster has been characterized by a focus on the micro level. Discursive studies ('Big D') and NIT are both turning more and more of their attention to macro activities. Methods for bridging between them include practitioner institutionalism and attention to the appearance of praxis in institutionalisation. One of their prospective research areas would be the adaptability of practise to formal organizations, such as various sectors or business cultures. In addition to the creation, evolution, and dissemination of strategy methodologies across time, digitalization, big data, and artificial intelligence can all be used in strategy work.

The contradictions between discursive and sociomaterial are discussed in the second section. Sensemaking and, more specifically, discursive research have traditionally concentrated on the function of language while ignoring the instruments and technologies used to convey language. Sociomaterial analyses place a strong emphasis on the material and tangible aspects of strategy work, although they are rarely related to more detailed discourse analysis. The options for crossing between them are as follows: The different modalities of social life can be captured using multimodal approaches (human and technological). Their potential research areas consist of multidimensional analysis of strategic communication, discourse or conversational aspects/functions of strategy tools, interplay of narratives, texts, artefacts, and exemplified aspects of strategy work, and the roles of materiality and embodiment in new digital chances of strategy work (Kohtamaki et al., 2022).

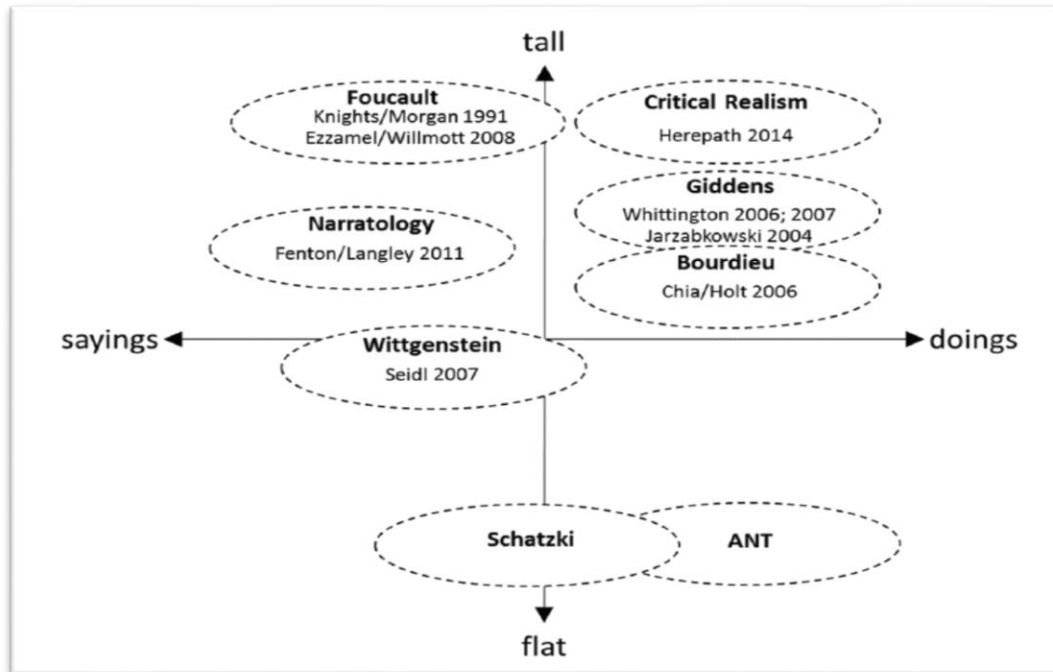
Thirdly, the contradictions between practical and analytical thinking are discussed. The praxis cluster has a history of focusing on matters of practical importance while ignoring power dynamics underneath the surface. In critique, the crucial flow of labour, particularly in the discourse clustering, tends to isolate itself. Interacting strategies: power's simultaneous interest in strategies that are both going to control and liberating. Exclusion and inclusion in strategic analysis, sex as well as other inequities in strategic analysis, and the relative consequences of power and practises in explaining results are all possible study subjects (Kohtamaki et al., 2022).

Finally, there is a discussion of the difficulties that exist between practice and process. Many Strategy As Practice scholars have stressed distinctiveness, with minimal links to strategy process research, even if they were initially affiliated with process studies. The majority of strategy process research has been conducted at the organizational level, ignoring social behaviors and micro-level planning. Sequential and bridging procedures are used to cross between them. There are temporal views and multi-level investigations of activity inside processes for sequential. There is a strong process ontology for bridging. Possible study subjects include the dynamism of practices in dealing with change, the use of strategy practises "inside" distinctive strategy processes, and the objectification of strategy processes as distinct and consistent things (Kohtamaki et al., 2022).

2.7. Studies Needed to Improve Strategy as Practice

Strategy As Practice study will advance by broadening its reach, either by becoming taller or flatter. Flatter ontologies expand the area of Strategy As Practice study by encompassing a mix of local and remote settings, as well as human and non-human agents. As a result, research on Strategy As Practice moves beyond being an offshoot of organizational theory and, at the very least, is connected to sociologies of technology, knowledge, economic institutions, and social change. Tall ontologies may be used by Strategy As Practise researchers to identify the likely locations and forms of practice innovation. Changing cultural views and new technologies, for instance, may be encouraging the creation of more "democratic" types of strategy praxis right now (Whittington and Seidl, 2014).

Figure 2: Spectrum of Theoretical Resources as Represented in Key Papers



Source: Seidl and Whittington, 2014.

Besides, Santos et al. (2021) discuss various strategies to lead empirical research on Strategy As Practice. For this reason, they offer a strategy based on a thorough examination of the literature in which the components of phenomenology, grounded theory, ethnography, and narratives are provided in the framework of Strategy As Practice studies. Thereby, they want to show how grounded theory, ethnography, and narratives of practise may be used in combination to assist researchers go past in vivo accounts and connect micro-level actions to macro-level results. It's vital to highlight that the structure can be used in a variety of ways because it's not a cookbook but rather a set of guidelines that can be tailored to the problem and research situation. For instance, the philosophical movement and onto-epistemological paradigm known as Phenomenology directs research on the experiences and "life circumstances" of the strategists. Narratives of Practice allows strategists to access their recollections and life stories. It focuses on historical, institutional, and interrelated processes. Ethnography is a method of gaining access to the daily lives of strategists. It is mostly focused on localized practices, as well as actual "doings" and "sayings.". Grounded Theory is a methodological approach to the issue that is being investigated. It is focused on the development of historically and culturally based theories.

Given that narrative is important to the phenomenological approach, using it would allow practitioners to access the practitioners' storytelling, which helps them make sense of their organizational lives and identities as strategists. Narratives aid in the understanding of how strategy-making entails sensemaking and sensegiving. Consequently, the proposed method may be used to examine the core assumptions of a strategy story as well as how conflicting narratives are resolved (Santos et al., 2021).

The holistic nature of ethnography and its emphasis on culture can aid in addressing the numerous levels that comprise the social environment. While narrative research typically collects stories through interviews in a scheduled conversation for that purpose, researchers can prove ongoing narratives and how they are integrated into praxis-practices-practitioners by observing in vivo practitioners' interactions. Ethnography considerably improves the researcher's immersion in fieldwork, allowing for the collection of a large amount of data (Santos et al., 2021).

The grounded theory might add to the ethnographic by filling the "intermediary moment" where analysis of data occurs. As a result, the problem of stringent data collection and evaluation would be addressed via analysing datasets (and constructing categories) from the beginning, as opposed to after data collection is complete, and by displaying the correlations between ideas and categories. A systematic approach is necessary to relate field data to the development of ideas and to challenge the underlying assumptions of current theories, a systematic approach is necessary. These grounded theory components can all contribute to codifying and enhancing the restricted theoretical part of ethnography (Santos et al., 2021).

2.8. Future Directions

Santos et al. (2021), according to before perspective suggested (phenomenology, narrative of practice, ethnography, grounded theory), the method could be effective for researching two understudied subjects in Strategy As Practice literature: (a) strategic change in pluralistic contexts/organizations and (b) open strategy. Most of strategy theory is inadequate for analysing strategizing in diverse contexts, but social practice theoretical frames can address this peculiarity. Different objectives and expediences of groupings inside and without the organization generate pluralistic settings. Openness in terms of inclusiveness, or the number of individuals engaged in strategy creation; and transparency in terms of clarity, both during strategy formation and, more frequently, during strategy communication, characterise the idea of open strategy. The authors identify four forces (societal, organizational, cultural, and technology) that promote openness in strategy work, all of which will become more commonplace and permeate throughout business. If planning is considered as a regional collection of activities with important social implications that are impacted by new and emerging technologies, the increase of knowledge creation, and the synergetic economy, then openness becomes macro and micro. The suggested approach might be used to explore how prospective new "practices" impact the everyday actions (praxis) of "practitioners" in a clear and honest organization. This method requires analysing practitioners' narratives while simultaneously observing their (inter)actions via an anthropological investigation in order to find strategic elements impacted by cultural and institutional variables. The right tools are provided by grounded theory to keep moving from solid data to the conceptual level, explaining the traits and ramifications of the open strategy for strategizing and preventing the study from devolving into a mere descriptive study and losing the chance to theorise about novel phenomena.

According to Doganova and Kornberger (2021), investigations that use the strategy viewpoint as a practice give insight on a vast array of strategy instruments. Within this framework, the authors concentrated on three strategic tools: economic and business models; strategic and business plans; and discounting, a tool for valuation and decision-making. These tools are always being developed in an effort to cope with the future in diverse businesses.

Uncertainty about the future exists inside a world that is predetermined; it has more to do with variability than with unpredictability. Due to parameter changes, models generate imaginary future world states that resemble present-day varieties. Models forecast future conditions based on prior experience, which lends credence to the predictions. (Doganova and Kornberger, 2021).

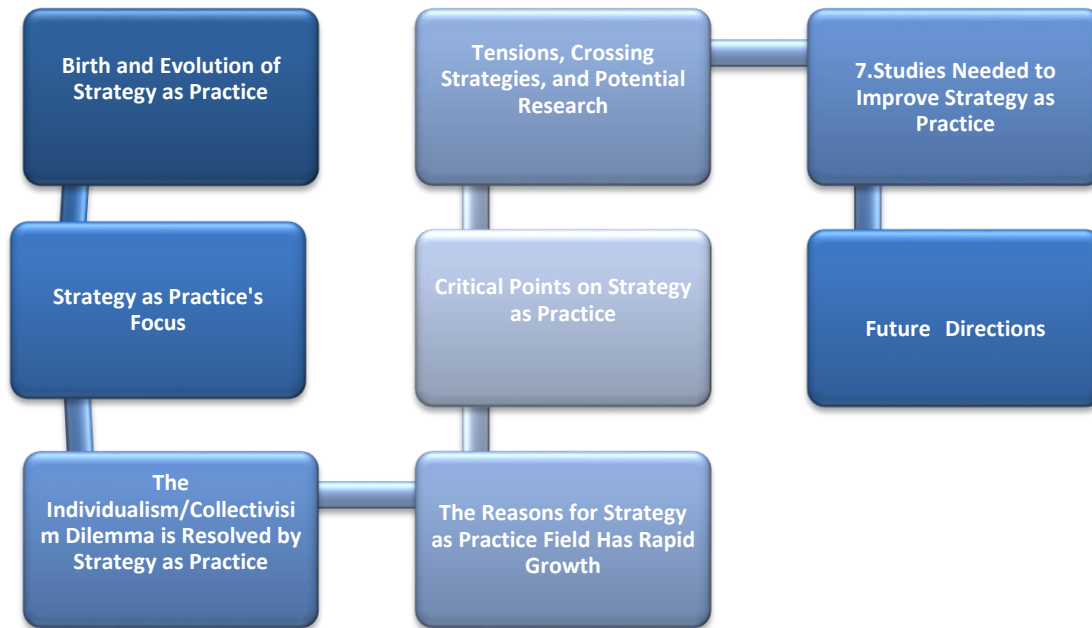
A plan is an effort to address the future's unpredictability by outlining a route that incrementally moves from the current state of affairs to the desired future state of affairs. Plans vary from models in that they explicitly attempt to act on the future's unpredictability. The effectiveness of the plan, like the model's, is not found in its capacity to foretell future events and guarantee that the route it proposes will be followed perfectly. Contrary to what many people would think, the plan is really more concerned with the present than the future, according to Kornberger and Clegg (2011). An effective plan is one that draws on previous allies rather than making predictions about what will happen in the globe in the future (as cited by Doganova and Kornberger, 2021).

Models and plans are used to reveal (potential) futures as in today and make them amenable to action, not to predict what will happen, assuming the future is unknowable and uniform. They study the future and the present. Both depend on the difference between the present situation as two temporal realms, one with an action problem and the other with a decision issue (what should we do now?) and the other with a knowledge problem (what will the future be like?) (Doganova and Kornberger, 2021).

Discounting is among the most important methods organizations and decision-makers use to forecast the future. Discounting refers to techniques for forecasting future inflows of advantages and disadvantages that something will experience. The theory and practice of finance are where discounting first emerged. For instance, the discounting principle of banking states that "a dollar tomorrow is worth less than a dollar now" since today's dollar is worth more than tomorrow's dollar. According to this theory, the future will be less valuable than the present, so it must be "discounted" by applying a discount rate to bring it back into the present (Doganova and Kornberger, 2021).

Firms and governments increasingly cite global uncertainty, "disruptive" technical innovation, and change pace as planning challenges. "Preparedness" replaces "planning" in strategy (Collier and Lakoff, 2008). We must "prepare" for a future that is unknown, beyond our control, and getting farther away while approaching faster. Worries over the changing climate, environmental sustainability, and subsequent generations have led to a rise in requests to examine the far future. One of the most important problems of today is to be ready for an unknown future. Creating effects for this unknown future, which we may not see, depends on our ability to act now. The difficulty is startling. Neither future temperature hikes nor images of coming disasters seem to warrant immediate action. This can be overcome by our ability to see the future as part of the present rather than our ability to predict an uncertain future (Doganova and Kornberger, 2021).

Figure 3: Historical and Current Inspirations for Strategy as Practice



3. CONCLUSION

As Johnson et al. (2007) indicate that Strategy As Practice may be traced back to the classics of strategy process research as well as other efforts to expand and deepen strategic management. Since the middle of the 2000s, Strategy As Practice has been a clearly established topic within the discipline of strategy research.

Strategy As Practice is an innovative movement that tries to determine what is to be considered a strategy by considering what, who and how in strategy applications from a practical theory point of view. In this way, it is very exciting to observe the important effects of strategy, which is not only a feature of certain organizations, and the transition to social practice in contemporary developed societies (Jarzabkowski et al., 2021).

Strategy As Practice has been the subject of several definitions, scopes, techniques, and empirical research. The evolution of Strategy as Practice from the past to the present is provided as a literature review in this study. In addition to presenting a comprehensive literature study that may guide future research, recommendations on how Strategy As Practice can be improved, the missing points are mentioned, information about the direction of future researches and future directions are mentioned.

Since Strategy As Practice is a very comprehensive and constantly developing field, it was not possible to scan all the literature and include all studies in our study. Many techniques have been presented and many studies have been done on Strategy as Practice; however, the well-coordinated or methodical nature of these studies is of great importance for future research. The Strategy as Practice literature needs contemporary studies that show how it has evolved over time and provide insight into future research in this area.

This work is a small fragment of the Strategy As Practice evolution. We hope that more comprehensive literature studies will be included in the future and that researchers will be able to easily access and benefit from these resources while conducting Implementation as Strategy studies. Thus, Strategy As Practice studies can be made much more regular and systematic.

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