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Strategic practice as pre-requisite for the survival of companies

Abstract

Strategy with its very roots in military planning, as being on the battle field has become a more and more theorized, standardized and structuralized construct that comes into existence in organizations. Formerly strategists had been in the field, experiencing the actions, feeling the enemy first hand, rethinking their steps and putting plans – on the basis of their practical wisdom – into actions. Nowadays, practitioners are struggling, as playing fields and environment grew larger significantly in the course of globalization and near to imperfect information (bounded rationality). At the same time it becomes crucial to understand practice and Praxis as essential part of strategy content, enabling the practitioner to successfully strategize, introducing as well non-cognitive forms. As a result, there is one simple insight, “strategies can form as well as be formulated” (Mintzberg, 1987, p. 68). Considering the classical and generally taught approach of strategy formulation in line with the apollonian structure and harmony thinking, the question at stake is what practitioners actually do, how, when and nevertheless why. The re-organization and as well the overcoming of the mind-body dualism as already described by Mead and hence the unification of all parts into an empirical cosmology (MEAD, 1974) can therefore only be a logical consequence and an argument to extend the field of strategy into a sphere of practice and embodiment.

It is of crucial importance how sense is made and how it is narrated. This paper will revise and evaluate recent developments in the field of strategy research from an activity-based point of view, critically discuss the possible implications and analyze the smartphone industry with the help of case studies, in order to directly apply the given thoughts into the realm of strategic practice. As a result, this article aims at rethinking possible approaches to strategic practice and to make the results fruitful for both academics and practitioners of the field.